

POLICY REVIEW & DEVELOPMENT REPORT

Type of Report: Monitoring	Portfolio(s): Resources
Author Name: Becky Box	Consultations: Management Team
Tel: 01553 616502	
Email: becky.box@west-norfolk.gov.uk	
Open report	

PR&D Panel: Corporate Performance Panel
Date: 8 June 2016
Subject: Corporate Business Plan Monitoring – Quarter 4 2015/16

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 progress made on the key actions up to the end of Quarter 4 2015/16.

Recommendations

The Panel is asked to review and note the Q4 2015/16 Corporate Business Plan Monitoring report.

1. Background

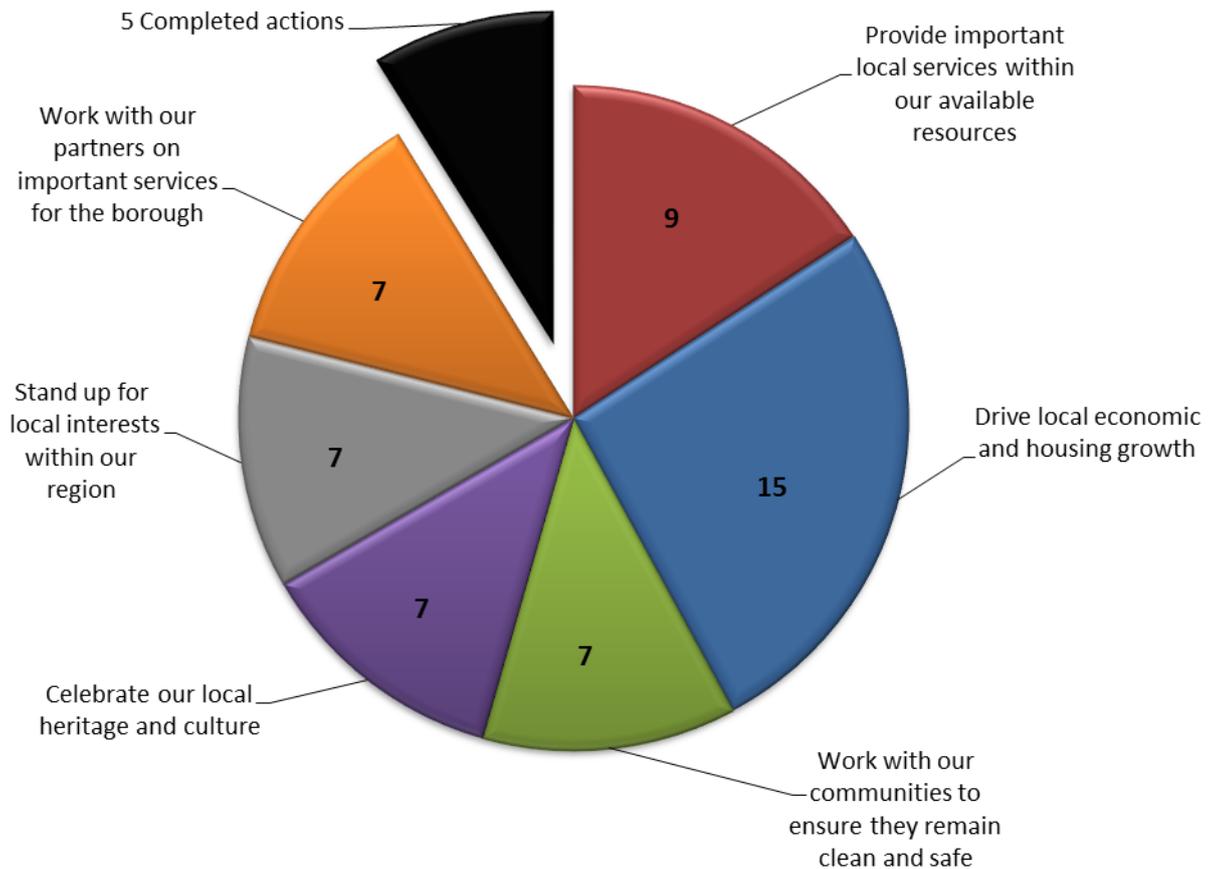
- 1.1 The Council's new Corporate Business Plan was adopted in January 2016. It sets out the broad framework for the Council's work for the period 2015-2019.
- 1.2 The six priority areas outlined in the Corporate Business Plan, underpinned by 18 corporate objectives, are:
 - . provide important local services within our available resources
 - . drive local economic and housing growth
 - . work with communities to ensure they remain clean and safe
 - . celebrate our local heritage and culture
 - . stand up for local interests in our region
 - . work with our partners on important services for the borough
- 1.3 The monitoring report is collated quarterly, and brought to the Corporate Performance Panel following the end of Quarters 2 and 4. Reports set out progress made against key actions – including details of any completed or new key actions. All quarterly reports are available to Members on the Council's Intranet, [Insite](#).
- 1.4 The report contains an Executive Summary which provides an overview of progress against the six priorities. The information in the body of the report provides further detail.
- 1.5 Members should note that key actions which were completed prior to Q4 have been removed from the report and are contained in a separate archive report [Completed Key Actions report 2011-2015](#). Any outcomes indicated as now completed on the Q4

report will be removed from the monitoring report and added to the new Completed Key Actions report 2016-2020.

2.0 2015/16 Quarter 4 Performance

- 2.1 The 2015/16 Quarter 4 report details progress on agreed actions as at the end of March 2016. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the 2016/17 Quarter 1 report (which will be available on Insite).
- 2.2 The Executive Summary for the 2015/16 Quarter 4 performance report indicates that 88% of key actions are progressing well and 12% have been completed.
- 2.3 In total, the Corporate Business Plan has 52 ongoing key actions which the Council is working on. The chart below highlights the number of key actions which underpin each corporate priority. Over the next four years the proportions of the chart will change, as key actions are completed or new key actions are added in reaction to specific corporate issues or priority areas.

Number of ongoing 'key actions' per corporate priority





Corporate Business Plan Monitoring Report

Covering Q4 2015/16

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 10 actions in place for this outcome 1 action has been completed this quarter. The remaining 9 actions in place are progressing well.



4. Celebrate our local heritage and culture

Of the 8 actions in place for this outcome 1 action has been completed this quarter. The remaining 7 actions in place are progressing well.



2. Drive local economic and housing growth

Of the 17 actions in place for this outcome 2 actions have been completed this quarter. The remaining 15 actions in place are progressing well.



5. Stand up for local interests within our region

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



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

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



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

Of the 8 actions in place for this outcome 1 action has been completed this quarter. The remaining 7 actions in place are progressing well.



Overall progress on Corporate Business Plan actions as at 31st March 2016 is deemed to be on track.

Detailed progress by Corporate Business Plan priorities

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

Priority 1 - Provide important local services within our available resources

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

Cabinet Member: Cllr N Daubney

Status	Key Action	Progress	Target Date	Comment
	Implement an online 'Citizen Account' which will enable customers to submit and track service requests as well as access personalised information securely	On track	End of July 2016	The 'OneVu' Citizen Account is in the development phase. We are working in a development partnership with the software supplier, who is building the system at the present time. The system will be subjected to rigorous testing before a 'soft' go live in the summer of 2016.
	Launch a new responsive design Council website	On track	June 2016	The new website is proceeding well and remains on target for a go-live in June 2016. Work surrounding the design and templates is almost complete. Adding content will be complete in May. User testing and error checking will then be undertaken before go-live. Work is also underway to rebrand the third party systems attached to our website such as online payments and Public Access. This will ensure that as far as possible they will replicate our new design. This work is also on time and within the budget agreed with the ICT Development Group.

	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	End of March 2017	Lean reviews have been carried out on particular processes in Careline, Care and Repair, Revenues, Benefits, Waste Management, Clean Up, Planning Control, Planning Enforcement, and Licensing, as well as on the corporate complaints process. New electronic forms and processes have been implemented and budget savings/efficiencies gained to date have been reported in the budget. Work continues on fully implementing the changes identified.
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2. We will: Continue to seek new and effective ways of working

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Undertake a review of procurement practices and arrangements	Ongoing	End of June 2016	<p>A comprehensive training programme has been completed, which was delivered to staff having responsibility for procurement/letting/managing contracts. Validation/update training for EMT and other senior officers who completed training in phase 1 has taken place. Feedback from the training provider on best/good practice introduced as a result of phase 1 training is expected in April 2016.</p> <p>An in-depth analysis has been carried out on the authority's 'tail-spend'. Contracts have been put in place where this is cost-effective; however, analysis has shown that realisable savings are much smaller than that suggested during the 2013 procurement tender. The analysis has demonstrated that the vast majority of this spend is already effectively procured, for example shows promoted at the Corn Exchange are negotiated on a per show deal basis, and existing framework contracts already capture significant areas of spend. In addition there were areas of specialist services included in the tail spend figures which could not easily be aggregated with a larger contract. As part of this process, work was also undertaken by external consultants on specific cost areas. The consultants have confirmed that the existing management of those areas is strong and costs are tightly managed. This element of the review into procurement practices is therefore complete.</p>
	Implement the cross service projects which form part of the cost reduction programme. (NB Channel Shift is now reported separately.)	On track	End of March 2017	Progress on all corporate projects is reported to Management Team quarterly. All projects are following their individual project plans and no significant issues have been identified.

	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	End of March 2017	A review of the training budget and programme for 2016/17 is being developed in line with key corporate priorities and associated work streams.
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3. We will: Take opportunities to generate income and draw in grant funding where it helps us achieve our priorities

Cabinet Member: Cllr B Long

Cabinet Member: Cllr A Beales

Status	Key Action	Progress	Target Date	Comment
	Put in place a programme of works for increasing the use of King's Court and other council buildings by third parties	Ongoing	End of March 2017	Discussions are ongoing with the Department of Work & Pensions Job Centre+ regarding the potential relocation of the Job Centre into the Ground Floor of King's Court. An architect has been appointed to undertake a space planning exercise. Proposals for other agencies considering relocation to King's Court is being considered.
	Undertake a series of land reviews of sites owned by the Borough Council and report to Cabinet with options for dealing with these sites	Ongoing	End of March 2017	47 sites have been identified with 13 sites successfully gaining outline planning permission for housing development. A programme of planning applications continues, and a report will go to Cabinet during 2016/17. Three strategic land acquisitions have been approved by Cabinet and the acquisition process is underway. All sites have development potential.
	Formulate a model to move forward the idea of bringing in revenue via supply of ICT services to external parties	Completed	End of August 2016	A revised technical model has been developed, allowing ICT to successfully activate one area of new business. This has generated revenue circa £25,000. Work will now be undertaken to seek further interest from other public sector areas.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate programme	Ongoing	End of March 2017	The One Public Estate countywide group are currently evaluating proposed schemes to submit for Cabinet Office feasibility funding.

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

Status	Key Action	Progress	Target Date	Comment
	Local Development Framework – Complete representation period for Main Modifications, receive Inspector's report and adopt the Site Allocations and Development Management Policies Plan	On track	Autumn 2016	Proposed Main Modifications have been advertised and the period for representations expires on 18 May 2016. We expect the Inspectors Report in late June and adoption would follow early in the autumn.
	Build an Enterprise and Innovation Centre (KLIC) on the Nar Ouse Regeneration Area (NORA) site	Completed	April 2016	Practical completion confirmed on 27 April 2016. Although the construction of the centre has been completed, the council will continue to work with NWES and other partners on developing proposals to support the creation of new jobs and businesses at KLIC. This will be a new Key action for 2016/2017. The funding agreement with NWES includes an obligation on NWES to deliver 150 new jobs and create 50 new businesses by 2020/21. Also, KLIC is situated within the boundary of the Nar Ouse Business Park Enterprise Zone, which creates further synergy in terms of joint working to attract new businesses and investment to the area.
	Prepare an outline proposal for the development of a Shared Technology Centre (STC) on the site opposite KLIC	Ongoing	Sept 2016	The Shared Technology Centre (STC) will be a prototyping facility offering space, equipment and support to local businesses who wish to develop and test new products and services. Together with KLIC, the STC will form a core offer of enterprise and innovation support and infrastructure for Enterprise Zone businesses and the wider West Norfolk business community.
	Launch the new inward investment website for West Norfolk	Completed	March 2016	The website is live. New actions for 2016/17 will include using the website as a platform for e-marketing for the Enterprise Zone as well as the promotion of West Norfolk to outside investors. This will include targeted e-marketing campaigns and the use of social media (twitter and Linked-in) to engage with potential investors and relevant key business stakeholders such chambers of commerce, the Federation of Small Businesses, UK Trade & Investment, Enterprise Europe Network and BusinessHANSE network.
	Prepare a five-year marketing plan for the Nar Ouse Business Park	Ongoing	September 2016	The premier employment site with immediate development potential in the borough i.e. serviced sites (benefiting from utilities, access, planning consent) are located on the Nar Ouse Business Park, which is part of Nar Ouse Regeneration Area.

				<p>Nar Ouse Business Park has gained official Enterprise Zone status from 1 April 2016, as part of New Anglia LEP 'Space to Innovate' Enterprise Zone. The Legal Agreement between the LEP and Borough Council includes an obligation on the Council to prepare a Marketing Plan detailing the activities and actions proposed to market the Nar Ouse Business Park to potential business occupiers.</p> <p>A multi-faceted marketing plan is being prepared, which will incorporate a marketing suite at the KLIC, e-marketing, workshops, and targeted promotions.</p>
	Promote a pop up shop scheme in partnership with the Vancouver Centre to encourage the start-up of new retail business	Ongoing	March 2017	The Vancouver Quarter has agreed in principle to offer a suitable unit when one becomes available with a minimum of a 6 month lease.
	Implement the town centre action plans for King's Lynn	Ongoing	March 2017	At the end of March 2016, the majority of the Town Centre Action Plan had successfully been delivered. Heritage Lottery Fund Townscape Initiative is offering grants to property owners and long-term leaseholders in the area, to carry out repairs and improvements to individual properties in the Southern area of the town: Saturday Market Place, Southern High St, St James St, and Tower St. This scheme is almost midway through with a number of properties at various levels of delivery.

5. We will: Meet our housing growth targets

Cabinet Member: Cllr A Lawrence

Status	Key Action	Progress	Target Date	Comment
	Commence the implementation of the Borough Council's approved Major Housing Scheme	Ongoing	July 2016	<p>Hockey Pitches & Tennis Courts – completed in May 2016</p> <p>Marsh Lane – works to commence in June 2016</p> <p>Lynnsport 1 – the draft site plan is to be completed by June 2016</p> <p>Lynnsport 3 – this element is pending planning permission, decision is expected July 2016</p> <p>Lynnsport 4/5 – application to be submitted to planning in June 2016</p> <p>Relocation of Miniature Railway – works have commenced on the track laying and new club cabins.</p>

	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Ongoing	July 2016	Construction has commenced on Phase 2 and the tender process is underway for Phase 3.
	Acquire strategically located sites to enable additional phases of the NORA Joint Venture to proceed	Ongoing	March 2017	The project team are working with Property Services on the acquisition of an adjacent site to enable additional phases to proceed in the future.
	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 in the Borough	On track	March 2017	A Business Plan has been developed for consideration, and covers some development and investment opportunities including commitment to all existing S106 commuted sum funding for affordable housing. The Business Plan and report are due to go to Cabinet in May 2016.

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

Cabinet Member: Cllr K Mellish

Status	Key Action	Progress	Target Date	Comment
	Support a programme of apprenticeships within the Council to provide employment opportunities to young people in West Norfolk and help equip them with skills that can be used in the local area	On track	March 2017	Progress with the second cohort of four corporate apprentices, who commenced in September 2015, is on track. A further Customer Service apprentice commenced in February 2016 as part of this programme.
	Support the development of the University Technical College at the Centre for Advanced Knowledge of Engineering (CfAKE) in Downham Market	Ongoing	September 2016	We continue to work / liaise with Aventa Capital Partners on the CfAKE project and will support them on specific issues as and when needed.
	Continue to support a programme Learning Catalysts, who work with individuals and families within local schools to raise aspirations and support improvements in educational attainment	On track	March 2017	A programme of support for 2016/17 has been developed. Progress and achievements are regularly monitored and key learning and successes are shared via the Learning Catalyst network. A particular focus on maths and English will continue in 2016/17, along with a range of support to help parents into employment, education or volunteering.

Priority 2 other actions

	Seek approval for a comprehensive Community Infrastructure Levy to provide for developer contributions to the Borough's Infrastructure requirements. Complete an examination of the Draft Charging Schedule and implement the CIL.	On track	Autumn 2016	The CIL Draft Charging Schedule completes a 6 week period for formal representations on 25 April 2016, approximately 30 responses received. After assessment we will proceed to call an examination which is anticipated late summer with adoption early autumn 2016.
	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	March 2017	The opportunity to convert existing office accommodation to self-residential apartments for temporary accommodation purposes has been identified. Discussions have also taken place with a supported housing service provider as a potential partner. A Cabinet report setting out the business case is scheduled for May 2016.
	Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015	On track	March 2017	A Custom Build register has been developed and went live on 1 April 2016. A report proposing a panel policy task group will go to the Regeneration and Development Panel Meeting in June 2016. Following this, further action will be taken to promote the register.

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

7. We will: Improve recycling levels

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Find ways to raise awareness levels in the public arena to enhance the recycling scheme across the borough	Ongoing	March 2017	A new recycling incentive scheme, West Norfolk Recycling Rewards is being launched during April and May. The scheme aims to encourage residents to recycle all they can in order to win prizes for themselves and their community. The scheme is open to all residents of the borough. Further details are available on the website: http://www.westnorfolk.localgreenpoints.com
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	On track	September 2016	Feedback is due in early April from a recycling audit. Following receipt, a report will be put together which will include future actions to help to reduce contamination.

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

Cabinet Member: Cllr B Long

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Streetscenes: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	March 2017	The street / road sweeping schedules are under revision. Team duties / numbers have been reviewed with some redeployment on streets operations.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	March 2017	A revised grass cutting regime is now in progress, this will be reviewed regularly with all service requests monitored and recorded for inclusion in future reviews.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	March 2017	A shortage of seasonal staff in some areas has had a slight impact on service delivery, however as seasonal staff do not have a fixed place of work, staff can be deployed to assist in other areas.

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

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Proactively use data and intelligence to target action to prevent nuisance and anti-social behaviour	On track	June 2016	Targeted action this quarter has been undertaken in Gayton in respect of dog fouling. This has taken the form of early morning patrols in well-known dog walking areas and handing out leaflets, as well as engaging with the school to develop a poster and educate the children around 'care for your village'.
	Work in partnership with other relevant organisations to participate in the Operational Partnership Team (OPT) and the Safer Neighbourhood Area Panels (SNAPs) which help early intervention to prevent issues from developing further	On track	June 2016	A review has been undertaken by the Police on Safer Neighbourhood Area Panels. A decision has been taken that the King's Lynn SNAP will cease and be replaced by more informal meetings, while rural SNAPs will continue under the current terms. The OPT continues to provide a good route to early intervention, with twice weekly sessions.

Priority 4 - Celebrate our local heritage and culture

10. We will: Deliver an annual programme of festivals and events to attract people into West Norfolk and showcase our area

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Deliver and enable a range of events in King's Lynn to improve the attraction of the town as a sub-regional centre	Ongoing	Nov 2016	A full diary of events similar to those held in 2015 will commence in May, through to November 2016. The events held in 2015 helped to increase footfall into the town by 7.6%. The UK National average was down -1.9%.
	Assist, facilitate and promote events in other parts of the Borough	Ongoing	March 2016	The 'visitwestnorfolk' website has a searchable and interactive guide to events taking place across the borough. Event organisers can submit details online or the tourism section upload details on behalf of other organisations. During Q4 2015/16 a total of 657 events were published on the website and there were 10,378 views of individual events.

11. We will: Support the improvement of our built heritage, drawing in third-party funding wherever possible

Cabinet Member: Cllr A Beales

Cabinet Member: Cllr R Blunt

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate.	Good	September 2016	Valuations have been carried out on key properties, discussions will now take place to progress priority cases. Contact has been made with owners to determine steps required to bring properties back into use. Properties continue to be referred to the group.
	Implement key phases of the Hunstanton Regeneration Programme	Good	Oct 2016	The Hunstanton Heritage Gardens Heritage Lottery Fund Parks for People application has been submitted, and a decision is due in June 2016. If the application is successful, a technical design will commence with construction then starting in Autumn 2016. A visitor survey will be carried out during the 2016 summer season covering both visitors staying in the area, and day visitors. Final responses from staying visitors will be collected at the end of October; final day visitor survey conducted 24th September. A report will then be provided by the company conducting the surveys.

	Develop proposals for refurbishment of the St George's Guildhall complex	Ongoing	June 2016	The intention is to develop the complex into a cultural and heritage hub. A Heritage Lottery Fund enquiry form will be submitted in April 2016.
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12. We will: Support leisure and tourism within the borough

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Deliver the 2016 action plan of the 2016-20 West Norfolk Destination Management Plan	Good	June 2016	Quarterly meetings of the executive committee of the West Norfolk Tourism Forum take place. Current areas of work include developing a tool-kit of resources for businesses to undertake marketing; undertaking e-shots to promote specific events, activities and attractions and work to promote longer stays. In addition, the 2016 Holiday Guide has been printed and the 'Discover King's Lynn' leaflet has been specifically altered to promote the new 'Stories of Lynn' attraction.
	Complete and launch the new Visit West Norfolk website	Completed	March 2016	The Visit West Norfolk responsive design website went live on 11 March 2016. Responsive design means a website which provides easy reading and navigation across a wide range of devices.
	Complete and launch the new visitor mobile phone app to promote the borough	On track	July 2016	The new visitor mobile phone app is in development, an iOS version is due for release in early June and an Android version is due for release in mid July 2016.

Priority 5 - Stand up for local interests within our region

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

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Secure Cabinet and Council agreement to participate in the East Anglia Devolution Agreement and become a member of the East Anglia Combined Authority	Ongoing	Oct 2016	The EA Devolution Agreement has been agreed by the Chancellor and signed by 21 Local Authority Leaders. A Draft Scheme of Governance is to be agreed by the participating Local Authorities by 4 th July. Consultation with the public and stakeholders will take place July – October 2016.

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

Cabinet Member: Cllr B Long

Cabinet Member: Cllr A Beales

Status	Key Action	Progress	Target Date	Comment
	Work with Better Broadband for Norfolk 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	June 2016	An officer delegated decision has been taken in consultation with the Portfolio Holder to contribute £½ million from the Borough Council. The contract with BT can now be signed off and the roll out planned of the service to additional properties which will bring the borough up to 95% coverage.
	Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	June 2016	The A47 Alliance meeting in April has been postponed. The alliance is currently working on improvement options at Wisbech.
	Work with partner members of the Ely Junction Task Group to secure improvements to the King's Lynn – Cambridge – London King's Cross rail service	Good	March 2017	A meeting of the group took place in April 2016, attended by the Chief Executive. The group have gained agreement to secure funding for a feasibility study. Work is ongoing to secure Network Rail's full participation in the study.
	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 2016	Sufficient funds have been raised by the Community Interest Company, with a contribution from Anglian Water, to cover the first year's beach recycling activity (2016/17). We are working with the Environment Agency to put in place a business plan and a 5-year (2017-21) contract for recycling. A publicity programme is underway and payment mechanisms for other contributors are in place. Focus is turning towards the future need for funding of beach recharging.
	Prepare a Site Development Plan for the Nar Ouse Business Park	Ongoing	January 2017	The Legal Agreement between the LEP and Borough Council includes an obligation on the Council to prepare a Site Development Plan detailing the programme and cost of infrastructure works needed to enable business occupiers to locate on Nar Ouse Business Park. Feasibility and preparatory work will be completed by November and design work by the end of January 2017.

	Support development work at RAF Marham creating the facilities for Lightning II and new operational supply chain. Project term 3-5 years.	Ongoing	March 2017	An application has been submitted for a new access off the A1122 which will be determined in the near future. The Principal Planner is liaising and working with the project planning consultant on various issues, providing help and advice as necessary.
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15. We will: Lobby to retain the core service infrastructure – such as the hospital, appropriate medical and judicial services, education and others – that reflects the needs of local people and the importance of West Norfolk in the sub-region

Cabinet Member: Cllr B Long
Cabinet Member: Cllr A Beales

Comment

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

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

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

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Engage with partners and schools in identifying initiatives to address low levels of educational attainment and skills in the Borough	On track	March 2017	The Improving Attainment Steering Group will meet in April 2016 to discuss and prioritise projects for 2016/17. The aim will be to focus the available budget on initiatives which have a direct impact on the educational attainment of children and young people in West Norfolk.

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

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Develop and roll out the 'Living Independently in Later Years' (LILY) project with local partners	On track	June 2016	The budget is in place and has been agreed with fund holder. Plans and staffing are in place to commence delivery shortly.

	Work with Norfolk County Council to roll out a Community Clinic in west Norfolk	Completed	April 2016	Work has taken place and the first Community Clinic will be running at the borough council offices in Kings Court on 26 April 2016. It is understood that the intention is for the clinics to take place on a monthly basis.
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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

Status	Key Action	Progress	Target Date	Comment
	Take an active role in the 'West Norfolk Early Help Hub' along with other partners, in order to identify and address issues with young people to prevent escalation to social care level	Good	June 2016	A steering group is in place and a draft partnership agreement has been drawn up. Operational officers meet together once a fortnight to shape the delivery model (this will complete the Partnership Agreement). They have been discussing cases and feedback is already positive. Work is still underway to establish the lead agency that will drive the agenda for the hub.
	Deliver the Healthy Child project in conjunction with the company who have been commissioned by Public Health Norfolk	Good	Sept 2016	The project commenced during Q4 2015/16. The first meeting has been held, although the project proposal will not be signed off until the end of April. Delivery and evaluation has to be completed by September 2016.
	Use the flexibility within the enhanced Better Care Fund / Disabled Facilities Grant allocation to support and assist vulnerable people in the borough	Satisfactory	June 2016	Workshops between districts and the county council are due to be held during April, May and June.

Priority 6 other actions

	Lead the Integrated Housing Adaptations Team (IHAT) integration across Norfolk.	Good	June 2016	A recommendation is being made to the Norfolk Chief Executive's group to continue with the IHAT co-ordinator post, being hosted and co-ordinated by BCKLWN. An improvement programme has been drawn up; this will be used across the County.
	Work with Norfolk County Council to facilitate new housing solutions for people currently being accommodated in expensive inappropriate residential care. To	Ongoing	March 2017	Discussions have been held with locality areas and Heads of client groups at Social Services and are currently awaiting confirmation of specific requirements in each location. Some initial discussions have been held with providers. Awaiting confirmation on the Government's review of Supported Housing subsidy to clarify

	include people with learning difficulties, enduring mental health problems, and Housing with Care for elderly people.			uncertainties with revenue funding.
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