

## POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2017		
TITLE:	Q4 2016/17 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>
<p>The Corporate Business Plan monitoring report has been developed to demonstrate progress against the Council's Corporate Business Plan. This report contains information on the progress made on the key actions up to the end of Quarter 4 2016/17.</p>
<b>KEY ISSUES:</b>
<p>There are currently 43 agreed actions being undertaken to progress the Council's Corporate Business Plan. The 2016/17 Q4 monitoring report indicates that 86% of the actions are progressing well, 5% have been completed, 7% are slightly behind schedule and 2% are significantly behind schedule (20 actions have been completed from Q4 2015/16 to Q4 2016/17).</p>
<b>OPTIONS CONSIDERED:</b>
<p>N/A monitoring report</p>
<b>RECOMMENDATIONS:</b>
<p>The Panel is asked to review the Q4 2016/17 Corporate Business Plan monitoring report and identify where further information/clarification on progress is required.</p>
<b>REASONS FOR RECOMMENDATIONS:</b>
<p>The Corporate Business Plan sets out the broad framework for the Council's work for the period 2015/16 to 2019/20. Members should use the information within the monitoring report to review progress on agreed actions and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule Members can seek additional information as to the reason(s) that work is behind schedule.</p>

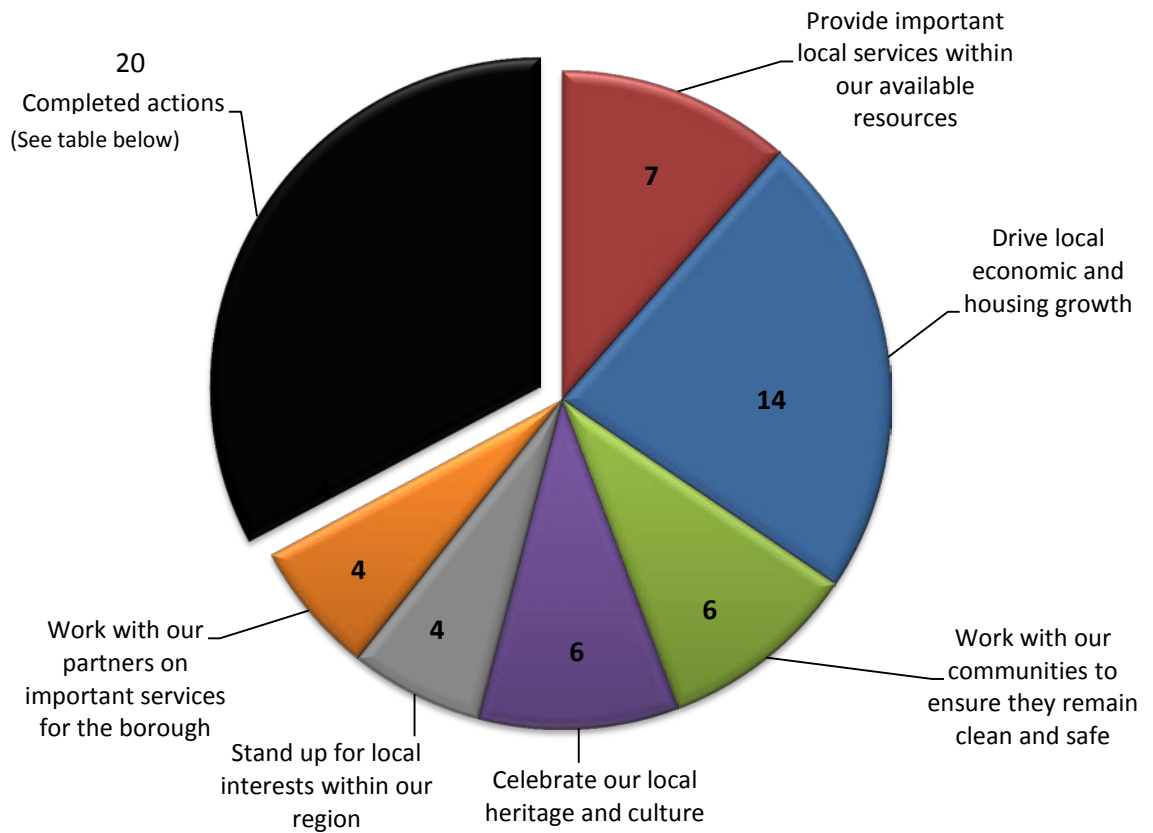
## 1. Introduction

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

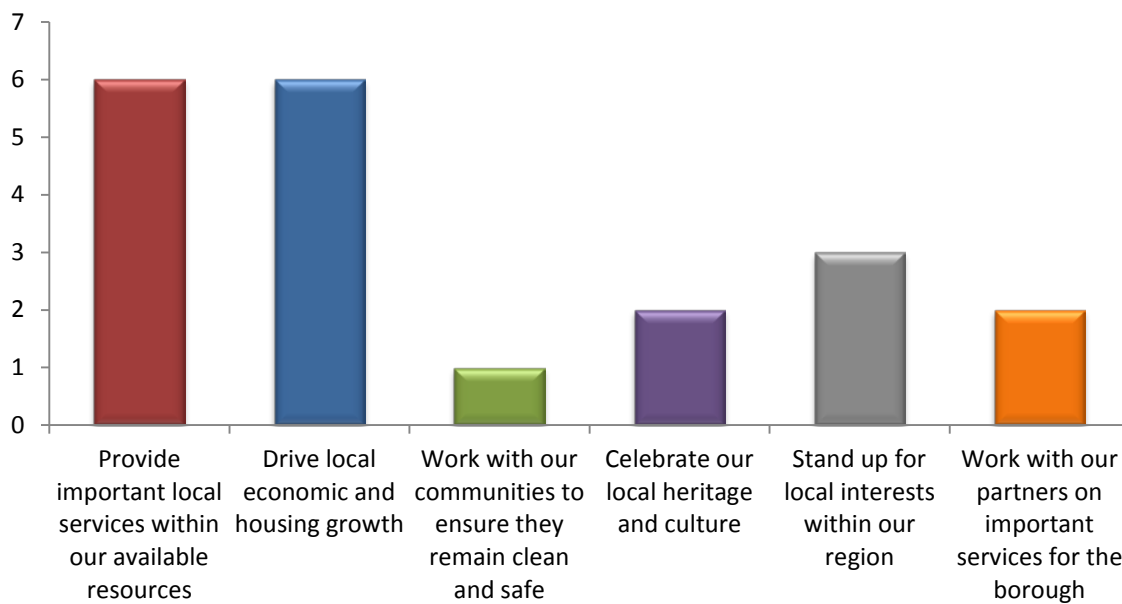
## 2. Monitoring Report

- 2.1 The 2016/17 Quarter 4 report details progress on agreed actions as at the end of March 2017. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the 2017/18 Quarter 1 report (which will be available on Insite).
- 2.2 The Executive Summary for the 2016/17 Quarter 4 monitoring report indicates that 86% of key actions are progressing well and 5% have been completed this quarter, 7% are slightly behind schedule and 2% are significantly behind schedule.
- 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 chart below highlights the number of current key actions which underpin each corporate priority. Over the next four years the proportions of the chart will change at the end of each quarter, as key actions are completed or new key actions are added in reaction to specific corporate issues or priority areas.

2.5 Current key actions per corporate priority at the conclusion of Q4 2016/17



2.6 Breakdown of completed key actions by Priority



### **3. Issues for the Panel to Consider**

Members should review the full Corporate Business Plan monitoring report covering Q4 2016/17 (attached) noting the 'status' given for each key action, The 'comments' column provides details of specific actions which have been progressed during Q4 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 Q4 Corporate Business Plan monitoring report to assess performance during the period January to March 2017.

### **10. Background Papers**

Corporate Business Plan 2015/16 – 2019/20



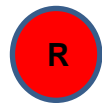
# Corporate Business Plan Monitoring Report

Covering Q4 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 8 actions in place for this priority, 1 action has been completed, the remaining 7 actions are progressing well.



### 4. Celebrate our local heritage and culture

Of the 6 actions in place for this priority 1 action is significantly behind schedule, the remaining 5 are progressing well.



### 2. Drive local economic and housing growth

Of the 15 actions in place for this priority, 1 action has been completed and 1 action is slightly behind schedule, the remaining 13 are progressing well.



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

All 4 actions in place for this priority are progressing well.



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

Of the 6 actions in place for this priority 1 action is slightly behind schedule, the remaining 5 are progressing well.



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

Of the 4 actions in place for this priority, 1 action is slightly behind schedule, the remaining 3 actions are progressing well.



**Overall progress on Corporate Business Plan actions as at 31<sup>st</sup> March 2017 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	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
1	Progress towards £3.1m savings required by 2019-20 identified in the Financial Plan for 2015-2020 (Q4 2016/17 target £355,925)	£24,730	£94,950	£478,030	£486,460
	No of customers registered for OneVu account				2,999
2	Growth in Business Rates (target £500,000) *	£481,777	£416,028	£403,750	£1,236,707
	Number of new homes built (annual target 670)				395
3	Number of households signed up to 'West Norfolk Recycling Rewards' (cumulative)	2,888	3,589	3,658	3,695
	Reduce contamination of recycling by 4.85% to 10.00% by 31 March 2017 (cumulative)	14.3%	15.9%	16.0%	18.6%
4	Footfall in King's Lynn Town Centre compared to same quarter in the previous year	+11.10%	+4.6%	+1.4%	+1.6%
	Number of Town Heritage Initiative buildings where work has commenced (cumulative)	1	3	6	6
5	Deliver an 8% increase in mobile coverage / superfast broadband of West Norfolk premises by June 2020 – recorded one quarter in arrears		3%	4%	4%
6	Work with voluntary groups to recruit 15 advisers for the LILY project		11	22	30

\* The variance is due to the Power Station appeal being resolved in March 2017 freeing up a proportion of the appeals provision.

## Detailed progress by Corporate Business Plan priorities

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



### Note:

- **Progress** is derived either from completion of key milestones or is a subjective judgement by the relevant senior manager.
- **Target dates** do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached, or it may reflect the overall target date for completion. This is a judgement and decision made by the relevant senior manager.


## Priority 1 - Provide important local services within our available resources

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

Cabinet Member: Cllr P Hodson


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	Completed	February 2017	'MyAccount' the Council's online citizen account, went live on 8 <sup>th</sup> February 2017. The level of customer sign up is very encouraging with over 3,000 accounts opened as at the end of March 2017.
	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	June 2017	This work is running alongside the Digital Transformation Programme, as new services are placed online the existing process is mapped and improved wherever possible. A project has been running to implement payment functionality into our e-forms and this will be live early April. Processes requiring payments (brown bins, licences etc) will be mapped and a new process undertaken during Q1 2017/18.



	Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training	Ongoing	June 2017	All staff using 'MyAccount' services have been trained in the process to update customer accounts when a service request is actioned. Over 150 staff have received training since October 2016.
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## 2. We will: Continue to seek new and effective ways of working

Cabinet Member: Cllr K Mellish

Status	Key Action	Progress	Target Date	Comment
	Develop and deliver a programme of training to enable employees to adapt effectively to new challenges and new ways of working and which support corporate priorities.	On track	June 2017	Work has been undertaken to progress new training initiatives in relation to project management and data analysis, which will lead to new courses in these subjects being trialled during Q1 2017/18. Safeguarding training has remained a priority with a course of Child Sexual Exploitation being provided to relevant staff. An update session for senior managers on procurement and contract management issues will take place to further embed and enhance recent training in these subjects.


## 3. We will: Take opportunities to generate income and draw in grant funding where it helps us achieve our priorities

Cabinet Members: Cllr B Long, Cllr P Hodson, Cllr A Beales and Cllr K Mellish

Status	Key Action	Progress	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	June 2017	Discussions continue with public sector organisations to take up Ground Floor and Second Floor space within King's Court and potentially the Priory Centre, Downham Market. Management Team have approved some adaptations to improve the use of space within King's Court in advance of a third party decision. Additional feasibility and design work is being undertaken for layout and use of office space on the Second Floor.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme	Ongoing	June 2017	Developments are progressing for third party use of Kings Court, and discussions continue with partners with regards to asset rationalisation in Hunstanton.
	Implement the actions identified in the land review of sites owned by the Borough Council	New	June 2017	A trial site has been identified for development by the Borough Council, a tender exercise will be undertaken and a decision will be made on the implementation process. Options are being considered for other sites identified in the land review – particularly those related

to the One Public Estate initiative for which funding has been received for feasibility work.



### Priority 1 other actions




	<p>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.</p>	<p>On track</p>	<p>June 2017</p>	<p>The Efficiency Plan has been agreed and published on the Council's website. The actual savings achieved are reported in monthly monitoring reports to Members, and as of February 2017 the achieved savings have exceeded the target savings for 2016/2017. Management Team monitor the overall progress against targets on a bi-monthly basis. The target savings have been updated as part of the Financial Plan 2016/2021 and agreed by Cabinet on 31 January 2017, at the same meeting the Local Property Investment Fund Strategy was also agreed. A significant element of the future additional income generation opportunities will come from corporate capital projects, monitoring arrangements have been built into the service review arrangements for Property Services, Economic Development and Corporate Projects. A Cabinet Away Day has been arranged for 11 April 2017 to review progress and the next steps.</p>
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## Priority 2 - Drive local economic and housing growth

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





Cabinet Member: Cllr A Beales and Cllr P Hodson

Status	Key Action	Progress	Target Date	Comment
	<p>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.</p>	<p>Ongoing</p>	<p>June 2017</p>	<p>No joint proposals have been developed in the reporting period as at 31 March 2017.</p>
	<p>Prepare an outline proposal for the development of a Shared Technology Centre (STC) on the site opposite KLIC</p>	<p>Ongoing</p>	<p>June 2017</p>	<p>A draft proposal for the feasibility study has been submitted to the College of West Anglia and Anglia Ruskin University for comment, we are currently awaiting feedback from both project partners. The feasibility study will assess market demand and undertake a site options appraisal to establish the need and best location for the Shared Technology Centre.</p>

	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	June 2017	Overall digital marketing for inward investment is envisaged to be undertaken with the support of the newly created post of Regeneration and Economic Development Project Support Officer, which will be advertised once the Performance and Information Officer has commenced in May 2017.
	Prepare a five-year marketing plan for the Nar Ouse Business Park	Ongoing	June 2017	A series of meetings with the LEP's Head of Communications have taken place to ensure alignment with the LEP's marketing strategy for the 'Space to Innovate', which is being developed by the LEP team. A draft marketing plan for the Nar Ouse Business Park Enterprise Zone will be presented to the EZ steering group in June 2017.
	Implement the King's Lynn town centre action plan	Progress is slightly behind schedule	June 2017	Work will involve monitoring and data collection from partners involved in the delivery of various projects across the town, this work will be undertaken by the new post of Project Support Officer.



### 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	June 2017	Work on Marsh Lane is progressing well, a significant amount of drainage and roadway are complete. A planning application for the fourth site is due to be determined in May 2017.
	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Ongoing	July 2017	The Phase 3 tender process has been completed and a preferred contractor has been identified.
	Acquire strategically located sites to enable additional phases of the NORA Joint Venture to proceed	Ongoing	June 2017	Site purchase complete, desk top study being undertaken to determine remediation work required to enable site development.
	To increase housing supply and provide investment opportunities, develop and establish a wholly owned Local Authority Company (LAC) to develop and acquire new affordable housing units in the Borough	On track	June 2017	Changes to the membership of the Board will be considered by the Cabinet in due course. Part 2 registration has been submitted to the housing regulator for the Council to become a registered 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	June 2017	One of our apprentices has completed her apprenticeship and left to take up a role with another organisation. Our remaining Customer Services apprentice was recently awarded the CWA's 'Customer Service Apprentice of the Year' award, which was recognised at a ceremony held in March. Work to ensure the Council is well prepared to meet the requirements of the new apprenticeship levy, which comes into effect on 1st April, has been significantly progressed, as further information /advice has been received as to how the levy will operate.
	Continue to support a programme of Learning Catalysts (LC), who work with individuals and families within local schools to raise aspirations and support improvements in educational attainment	On track	June 2017	Learning catalysts continue to provide support and guidance to parents at a number of schools. Very positive feedback has been received from the mental health training programme which is helping learning catalysts to support schools and parents in dealing with related issues.

### 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	Completed	February 2017	Following formal adoption by full Council in January, CIL charging commenced on 15 February 2017. Additional work will be undertaken to implement a scheme of governance to oversee the actual spending of actual CIL receipts.
	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	June 2017	Design work has been completed and a planning application is being processed for self-contained accommodation at Broad Street.
	Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015	On track	June 2017	Site appraisal is underway in conjunction with Property Services.

	Maximise the potential of the riverfront area – consultation phase	Ongoing	October 2017	A public and key stakeholder consultation has been completed and a findings report circulated to consultees. The final masterplan report will be published in June 2017.
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### Priority 3 - Work with our communities to ensure they remain clean and safe



#### 7. We will: Improve recycling levels


Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Target Date	Comment
	Find ways to raise awareness levels in the public arena to enhance the recycling scheme across the borough	Ongoing	March 2017	Phase 2 of the Contamination Action Plan will see the cartoons Billy and Bob appear on the side panels of refuse vehicles. The Norfolk Waste Partnership Communications Officer has been appointed and will be involved with recycling contamination and awareness. The Local Green Points contract has been extended for a second year which will include a door knocking exercise involving 9,000 properties.
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	Progress is slightly behind schedule	June 2017	Survey work has been suspended due to issues with staffing levels, therefore Management Team have agreed to recruit three 4 month posts.

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


Cabinet Member: Cllr I Devereux and Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Streetscenes: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2017	A complete review of road sweeping schedules and dog waste bin collection regimes now completed and new schedules are in operation. Public toilet provision / review is ongoing with the recommendations of the Informal Working Group being followed up. All Parish / Town Council's affected by the recommendations have been contacted.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2017	The grass cutting regime has now commenced, a separate service request (complaints) log has been developed solely for grass cutting so as the new regime can be monitored, reviewed and adjusted as necessary. The recruitment of seasonal staff is also becoming an issue with most grounds team being at least 1 team

				member short, which will / may have an impact on service delivery. All hedge and tree works have been completed, with tree inspections ongoing.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	September 2017	Green Flag judging is currently taking place in borough, expectation is that all sites will retain the award. Work has commenced on Britain in Bloom 2017, this will involve the installation of new facilities and resources at Hunstanton Heritage Gardens, delivery of a wide range of activities to cater for all groups within the community, establishing a Friends group and involvement in community events held within Public Open Space. Judging will take place in August for Britain in Bloom 2017, successful entries will be announced in September 2017.

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

Cabinet Member: Cllr I Devereux


Status	Key Action	Progress	Target Date	Comment
	Proactively use data and intelligence to target action to prevent nuisance and anti-social behaviour	Ongoing	June 2017	Residents of several streets in North End, North Lynn are being visited to remind them of their responsibility to dispose of their waste properly. Following previous action in the area, which resulted in a reduction of waste being left in the alleyways, residents are being advised of the need to put their waste out on the right day and in the right place at the front of their property, as routine clearance of the back alleyways will now cease. Information packs on how to report incidences of fly-tipping and 'No fly-tipping' signs have been issued to residents to put up at the rear of their property. The council is working with landlords and lettings agents to make sure they pass the message on to new tenants, and remind them of their responsibilities when clearing a property ready for a new tenant. A period of enforcement will now commence.

## 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
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	Assist, facilitate and promote events in other parts of the Borough	Ongoing	June 2017	During January to March 2017, there were 320 events published on the Visit West Norfolk website. During this period there were 10,153 views of individual events through the website. In February 2017, the tourism section introduced a new schedule of e-shots to all tourism business contacts on the Tourism database. These are sent out every two weeks and feature a selection of upcoming main events as well as links to the events section on the website. This has been introduced to increase cross promotion of events by the local tourism industry and encourage more businesses to use <a href="http://www.visitwestnorfolk.com">www.visitwestnorfolk.com</a> for researching and promoting events.
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### 11. We will: Support the improvement of our built heritage, drawing in third-party funding wherever possible


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

Status	Key Action	Progress	Target Date	Comment
	Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate.	Good	June 2017	The current case list contains 33 residential and 21 commercial properties/sites. A review is currently underway to reprioritise the case list by the Derelict Land and Building Officer Group.
	Implement key phases of the Hunstanton Regeneration Programme	Good	June 2017	In March 2017, the Hunstanton Prospectus (masterplan update) was published and the Activities Programme commenced. Construction works for the Hunstanton Heritage Gardens project commenced in February 2017.
	Develop proposals for refurbishment of the St George's Guildhall complex	Progress is significantly behind schedule	June 2017	Application to Heritage Lottery Fund for £2.9m grant was unsuccessful. Project delivery options are currently under review.

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

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Deliver the action plan of the 2016-20 West Norfolk Destination Management Plan	Ongoing	December 2017	The new 2017/18 action plan has been agreed by the West Norfolk Tourism Forum. The plan includes 28 action points of which 16 are identified for completion during 2017. To date 5 of the actions have been completed during January – March 2017.

	Complete and launch the new visitor mobile phone app to promote the borough	On track	June 2017	The latest Apple and Android versions of the Visit West Norfolk App have been released between January and March and have included, push messaging, the availability of offers and the availability to produce vouchers for redemption of offers. An extensive radio and social media campaign to promote the App has taken place during March 2017.
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## Priority 5 - Stand up for local interests within our region



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

Cabinet Member: Cllr B Long



Status	Key Action	Progress	Target Date	Comment
	New action to commence Q1 2017/18			

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

Cabinet Members: Cllr B Long, Cllr A Beales, Cllr R Blunt and Cllr P Hodson

Status	Key Action	Progress	Target Date	Comment
	Work with Better Broadband for Norfolk (BBfN) with a view to achieving over 95% coverage for super-fast broadband for the West Norfolk area once the current 'roll-out' is complete	Ongoing	June 2017	Good progress continues to be made on the roll out towards the 95% coverage target. The planning service is working with Better Broadband for Norfolk to encourage developers to take up the BT offer to install fibre to the homes of new developments of 30+ properties.
	Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	March 2020	Highways England published consultation options for the local sections of the funded Road Investment Strategy (RIS1) improvements including the Guyhirn junction, the implementation of schemes should commence in 2020. The A47 Alliance meeting on 3 March agreed priorities for RIS2 (2020-25), including: <ul style="list-style-type: none"> <li>• Tilney to East Winch dualling</li> <li>• Guyhirn to Wisbech dualling</li> <li>• Junction improvements at A1101 Elm High Roundabout and B198 East and West Wisbech</li> </ul>



				<p>If government commits to funding these schemes, construction could commence between 2020 and 2025.</p> <p>The A47 Alliance will be commencing the lobbying campaign, some upcoming events are:</p> <ul style="list-style-type: none"> <li>• Business Breakfast (at the KLIC on 11 May)</li> <li>• Meeting with MPs</li> <li>• Presenting the case of improvements to the Transport Minister.</li> </ul>
	Work with partner members of the Ely Area Improvements Task Force to secure improvements to the King's Lynn – Cambridge – London King's Cross rail service	Ongoing	March 2019	Funding of £8.8m has been agreed between the two LEPs, New Anglia and Greater Cambridge Greater Peterborough (£3.3m each) and the Strategic Freight Network (£2.2m) for the Network Rail Feasibility Study to take the project to 'Decision to Design' stage (April 2019). Work on this study will commence in April 2017.
	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	A bid for local levy funding to deal with a funding gap for a future mini recharge was approved by the Regional Flood and Coastal Committee on 19 January 2017. Legal agreements with the Environment Agency, Community Interest Company and Anglia Water are still to be finalised. In March, the first partnership-funded beach recycling works and a stakeholder forum have been held.

**15. We will: Lobby to retain the core service infrastructure – such as the hospital, appropriate medical and judicial services, education and others – that reflects the needs of local people and the importance of West Norfolk in the sub-region**

Cabinet Members: Cllr B Long, Cllr A Beales and Cllr E Nockolds

**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 and Cllr P Hodson

Status	Key Action	Progress	Target Date	Comment
	Engage with partners and schools in identifying initiatives to address	On track	June 2017	The planned maths conference evolved into a highly successful wider 'university challenge' conference which took place on 10th

	low levels of educational attainment and skills in the Borough			February 2017, involving schools from across the borough. Plans to repeat the event in 2017/18 are already underway. The mental health project continues to deliver results and work to progress this project to the next phase is currently in discussion with West Norfolk Mind. The second meeting of the new primary heads group took place in March 2017 with guest speakers talking about initiatives in maths – the group has already selected two particular areas it wishes to focus on at the next two meetings, providing the opportunity to share learning, best practice and ideas on initiatives in the selected areas.
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### 17. We will: Work closely with partners in health and adult services to improve services for older people



Cabinet Member: Cllr E Nockolds

#### 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: working with Norfolk County Council to roll out a Community Clinic in west Norfolk and roll out the 'Living Independently in Later Years' (LILY) project with local partners


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

Cabinet Member: Cllr B Long and Cllr A Lawrence

Status	Key Action	Progress	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	June 2017	Discussions have been held with partners to identify whether adults can also be dealt with by the hub as well as children. It is likely to be in severe cases only, but as such it is a substantial increase in the role of the hub.
	Use the flexibility within the enhanced Better Care Fund / Disabled Facilities Grant (BCF/DFG) allocation and the Integrated Housing Adaptations Team (IHAT) approach to support and assist vulnerable people in the borough	Ongoing	August 2017	Discussions have taken place between Districts, County and CCG to agree the format and detail of the BCF/DFG Locality Plans for 2017/18-2019/20, a 2 year plan will be submitted by early April 2017. In the West, the plan will be a continuation of the proposals from 2016/17 with an additional proposal to work up an Assistive Technology Pilot having consulted with the Locality Occupational Therapy team. We are awaiting information on the BCF/DFG allocation for 2017/18, the Policy framework indicates that districts

				will be paid the allocation in full unless otherwise jointly agreed between parties.
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**Priority 6 other actions**

	<p>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.</p>	<p>Progress is slightly behind schedule</p>	<p>June 2017</p>	<p>Continue to engage with the County Council who have appointed a new lead officer for housing initiatives.</p>
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