

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2018		
TITLE:	Q4 2017/18 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

PURPOSE OF REPORT/SUMMARY:
<p>The Corporate Business Plan monitoring report has been developed to demonstrate progress against the Council's Corporate Business Plan. This report contains information on the progress made on the key actions up to the end of Quarter 4 2017/18.</p>
KEY ISSUES:
<p>There are currently 42 agreed actions being undertaken to progress the Council's Corporate Business Plan. The 2017/18 Q4 monitoring report indicates that 35 of the actions are progressing well, 7 new key actions have been added and 3 actions have been completed.</p> <p>27 actions have been completed from Q4 2015/16 to Q4 2017/18.</p>
OPTIONS CONSIDERED:
<p>N/A monitoring report</p>
RECOMMENDATIONS:
<p>The Panel is asked to review the Q4 2017/18 Corporate Business Plan monitoring report and identify where further information/clarification on progress is required.</p>
REASONS FOR RECOMMENDATIONS:
<p>The Corporate Business Plan sets out the broad framework for the Council's work for the period 2015/16 to 2019/20. Members should use the information within the monitoring report to review progress on agreed actions and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule Members can seek additional information as to the reason(s) that work is behind schedule.</p>

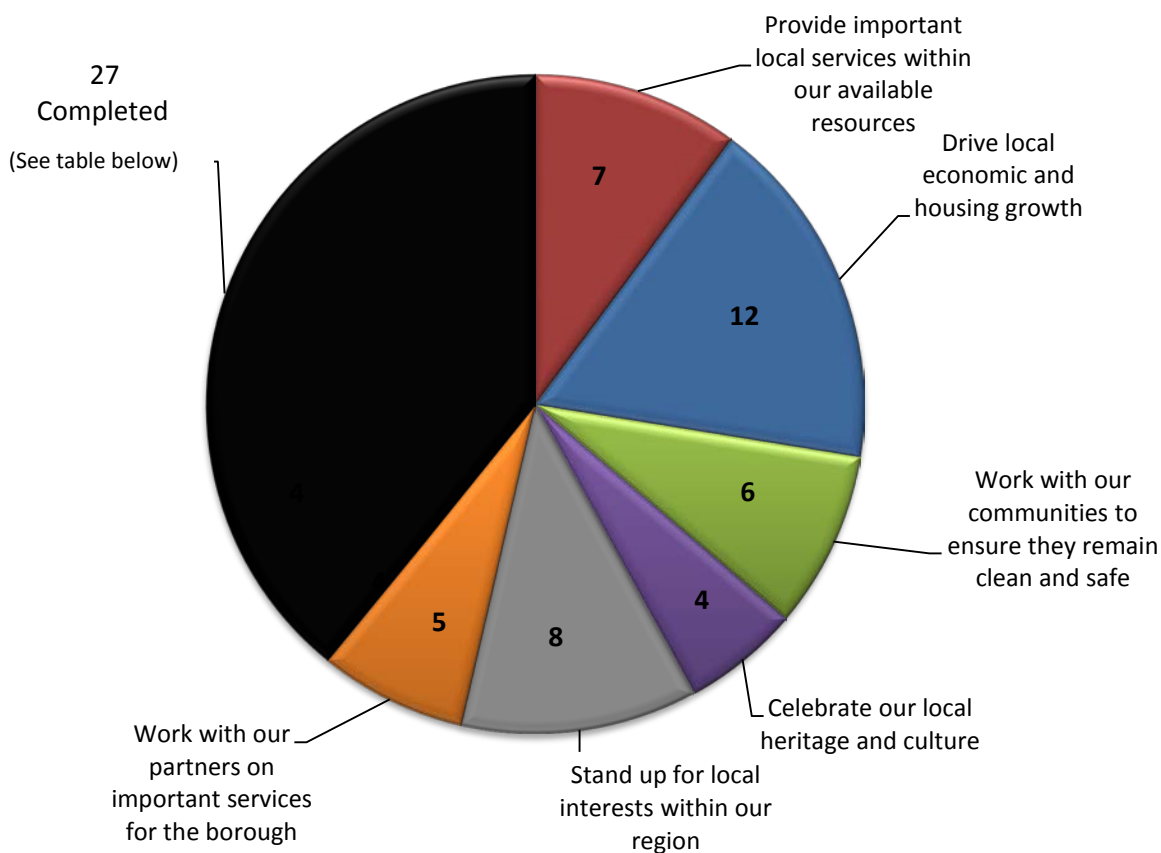
1. Introduction

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

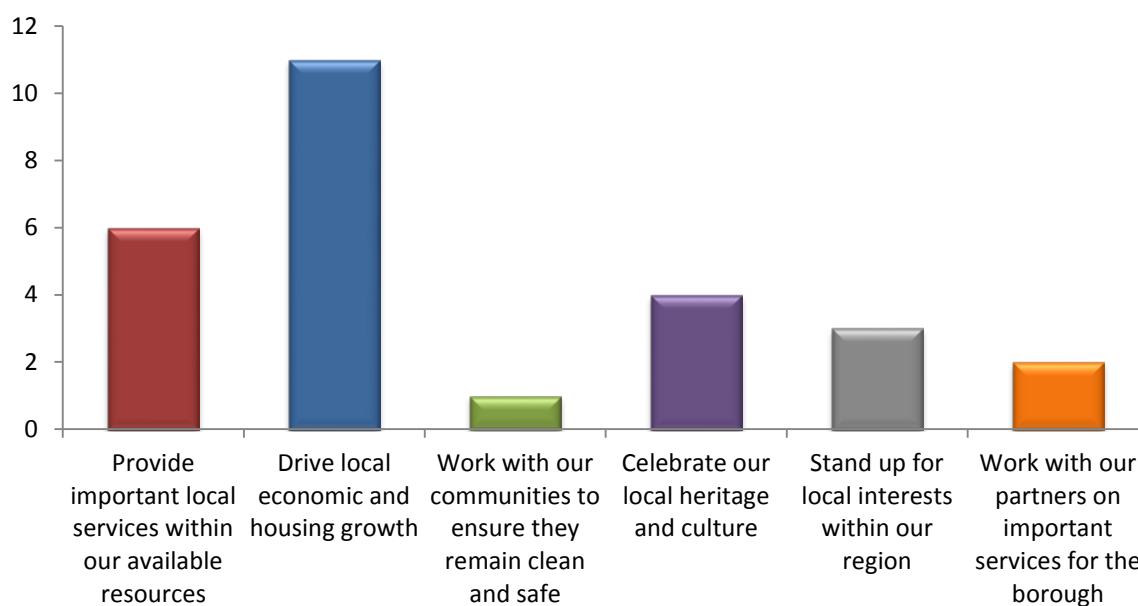
2. Monitoring Report

- 2.1 The 2017/18 Quarter 4 report details progress on agreed actions as at the end of March 2018. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the 2018/19 Quarter 1 report (which will be available on Insite).
- 2.2 The Executive Summary for the 2017/18 Quarter 4 monitoring report indicates that 83% of the actions are progressing well and 17% are new key actions.
- 2.3 The chart below highlights the number of current key actions which underpin each corporate priority. Over the next four years the proportions of the chart will change at the end of each quarter, as key actions are completed or new key actions are added in reaction to specific corporate issues or priority areas.

2.4 Current key actions per corporate priority at the conclusion of Q4 2017/18



2.5 Breakdown of completed key actions by Priority



3. Issues for the Panel to Consider

Members should review the full Corporate Business Plan monitoring report covering Q4 2017/18 (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 2018.

10. Background Papers

Corporate Business Plan 2015/16 – 2019/20



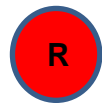
Corporate Business Plan Monitoring Report

Covering Q4 2017/18

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

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



4. Celebrate our local heritage and culture

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



2. Drive local economic and housing growth

Of the 14 actions in place for this priority, 2 new actions have been added, 2 have been completed and the remaining 10 actions are progressing well.



5. Stand up for local interests within our region

Of the 8 actions in place for this priority, 4 new actions have been added and the remaining 4 actions are progressing well.



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

All 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 new action has been added and the remaining 4 are progressing well.









Overall progress on Corporate Business Plan actions as at 31st March 2018 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 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
1	Progress towards £3.1m savings required by 2019-20 identified in the Financial Plan for 2015-2020. Target savings of £270,362 for 2017/18	£3,550	£71,700	£105,490	£304,560
	No of customers registered for OneVu account (cumulative)	6,638	9,516	11,640	14,110
2	Growth in Business Rates (target £500,000) reported annually				£799,583
	Number of new homes built (annual target 670)	184	240	294	486
3	Reduce contamination of recycling by 4.85% to 10.00% by 31 March 2018 (cumulative)	15.3%	15.8%	15.8%	16.8%
4	Footfall in King's Lynn Town Centre compared to same quarter in the previous year	-1.9%	-3.4%	-9.0%	-15.2%
	Number of Town Heritage Initiative buildings where work has commenced (cumulative)	7	7	8	10
5	Deliver an 8% increase in mobile coverage / superfast broadband of West Norfolk premises by June 2020 – recorded one quarter in arrears	4%	6%	6%	7%
6	Work with voluntary groups to recruit a minimum of 15 voluntary advisers for the LILY project	37	40	40	40

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 K Mellish

Status	Key Action	Progress	Review Date	Comment
	Undertake a programme of business process change workshops to map existing processes and identify areas which can be improved to achieve cost savings and/or improved levels of service	Ongoing	June 2018	A significant amount of work has been carried out with the Licensing Team to transfer all their applications to an e-form which customers will be able to complete via 'MyAccount'. Several forms are now live and applications are being received. We are also working with our suppliers to progress the integration between MyAccount and the iDox system which will reduce the amount of input required by back office staff.
	Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training	Ongoing	September 2018	The updated Digital Strategy is due to be completed by the end of September 2018. A training needs analysis will be conducted following the publishing of the Digital Strategy to establish if further training is required by staff. Training on MyAccount is available as and when services have the ability to be accessed through MyAccount. Briefings have been held with staff so they are aware of what services customers can complete online.



2. We will: Continue to seek new and effective ways of working


Cabinet Member: Cllr B Long

Status	Key Action	Progress	Review date	Comment
	Develop and deliver a programme of training to enable employees to adapt effectively to new challenges and new ways of working and which support corporate priorities.	On track	June 2018	Our safeguarding training programme has continued, including the provision of training to Elected Members for the first time. There have also been a range of activities to support the General Data Protection Regulations (GDPR) and the commencement of a new training programme raising awareness of mental health issues with front line employees. This programme has been developed in conjunction with partners and is being delivered to both our own employees, and those from Alive Leisure/Alive Management Limited, Freebridge Community Housing and the Queen Elizabeth Hospital.


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	Review 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 2018	King's Court (King's Lynn) - Ground floor and parts of the second floor have been refurbished and adapted to commercially lease space to the Department of Work and Pensions (Job Centre Plus), together with additional space being provided for the West Norfolk Clinical Commissioning Group and West Norfolk Health Ltd. All works are completed for contractor snagging and final invoice to be raised for payment by DWP. Valentine Road (Hunstanton) - Ground floor adaptation works are being costed to provide more usable/lettable space. One existing tenant has expressed interest in taking additional space. Priory Centre (Downham Market) - agreed release of restrictive covenant with Norfolk County Council (as landlord), an expression of interest for a lease arrangement is currently under consideration.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme	Ongoing	June 2018	Following the completion of the works to King's Court, there are two live OPE programmes in West Norfolk. For the Hunstanton Regeneration project, meetings have been arranged with key partners during April to commence feasibility on sites that haven't yet been progressed, and other elements already under way are being progressed. The Depot Rationalisation project has moved on during the period and contractors are due to report their preliminary findings in April following initial feasibility work. Plans are underway for an OPE focussed 'Area Based Property Review' of King's Lynn with other key public sector partners to take place later in 2018.

	Implement the actions identified in the land review of sites owned by the Borough Council	Ongoing	June 2018	Two bungalows have been constructed at Croft's Close, Burnham Market and are currently being marketed with one "under offer". Work is on-going and leading to a planning application at a further potential site in Burnham Market. Site layouts and road access issues are being considered for Alexandra Road, Hunstanton and a public consultation is underway. Six further sites are being considered for development/disposal.
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Priority 1 other actions


	Monitor the Efficiency Plan, report progress achieved by developing/reviewing major projects and identify further opportunities for securing savings.	On track	June 2018	A balanced budget is presented in The Financial Plan 2016/2021, supported by transfers from the general fund balance. The continuing reductions in central government funding will require the Council to further reduce costs/increase income. The next phase of the cost reduction programme includes proposals for delivering the target savings and as these are achieved the savings will be reported as part of the monthly monitoring report. Where savings are achieved in advance of 2020/2021 these will be transferred to reserves to fund investment in major capital projects which will provide future revenue income.
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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	Review Date	Comment
	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.	Completed	March 2018	The KL Innovation Centre is operated by NWES and provides high calibre one to one advice, mentoring, workshops, and access to financial support for local businesses. The KLIC is currently running at 85% occupancy and will continue to develop its operations in line with its business objectives.
	Use the website as a platform for e-marketing for the Enterprise Zone as well as the promotion of West Norfolk to outside investors.	Completed	March 2018	www.investwestnorfolk.com has been updated. Other avenues are also used to help promote the area but this is now the primary website to promote key projects, investment and development opportunities, including the Enterprise Zone to outside investors.
	Prepare a five-year marketing plan for the Nar Ouse Business Park	Good	June 2018	New branding has been developed. An exhibition and launch of premises opportunities on the EZ to be held in June to coincide with the planning application submission. The focus of the marketing plan is now on the next 12 months.

	Implement the King's Lynn town centre action plan	On track	June 2018	Good progress is being made working closely with BID and police to progress key initiatives affecting the town centre.
NEW	Develop proposals for KLIC2 – move-on space	Good	June 2018	Three strands of work have been agreed to develop these proposals: 1. Agree an investment vehicle with New Anglia LEP 2. Assess and undertake market demand testing Depending on the outcome of points 1 and 2 3. Appoint a design team to put a planning application together

5. We will: Meet our housing growth targets



Cabinet Members: Cllr A Lawrence and Cllr A Beales

Status	Key Action	Progress	Review Date	Comment
	Progress the implementation of the Borough Council's approved Major Housing Scheme to approved schedule	Ongoing	Ongoing	The Council has gained planning permission for all the initial sites offered under the original contract. Marsh Lane and Lynnsport 4 and 5 sites are under construction with the first 12 units sold. Lynnsport 1 and 3 are having pre-commencement planning permissions cleared, which includes archaeological investigations.
	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Ongoing	April 2019	NORA phase 3 is under construction with units being available from August this year. Phase 3 is scheduled to complete by April 2019.
	Acquire strategically located sites to enable additional phases to proceed	Ongoing	May 2018	The Morston Asset land has been acquired and the initial site investigations are nearing completion. Area C of the HCA land is also in the process of being acquired by the Council. At present the land is planned to be developed under the Major Housing project. No decision has been made yet to carry this out under the Joint venture which currently only covers Phases 1 to 3.
	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 2018	Second stage application submitted to Social Housing Regulator, currently awaiting feedback. Arrangements are being made in line with the company agreement to change status of company to non-for-profit subject to Cabinet/Council approval. The purpose of this is to respond to the requirements of new rules coming in June 2018.



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

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Review Date	Comment
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	Ensure the Council responds effectively to new requirements in relation to apprenticeships	Ongoing	June 2018	Progress of employees undertaking apprenticeships continues to be closely monitored with additional support provided where required. Work to investigate the employment of a higher level apprentice in Property Services has been undertaken, with plans to recruit to this position in Q1 2018/19.
	Co-ordinate and provide support to the West Norfolk Partnership's Strategy Group to bring together the main public sector service providers and the umbrella organisation for the voluntary sector to improve quality of life in West Norfolk	Ongoing	June 2018	The Strategy Group met in February 2018, receiving a presentation on One Public Estate and proposals for the establishment of a Dementia Alliance in West Norfolk. The group also reviewed progress with current priorities. This was followed by a meeting of the Governance Group in March, where members of that group received an update on progress with priority areas, including a presentation on the improving educational attainment workstream. The Governance Group also discussed and agreed priorities for the Strategy Group for the 2018/19 year, which will form the basis of the workplan for the coming year.



Priority 2 other actions

	Respond to increasing levels of homelessness within the Borough by expanding the availability of temporary accommodation including consideration of available council buildings and development sites	On track	September 2018	The new temporary accommodation at Broad Street is on track for completion in September 2018 and the recently commissioned homelessness services, including rough sleeper outreach team is now in place. Freebridge also lease units to BCKLWN.
	Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015	On track	June 2018	An approach is being developed that could help delivery through the transfer of plots to housing associations to ensure policy compliance. An event for stakeholders is being planned to help raise awareness of landowners and agents.
NEW	Progress next phase of the Nelson Quay scheme development and testing in preparation for planning and funding applications	Progressing well	June 2018	Aecom was appointed in February 2018 to develop site infrastructure design, planning strategy and necessary studies / surveys. Soft market testing with investors is scheduled for June 2018. An application has been submitted to Coastal Community Fund for Sail the Wash project. Work is progressing on other key sites and architects have been commissioned to develop concept proposals.

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




7. We will: Improve recycling levels

Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Review Date	Comment
	Find ways to raise awareness levels in the public arena to enhance the recycling scheme across the borough	Ongoing	June 2018	The west Norfolk recycling rewards scheme has been successfully completed providing donations of £12,000 to local charities over the past 2 years. The final cheques were presented to Marshland and District Community Centre £3,000, Dersingham Community Centre £1,500 and Wereham Village Hall £1,500. Monthly e-bulletins are issued directing households to the recycle4norfolk website and the council has participated in the Norfolk Waste Partnership Nappies and Plastics campaign.
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	Ongoing	June 2018	The impact of the severe weather in Q4 caused a disruption to the monitoring of recycling collections.

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


Cabinet Member: Cllr I Devereux and Cllr E Nockolds

Status	Key Action	Progress	Review Date	Comment
	Streetscenes: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2018	Street Cleansing continues with priority areas/main routes being targeted. Fly tipping has increased in all areas. The Bowling Green Public Toilets have been refurbished.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2018	Grass cutting regimes and grounds maintenance tasks have been reviewed and amended following discussions with local Town/Parish councils. Grounds equipment has been replaced as per the equipment schedule.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2018	Progress continues with the community working partnership throughout the borough via Green Flag, In Bloom, HLF funded projects, residential associations and friends groups. Public Open Space has continued involvement with events throughout the borough varying in nature and content.

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

Cabinet Member: Cllr I Devereux


Status	Key Action	Progress	Review Date	Comment
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	Proactively use data and intelligence to target action to prevent nuisance and anti-social behaviour (ASB) at King's Lynn Bus Station	Ongoing	March 2019	<p>A meeting has taken place with Freebridge Housing to identify diversionary activities for young people. Enforcement work remains constant around the bus station.</p> <p>Consideration being given to:</p> <ul style="list-style-type: none"> • Street wardens • Support from the BID • Joint working re rough sleeping • Investment/changes to bus station.
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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	Review Date	Comment
	Assist, facilitate and promote events in other parts of the Borough	Completed	March 2018	An events list for events in other parts of the Borough is maintained and promoted on the www.visitwestnorfolk.com website.

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	Review Date	Comment
	Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate.	Good	June 2018	The group continues to focus efforts on 5 key cases to progress the most high priority sites. Two of these are progressing well and likely to be removed from the priority list in May 2018. The Team has referred on 6 properties for consideration for the stalled sites initiative which are being appraised for suitability and development options. Processes are being revised to cover all final options.
	Implement key phases of the Hunstanton Regeneration Programme	Good	June 2018	The Hunstanton Heritage gardens project has been completed with an activity programme and final snagging works to follow. The procurement process has been completed for the Southern Hunstanton Masterplan works, and is due to start in May 2018. Hemmingway Design appointed to prepare a masterplan for the southern seafront area to investigate feasibility of potential development on seafront sites, public realm enhancements and feasibility of a marine lagoon. Wide ranging

				consultation to be undertaken in the summer. The Hunstanton Prosperity Coastal Community Team secured the match funding required for the study from the Norfolk Business Rates Pool.
	Develop proposals for refurbishment of the St George's Guildhall complex	Ongoing	June 2018	In January 2018, the Regeneration and Development Panel set up an informal working group to look at options for the complex and potential site schemes. The working group is due to report back to the Panel.

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

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Review Date	Comment
	Deliver the action plan of the 2016-20 West Norfolk Destination Management Plan	Ongoing	June 2018	Progress is limited at present due to vacant Tourism Manager post. The 2018 Action Plan is to be agreed with the West Norfolk Tourism Forum Executive during Q1 2018/19.

Priority 5 - Stand up for local interests within our region



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



Cabinet Member: Cllr B Long

No key actions

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

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

Status	Key Action	Progress	Review Date	Comment
	Work with Better Broadband for Norfolk (BBfN) with a view to achieving over 95% coverage for super-fast broadband for the West Norfolk area once the current 'roll-out' is complete	Ongoing	June 2018	As at 31 December 2017 total coverage was 89%. To date the second Better Broadband for Norfolk contract has implemented 49 new fibre cabinets in the Borough, which have provided access to fast broadband for an additional 4,700 properties. 14 more cabinets have been implemented at the end of December and a further 36 pre-implementation surveys have been carried out.
	Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	March 2020	The Just Dual It! campaign was launched at King's Lynn Town Hall through a business meeting with the Minister on 19 March 2018. The campaign is calling on the Government to: <ul style="list-style-type: none"> • Fund the dualling of the Acle Straight (near Great Yarmouth) and Tilney to East Winch (near King's Lynn) sections of the A47 in the next round of Government-funded improvements for the UK's trunk

				<p>road network, with the work carried out 2020-2025</p> <ul style="list-style-type: none"> • A commitment from the Government to make funding available to dual the entire length of the A47 by 2030
	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	The Rail Study is progressing towards an Outline Business Case (OBC) by March 2019. The Road Study has been considered by Cambridgeshire County Council and recommended for 2nd stage options development to be led by Cambs/Peterborough Combined Authority. The aim is to reach the same OBC stage as the Rail Study by Spring 2019.
	Work with stakeholders in Snettisham, Heacham and Hunstanton areas which are affected by coastal flooding issues to develop options for flood prevention works	Ongoing	June 2018	An annual beach recycling operation has been carried out funded through a new Partnership Funding initiative, a key recommendation of the Wash East Coastal Management Strategy developed by the Environment Agency and the Council. Legal agreements have been concluded with the Environment Agency, Community Interest Company and Anglia Water.
NEW	<p>West Winch – part 1 Infrastructure Delivery Plan, to identify:</p> <ul style="list-style-type: none"> • the infrastructure required to bring forward the allocation/growth area • how the infrastructure will be funded • key responsibilities, timescales and phasing elements in the development <p>Provide advice on the range of delivery mechanisms available for delivering the strategic infrastructure.</p>	Ongoing	May 2018	<p>The Council are working with specialist consultants to prepare an Infrastructure Delivery Plan (IDP) for the entire allocation. Some initial work on the viability of providing the infrastructure and costings have been undertaken to support the allocation. However, as we move towards determining planning applications for the site more advanced work is underway to;</p> <ul style="list-style-type: none"> • firm up the cost assumptions associated with delivering infrastructure and other policy requirements and their impact on scheme viability • define options for delivery mechanisms via an IDP <p>A first draft has been produced and consulted upon with stakeholders and a final draft is expected in May 2018. The IDP will be agreed between the relevant partners and adopted by the Council.</p>
NEW	<p>West Winch – part 2 West Winch Relief Road Scoping and design</p>	Ongoing	December 2019	Work with the consultants commenced in November 2017, initial options for the alignment of the road are currently being prepared and appraised. Stage one of the scoping work is expected to be completed by December 2018. Stage one of the design works for the relief road, looking specifically at the design and scoping of the road is currently under way. The current design and planning submission work is scheduled to be completed by December 2019.
NEW	<p>West Winch – part 3 Relief Road Infrastructure Funding</p>	Ongoing	April 2019	The Council have committed to seeking external funding sources to assist in the overall delivery of the infrastructure necessary to the deliver the Growth area. The Relief Road is one of the greatest infrastructure costs. A funding bid submitted to Homes England under the recent Housing Infrastructure Fund (HIF) was unsuccessful. Currently preparing further material in anticipation of further central government funding

				rounds becoming available.
NEW	King's Lynn Area Transport Study	Ongoing	March 2019	A transport study will analyse current and future transport issues in the town. The study, which has been funded by £150,000 from the Norfolk business rates pool, matched by £75,000 from the BCKLWN and £75,000 from Norfolk County Council, will lead to the development of a transport strategy for the town. Having carried out traffic modelling, the County Council is trialling measures to reduce delays and improve the flow of traffic along London Road (A148). Latest update provided to Regeneration and Development Panel on 22 May 2018.

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

No key actions


Comment

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

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

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

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Review Date	Comment
	Engage with partners and schools in identifying initiatives to address low levels of educational attainment and skills in the Borough	On track	June 2018	In February, the second West Norfolk University Challenge Conference was held at the University Centre at CWA – the event was attended by around 120 students from across secondary schools in the Borough. In March, two conferences were held – one focussing on Maths, the other on English – targeting students who will take their GCSE exams this summer. The conferences were held at the Corn Exchange and each day was attended by approximately 700 students. Follow up work to target specific groups of students is now being planned as a result. Meetings are scheduled for early in Q1 2018/19 to discuss and agree priorities and projects for the 2018/19 year.

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



Cabinet Member: Cllr E Nockolds

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


NEW	Expansion of LILY	Ongoing	March 2019	LILY is designed to help older people continue to live safely and independently at home. In April 2018, Norfolk County Council awarded additional funding for 3 years to LILY to meet the needs of lonely and isolated adults of all ages. Work is ongoing to remodel LILY for over 18 age group- including database development and to meet funding requirements.
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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 and Cllr A Lawrence

Status	Key Action	Progress	Review Date	Comment
	Take an active role in the ‘West Norfolk Early Help Hub’ along with other partners, in order to identify and address issues with young people to prevent escalation to social care level	Ongoing	June 2018	The Council has now joined the Early Help Improvement board and is working with other District Council colleagues to provide a District “Offer” to the hub county wide. Internally, the Council is working with Police and Social Services to set up an “adult hub” and also to establish a one day a week co-location at the Police Station.
	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	June 2018	The team have received over 30 direct referrals from the QEH into the IHAT in 2017/18 and over 60 referrals from the community health teams. These direct referrals have helped to fast-track the initial process, reduce days and identify those complex cases that require a more integrated approach. The minor adaptation/ prevention service has continued to deliver over 500 jobs throughout the year. The County-wide locality plans have been reviewed and updated for 2018/19 and are currently being signed off by Norfolk County Council. We are currently awaiting the outcome of a national DFG review.

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	Ongoing	June 2018	Norfolk County Council has a draft strategy and evidence base within ‘sector based plans’ for housing with care. This will cover older persons and working age vulnerable people including those with learning disabilities, mental health, physical disabilities.
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	difficulties, enduring mental health problems, and Housing with Care for elderly people.			
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