

## POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	19 December 2016		
TITLE:	Q2 Corporate Business Plan Monitoring Report		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Becky Box		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

### **REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
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 2016/17.
<b>KEY ISSUES:</b>
There are currently 52 agreed actions being undertaken to progress the Council's Corporate Business Plan. The 2016/17 Q2 monitoring report indicates that 87% of the actions are progressing well and that 13% have been completed in Q2 (17 actions have been completed from Q4 2015/16 to Q2 2016/17).
<b>OPTIONS CONSIDERED:</b>
N/A monitoring report
<b>RECOMMENDATIONS:</b>
The Panel is asked to review the Q2 2016/17 Corporate Business Plan monitoring report and identify where further information/clarification on progress is required.
<b>REASONS FOR RECOMMENDATIONS:</b>
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.

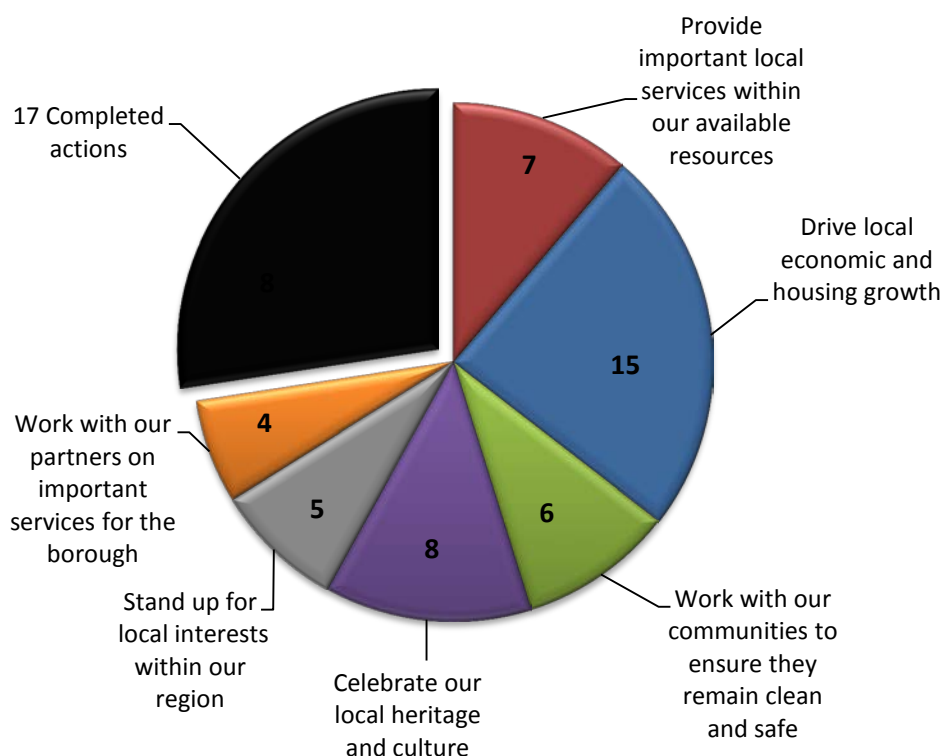
## **1. Introduction**

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

## **2. Monitoring Report**

- 2.1 The 2016/17 Quarter 2 report details progress on agreed actions as at the end of September 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 3 report (which will be available on Insite).
- 2.2 The Executive Summary for the 2016/17 Quarter 2 monitoring report indicates that 87% of key actions are progressing well and 13% have been completed this quarter.
- 2.3 Ten new corporate performance indicators have been introduced to the monitoring report for 2016/17 to provide a high level snapshot of performance in key activities which support the six priority areas in the Corporate Business Plan.
- 2.4 The 2015/16 Corporate Business Plan monitoring report contains 52 agreed operational level actions which officers are currently progressing. 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 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.

## 2.5 Number of key actions per corporate priority at the conclusion of Q2 2016/17



### 3. Issues for the Panel to Consider

Members should review the full Corporate Business Plan monitoring report covering Q2 2016/17 (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 2016.

## **10. Background Papers**

Corporate Business Plan 2015/16 – 2019/20



# Corporate Business Plan Monitoring Report

Covering Q2 2016/17

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 priority, 3 actions have been completed. The remaining 7 actions in place are progressing well.



### 4. Celebrate our local heritage and culture

All of the 8 actions in place for this priority are progressing well.



### 2. Drive local economic and housing growth

Of the 16 actions in place for this priority, 1 action has been completed. The remaining 15 actions in place are progressing well.



### 5. Stand up for local interests within our region

Of the 7 actions in place for this priority, 2 actions have been completed. The remaining 5 actions in place are progressing well



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

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



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

Of the 5 actions in place for this priority 1 action has been completed. The remaining 4 actions in place are progressing well.



**Overall progress on Corporate Business Plan actions as at 30<sup>th</sup> September 2016 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 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17
1	Progress towards £3.1m savings required by 2019-20 identified in the Financial Plan for 2015-2020 (cumulative)			£24,730	£94,950
	No of customers registered for OneVu account *				
2	Growth in Business Rates (target £500,000)			£481,777	£416,028
	Number of new homes built (annual target 710)		520		
3	Number of households signed up to 'West Norfolk Recycling Rewards' (cumulative)			2,888	3,589
	Reduce contamination of recycling by 4.85% to 10.00% by 31 March 2017 (cumulative)			14.3%	15.9%
4	Footfall in King's Lynn Town Centre compared to same quarter in the previous year	+0.03%	+9.10%	+11.10%	+4.6%
	Number of Town Heritage Initiative buildings where work has commenced (cumulative)	0	0	1	3
5	Deliver an 8% increase in mobile coverage / superfast broadband of West Norfolk premises by June 2020 **				
6	Work with 5 voluntary groups to recruit 15 advisers for LILY				11

\* OneVu is due to go live to customers in November 2016 (Q3)

\*\* Figures will be available from Q3

## 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		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 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	Autumn 2016	The new citizen account 'OneVu' is nearing completion and should go live in November. A demonstration of the system has been given to Cabinet and final testing is taking place. The User Interface of the system has changed following feedback from testing and our supplier is currently working on implementing this change.
	Launch a new responsive design Council website	Completed	July 2016	The new website launched on 28 July 2016, it is now fully responsive and working well across a wide range of devices such as tablets and mobile phones. The go live day went well with minimum disruption to our customers. In the first full month of go live (August 2016), we had over 77,000 user sessions and the feedback has been positive from both external customers and internal staff.



	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	March 2017	Work has commenced with Waste Management, Cleanup and Public Open Spaces to map their processes and build e-forms to place these services online. Most of these are now up and running and will be available through OneVu. Work is ongoing with Licensing to build an online taxi driver application and renewal with integrated payments. Cleanup calls have transferred to the CIC, and work is underway to transfer calls for Careline, Handyperson, Care and Repair to the CIC by December 2016.
	Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training	Ongoing	March 2017	The Channel Shift Project Group will be issuing a staff questionnaire during Q3. This will enable a more accurate gauge of where the gaps are in digital skills and allow work to commence with Personnel on devising more training for staff as required.


## 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	Completed	June 2016	Training of the relevant staff has been carried out and is now built into the in-house training programme. The procurement team has been reviewed and resources increased. A review of the procurement procedures and practices has been completed, the tail spend has been analysed and on-going savings have been made.
	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	March 2017	The training programme for 2016/17 is on schedule with the roll out of a range of child and adult safeguarding related training. Work to develop new e-learning packages to support the ongoing expansion of this form of training is also progressing well.


## 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 and 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	Ongoing	March 2017	Discussions have been held with three third party public sector bodies regarding the rental of space in King's Court. The main area under consideration is the now under-utilised Customer Information Centre area, however other areas also being considered. Valentine

	third parties			Road offices (Hunstanton) are also being considered as part of the “One Public Estate” initiative with a view to relocating at least one other public sector organisation into the building.
	Undertake a series of land reviews of sites owned by the Borough Council and report to Cabinet with options for dealing with these sites	Completed	September 2016	The review has been undertaken and Cabinet will consider the options stated in the report on 25 October 2016.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme	Ongoing	December 2016	Government funding has been applied for through the Norfolk OPE partnership for three projects in West Norfolk – Depot rationalisation, Kings Court Hub and Hunstanton Regeneration. As at 30 September the success of the application was unknown.


### Priority 1 other actions






	Put together an ‘Efficiency Plan’ to identify further opportunities for securing savings. To include being more enterprising in our property dealings and asset management, being more inventive with our investments, and finding ways to deliver better, more accessible services more cost-effectively.	On track	March 2017	The Council has to publish an ‘efficiency plan’ as required by the Government if we are to take up the offer of a four year funding settlement. The ‘efficiency plan’ went to Cabinet on 7 September and Council on 29 September, and needs to be with DCLG and published on our website by 14 October 2016. The cost reduction programme revenue savings are being monitored and reported through the monthly monitoring report. The monitoring of corporate capital projects is yet to be finalised, currently awaiting the outcome of the Property, Regeneration and Corporate Projects service review. The Capital and Investment Strategy will go to Cabinet following a presentation to joint R&D and CPP on 19 October.
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### Priority 2 - Drive local economic and housing growth

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


Cabinet Member: Cllr A Beales




Status	Key Action	Progress	Target Date	Comment
	Local Development Framework – Complete representation period for Main Modifications, receive Inspector’s report and adopt the	Completed	Autumn 2016	The plan was formally ‘adopted’ by Council on 29 September 2016.

	Site Allocations and Development Management Policies Plan			
	Work with Norfolk and Waveney Enterprise Services (NWES) and other partners on developing proposals to support the creation of new jobs and businesses at KLIC.	Ongoing	March 2017	NWES have an established a model of supporting business and job creation through centres like KLIC. The future support and involvement from the Council will be discussed at the KLIC Steering Group on 30 November with NWES.
	Prepare an outline proposal for the development of a Shared Technology Centre (STC) on the site opposite KLIC	Ongoing	March 2017	A proposal has been submitted to Norfolk Business Rates Pool (second round / underspend pot) as one proposal to undertake a feasibility study that includes the College of West Norfolk's Institute for Technology concept. The proposal has been discussed with the Greater Cambridge Greater Peterborough Local Enterprise Partnership (GCGP LEP) for potential funding should the bid to Norfolk Business Rates Pool not be successful.
	Use the website as a platform for e-marketing for the Enterprise Zone as well as the promotion of West Norfolk to outside investors.	Ongoing	November 2016	Initial conversations have been held with GCGP LEP on developing a joint promotion strategy and the possibility of sharing LEP staff to deliver the West Norfolk actions / activities.
	Prepare a five-year marketing plan for the Nar Ouse Business Park	Ongoing	November 2016	Meetings with New Anglia LEP and with relevant internal officers are scheduled for the 1st and 2nd November respectively to agree draft structure of the plan and key actions.
	Implement the town centre action plans for King's Lynn	Ongoing	March 2017	The majority of the 2016/17 Action Plan has been delivered with ongoing progress on the HLF Townscape Initiative. The usage of the Tuesday Market Place for events has increased through the Summer of 2016. A similar schedule of events is currently being arranged for 2017.

### 5. We will: Meet our housing growth targets



Cabinet Members: Cllr A Lawrence and Cllr A Beales

Status	Key Action	Progress	Target Date	Comment
	Commence the implementation of the Borough Council's approved Major Housing Scheme	Ongoing	December 2016	Marsh Lane – fencing and remediation works have commenced. Lynnsport 1 – site plans are ongoing. Lynnsport 3 – work on the detailed designs are in progress. Lynnsport 4/5 – currently at the planning stage, expected to go to committee later this year.

	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Ongoing	December 2016	Phase 2 is nearing completion with most properties sold. Phase 3 is currently in planning with commencement on site due in October/November 2017.
	Acquire strategically located sites to enable additional phases of the NORA Joint Venture to proceed	Ongoing	March 2017	Work continues with Property Services and Legal.
	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	The local authority company is now established and the first board meeting will be held on 6 October to agree actions. The process has commenced to register the council as a provider of social housing.




## 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	Two new corporate apprentices have commenced during the last quarter. Events have been attended to ensure the Council remains up-to-date with current information in relation to the new apprentice levy (which comes into effect in April 2017) and plans to ensure the Council meets the requirements of these new arrangements are currently being developed.
	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	The Learning Catalyst (LC) programme continues to run successfully. A network meeting was held in early July where learning from the last academic year was shared and information on new issues of interest was discussed with LC's. The next network meeting will be held in October.

## Priority 2 other actions



	Seek approval for a comprehensive Community Infrastructure Levy to provide for developer contributions to the Borough's Infrastructure	On track	Autumn 2016	The examination hearing was held on 6 September, awaiting Inspector's report which is expected early November 2016.
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	requirements. Complete an examination of the Draft Charging Schedule and implement the CIL.			
	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	Following Cabinet agreement, work has progressed on the conversion of Broad Street offices to residential accommodation for temporary use. Discussions have also been held with a local contractor regarding the development of 3 council owned sites identified within the housing company business plan.
	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	Membership of task group has expanded, two meetings have been held.
	Maximise the potential of the riverfront area – consultation phase	Commenced	October 2017	Consultations with stakeholders and statutory consultees were held in September 2016.

### 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 Contamination Action Plan has been created and is being implemented introducing cartoon characters Billy & Bob. The characters together with Green Points are being promoted on Twitter, Bus adverts and posters that have been sent to parish councils. Enhanced monitoring has been undertaken in areas including Feltwell and Fairstead. The Norfolk Waste Partnership is working collaboratively to deliver a joint marketing post and refresh the 'Recycle for Norfolk' website.
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	On track	December 2016	Waste & Recycling Officers have carried out recycling audits in high contamination rate areas. 2,500 bins across the borough have been monitored and where necessary, interventions and education have been delivered at an appropriate level.

**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	Review of public conveniences is ongoing and with continued refurbishments. Road sweeping schedules have been reviewed and changes implemented to provide flexibility. Introduction of web based play area database to improve record keeping and eventually reduce paperwork.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	March 2017	A new grass cutting regime was put in place for the 2016 cutting season as part of our efficiency drive. A review has been undertaken of performance and a report has been taken to the Environment and Community Panel for consideration. This will help to inform the level and frequency of grass cutting required for 2017.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	March 2017	All the sites submitted for the Green Flag award were successful (The Walks, Tower Gardens, Esplanade, Boston Square). King's Lynn, Hunstanton and Downham Market achieved Gold Awards in the In Bloom campaign. There has been an increase in the number of public events held in the Walks, with several new events booked for the future. CCTV in the Walks has been upgraded to view more aspects of the park and to ensure that the Bandstand is well covered. Public/Community bulb plantings and other activities are booked for later this year/next year. Work is underway on the HLF bid to improve the landscaped areas along the Gaywood River, with the HLF project for Esplanade Gardens now at the tender process.

**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	Ongoing	March 2017	Data is being collated for a review of "out of hours" provision and for Public Space Protections Orders in target areas. Enviro-crime is being given additional resource as demand increases eg patrols in North Lynn (Loke Rd).



## 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	November 2016	A wide range of events continue to be delivered, with Halloween, Fawkes In The Walks, BBC One Show Live, & Xmas Switch on still to take place during 2016.
	Assist, facilitate and promote events in other parts of the Borough	Ongoing	December 2016	During Q2 an additional 477 events across west Norfolk have been added to www.visitwestnorfolk.com giving a total of 1371 to date along with 14,100 views of event details.

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



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

Status	Key Action	Progress	Target Date	Comment
	Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate.	Good	December 2016	Work continues on the current 56 registered cases.
	Implement key phases of the Hunstanton Regeneration Programme	Good	November 2016	With the Stage 2 application for the Heritage Gardens project approved, recruitment of the Activities Coordinator post is underway. The updated Hunstanton Masterplan document the 'Hunstanton Prospectus' is drafted and awaiting final sign off by the Coastal Community Team. An application to Government for feasibility funding under the One Public Estate initiative has been submitted with Hunstanton identified as the regeneration strand to pilot the OPE approach. An announcement is anticipated in October.
	Undertake consultation on opportunities for heritage buildings	Ongoing	March 2017	A consultation exercise on the Guildhall and Arts Centre was run in parallel to the development work to engage with users of the site and stakeholders, this was completed at the end of September 2016. The consultation will be reported to the R&D Panel on 19 October 2016.

	Develop proposals for refurbishment of the St George's Guildhall complex	Ongoing	March 2017	The project team is working on drafting an HLF Stage 1 Bid for submission on the 28th November 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	December 2016	The 2016 / 2017 action plan contains 33 actions, 23 have been identified for progress during 2016. To date, 7 actions have been completed, 8 are on target and 5 are behind original target date but will be completed by the end of the year and 3 are now scheduled to take place in 2017. Work on rolling forward the action plan to a 2017 / 2018 plan will take place during November – January 2017.
	Complete and launch the new visitor mobile phone app to promote the borough	On track	December 2016	The mobile phone app IOS version was published on the App Store at the end of August 2016. Work continues on the Android version with publication to the play store due in October 2016. When the Android version is published promotion of the App to the public will commence.

## 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
	Obtain council approval to the outcome of the devolution agreement Governance Review and Statutory Instruments	Ongoing	October 2016	Public consultation is now complete, demonstrating public support for the principle of devolution. Little enthusiasm for the inclusion of a Directly Elected Mayor, but nevertheless support for the Council joining a Mayoral Combined Authority in order to access the benefits of devolution.



#### 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 and 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	March 2017	Regular meetings are scheduled with Better Broadband for Norfolk in order to monitor progress of the implementation of the current roll-out phase.
	Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	June 2017	Priorities for the Government's Roads Investment Strategy 2 (RIS2) (i.e. schemes to be delivered in the trunk road programme 2020-2025) will be discussed at the next A47 Alliance meeting in December. Taking previous discussions into account, the priorities for RIS2 are likely to include the dualling of: <ul style="list-style-type: none"> <li>·Thorney Bypass to Guyhirn</li> <li>·Guyhirn to Wisbech B198</li> <li>·Tilney St Lawrence to East Winch</li> </ul>
	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	Ongoing	March 2017	The Ely North Junction Task Force met in Ely on 2 September. LEPs/Councils are looking to fund feasibility work (road and rail studies) to enable early implementation of improvements in the next Control Period (2019-24). A letter of support for study work has been submitted and discussions are taking place around future service priorities based on growth and usage data. Next meeting will be held on 18 November.
	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 2017	The Wash East Coastal Management Strategy (WECMS) Funding Group met on 23 September. The Community Interest Company has raised £178,920 to date, while other contributions totalling £27,210 have brought the total raised to £206,130. The Flood Defence Grant in Aid contribution has now increased from 39% to 43%. An Outline Business Case is being prepared by the Environment Agency for 15 years instead of 5 to include a mini beach recharge as well as annual beach recycling. The legal agreements relating to funding are also being prepared by the Environment Agency. The Stakeholder Forum will meet on 13 October.

	Prepare a Site Development Plan for the Nar Ouse Business Park	Completed	January 2017	Site Development Plan has been completed and submitted to New Anglia LEP.
	Support development work at RAF Marham creating the facilities for Lightning II and new operational supply chain. Project term 3-5 years.	Completed	March 2017	The relevant permissions from the Council as Local Planning Authority have been obtained, and the scheme is currently underway.

**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 and 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 met in July to receive an update on progress with a range of related projects. On 12th July primary schools who had benefited from the small grant scheme met to present the results of their projects and clearly outlined how all 7 participating schools had benefited from the fund. Bids for new projects were assessed in July and six were given approval for funding for projects commencing in the new academic year. Work on a project to support schools respond to the increasing number of mental health issues faced by students has commenced and will begin with training sessions in autumn 2017.

### 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	Completed	March 2017	The LILY project has been extended to incorporate advisors who are available to attend events such as luncheon clubs, neighbourhood meetings, social or community group events, to talk about the LILY initiative and how it can help. They have mobile technology so they can show people how to find their way around the online directory to access the support, advice and information they need. Another addition to the LILY project is the funding of dementia-friendly home assessments. These assessments will recommend minor adjustments or the introduction of certain measures to enable people with dementia to stay safely in their own home for longer.

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


Cabinet Member: Cllr B Long

Cabinet Member: Cllr A Lawrence

Status	Key Action	Progress	Target Date	Comment
	Take an active role in the 'West Norfolk Early Help Hub' along with other partners, in order to identify and address issues with young people to prevent escalation to social care level	Ongoing	March 2017	A Virtual Hub has been set up with regular strategic and operational meetings. A visit to South Norfolk has taken place to view a co-located hub.
	Use the flexibility within the enhanced Better Care Fund / Disabled Facilities Grant allocation and the Integrated Housing Adaptations Team (IHAT) approach to support and assist vulnerable people in the borough	Ongoing	August 2017	The DFG Locality Plan for the West has been completed and signed off by the WNCCG Partnership group following a presentation on the 12 September. The overall aim of the plan is to show the strategic approach to spending the BCF/DFG allocation for 2016/17 and into 2017/18, reducing the waiting list for assessment and adaptations as well as managing demand in the future. The plan will be reviewed quarterly with the CCG and reports on budget spend and progress will be discussed within the Strategic group governance. The BCF/DFG allocation is £1,245,000

				and the authority has committed a further £500,000 to this budget. Currently the West is forecast to spend £1,400,000 this year with a further £300,000 commitment into next year's spend and therefore we are on target to meet the allocation for 2016/17.
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**Priority 6 other actions**

	Work with Norfolk County Council (NCC) to facilitate new housing solutions for people currently being accommodated in expensive inappropriate residential care. To include people with learning difficulties, enduring mental health problems, and Housing with Care for elderly people.	Ongoing	March 2017	This area of work has currently stalled due to staff recently leaving the NCC. There has been a lack of responsiveness from NCC in relation to housing solutions to replace reliance on residential care. Some progress has recently been made on mental health / housing pathways.
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