

Borough Council of  
**King's Lynn &  
West Norfolk**



# **CABINET**

## **Agenda**

**WEDNESDAY, 4 DECEMBER 2013**  
**at 5.30pm**

in the

**Committee Suite  
King's Court  
Chapel Street  
King's Lynn  
PE30 1EX**



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Borough Council of  
**King's Lynn &  
West Norfolk**



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**CABINET AGENDA**

**DATE: CABINET – WEDNESDAY, 4 DECEMBER 2013**

**VENUE: COMMITTEE SUITE, KING'S COURT, CHAPEL STREET, KING'S LYNN**

**TIME: 5.30 pm**

There are no items to be considered in private as required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

**1. MINUTES**

To approve the Minutes of the Meeting held on 5 November 2013.

**2. APOLOGIES**

To receive apologies for absence.

**3. URGENT BUSINESS**

To consider any business, which by reason of special circumstances, the Chairman proposes to accept, under Section 100(b)(4)(b) of the Local Government Act 1972.

**4. DECLARATION OF INTEREST**

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature

of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

**5. CHAIRMAN'S CORRESPONDENCE**

To receive any Chairman's correspondence.

**6. MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

To note the names of any Councillors who wish to address the meeting under Standing Order 34.

**7. CALLED IN MATTERS**

To report on any Cabinet decisions called in.

**8. FORWARD DECISIONS LIST**

A copy of the Forward Decisions List is attached (Page 4 )

**9. MATTERS REFERRED TO CABINET FROM OTHER COUNCIL BODIES**

To receive any comments and recommendations from other Council bodies some of which meet after the dispatch of this agenda. Copies of any comments made will be circulated as soon as they are available.

- Resources and Performance Panel and Audit Committee – 26 November 2013
- Regeneration, Environment and Community Panel – 27 November 2013

**10. REPORTS**

**1) Council Tax Support 2014/2015; Council Tax Discounts for Second Homes and Empty Properties; Council Tax Base 2014/15 (Page 8)**

This report covers:

- The results of consultation on the Council Tax Support scheme and recommendations for the 2014/2015 scheme
- Recommendations for the Council Tax Discounts for Second Homes and Empty Properties for 2014/2015, and

- The overall Council Tax Base for Council Tax setting purposes for 2014/2015

Both the Council Tax Discounts and Council Tax Support Scheme impact on the Council Tax Base so they are all included in this report.

**2) Corporate Business Plan (Page 23)**

The report appends the refreshed Corporate Business Plan following a mid-term review of progress against outcomes. These are detailed in the document as actions planned, underway and completed. Also appended is the monitoring report which sets out progress in more detail.

**3) Timetable of Meetings 2014/15 (Page 57)**

The report sets out a draft timetable of meetings for the 2014/15 Municipal Year.

**4) i) Leisure Trust – Board of Directors of the Local Authority Company**

**ii) Joint Employee Committee Membership (Page 60)**

Cabinet is invited to consider appointing a third Councillor to sit on the Board of Directors of the Local Authority Company as part of the Leisure Trust proposals.

Cabinet is invited to consider the membership of the Joint Employee Committee for the remainder of the Municipal year.

To: Members of the Cabinet

Councillors N J Daubney (Chairman), A Beales, Lord Howard, A Lawrence, B Long, Mrs E A Nockolds, D Pope and Mrs V Spikings.

Cabinet Scrutiny Committee

For further information, please contact:

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## FORWARD DECISIONS LIST

Date of meeting	Report title	Description of report	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
4 December 2013 (changed from 3 <sup>rd</sup> Dec)	Corporate Business Plan Update	Update of the Council's Corporate Business Plan	Key	Cabinet	Leader Exec Director – D Gates	<p>The original Corporate Business Plan (version 1) 2011/15 is available to view or download from the Council's website:  <a href="http://www.west-norfolk.gov.uk/default.aspx?page=22798">http://www.west-norfolk.gov.uk/default.aspx?page=22798</a></p> <p>The 2013 Place Profile referred to in the Corporate Business Plan as Appendix C is available to view or download from the Council's website:  <a href="http://www.west-norfolk.gov.uk/default.aspx?page=27150">http://www.west-norfolk.gov.uk/default.aspx?page=27150</a></p>	Public
	Council Tax 2014/15: <ul style="list-style-type: none"> <li>• Council Tax Support Scheme for 2014/15</li> <li>• Council Tax Discounts for Second Homes and Empty Properties</li> </ul> Overall Council Tax Base	Report setting out results of consultation on the Council Tax Support scheme and recommendations for the 2014/15 scheme, recommendations for the Council Tax Discounts for Second Homes and Empty Properties for 2014/15, and the	Key	Council	Leader Deputy Chief Executive	Council Tax Support Scheme: Cabinet reports 21 August and 4 December 2012 and 1 October 2013. Legislative requirements.	Public

		final Council Tax Base for 2014/15					
	Calendar of meetings 2014/15	Report to set the dates for the next municipal year	Non	Cabinet	Exec Dir - D Gates	Previous calendars as published	Public
	Leisure Trust – Councillor Representative on the Board of Directors of the Local Authority Company – and Representative on the Joint Employee Committee	Report appointing representatives on the 2 bodies.	Non	Cabinet	Exec Dir – D Gates	9 April 2013 Cabinet decision re representation on the LA Company.	Public

Date of meeting	Report title	Description of report	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
14 January 2014	Destination Management Plan		Non	Cabinet	Assets Chief Executive		Public
	Update to Freedom of Information and Data Protection Policies	Update of the Council's Freedom of Information and Data Protection Policies	Non	Council	Leader Deputy Chief Executive		Public
	Award of Cremator Contract	Following procurement exercise, approval of award of new cremator contract	Key	Cabinet	Community Deputy Chief Executive		Public

	Town Heritage Initiative		Key	Council	Regeneration Chief Executive		Public
	Asset Management: Residential Property Investment Vehicle	Consideration of the use of the Council's assets to invest in residential property.	Key	Council	Resources Deputy Chief Executive		Public
	Procurement Review	Outcome of the procurement tendering exercise	Key	Council	Chief Executive		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Report of the Mart Task Group	Proposals for the 2014 Mart and future arrangements	Non	Council	Health & Wellbeing Exec Director – C Bamfield		Public
	Cost Sharing Group	Sets out a proposal to establish a cost sharing group	Non	Cabinet	Leader Chief Executive		Public

<b>Date of meeting</b>	<b>Report title</b>	<b>Description of report</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
4 February 2014	HLF Town Hall development bid		Key	Cabinet	Health and Well Being Exec Director – C Bamfield		Public



	Saturday Market Place		Key	Council	Regeneration Exec Director – C Bamfield		Public
	Strategic and Economic Infrastructure Plan		Non	Council	Regeneration & Community Chief Executive		Public

<b>Date of meeting</b>	<b>Report title</b>	<b>Description of report</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
4 March 2014	St Margaret's Conservation Area Appraisal and Management Plan	Report to link with the Townscape Heritage Initiative	Key	Council	Regeneration Chief Executive.		Public

## REPORT TO CABINET

<b>Open/Exempt</b>		Would any decisions proposed :		
<b>Any especially affected Wards</b>	Mandatory/	(a) Be entirely within Cabinet's powers to decide NO		
	Discretionary /	(b) Need to be recommendations to Council YES		
	Operational	(c) Be partly for recommendations to Council NO and partly within Cabinets powers –		
Lead Member: Cllr Nick Daubney E-mail: cllr.nick.daubney@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet Members		
		Other Members consulted: -		
Lead Officer: Jo Stanton E-mail: joanne.stanton@west-norfolk.gov.uk Direct Dial:01553 616349		Other Officers consulted: Management Team Equalities Working Group Honor Howell		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications YES	Equality Impact Assessment YES If YES: Pre-screening/ Full Assessment	Risk Management Implications NO

Date of meeting: 4 December 2013

**1**

- **COUNCIL TAX SUPPORT SCHEME 2014/2015**
- **COUNCIL TAX DISCOUNTS FOR SECOND HOMES AND EMPTY PROPERTIES 2014/2015**
- **COUNCIL TAX BASE 2014/2015**

### **Summary**

This report covers:

- The results of consultation on the Council Tax Support scheme and recommendations for the 2014/2015 scheme
- Recommendations for the Council Tax Discounts for Second Homes and Empty Properties for 2014/2015, and
- The overall Council Tax Base for Council Tax setting purposes for 2014/2015

Both the Council Tax Discounts and Council Tax Support Scheme impact on the Council Tax Base so they are all included in this report.

### **Recommendations**

Cabinet recommend to Council to agree:

1. The Council Tax Support scheme for 2014/2015 as detailed at paragraph 1.8
2. The Council Tax discounts for Second Homes and Empty Properties as detailed at paragraph 2.25
3. The overall Taxbase for Council Tax setting purposes as detailed at paragraph 3.12

## **Reason for Decisions**

To ensure a Council Tax Support scheme for 2014/2015 is adopted by 31 January 2014, the levels of Council Tax Discounts for Second Homes and Empty Properties are agreed for 2014/2015 and the overall Taxbase for Council Tax setting purposes for 2014/2015 is adopted by 31 January 2014.

## **PART 1**

### **1. COUNCIL TAX SUPPORT SCHEME (CTS)**

**This section of the report should be read in conjunction with the Cabinet Reports of 21 August 2012, 4 December 2012 and 1 October 2013.**

#### **1.1. Background**

Council Tax Benefit was abolished on 1 April 2013 and replaced with local scheme for Council Tax Support. The scheme is intended to help residents in a Council's area on a low income with the cost of their council tax bill.

##### **1.1.1. Timeline**

Spring 2012	Central Government formally announces its intention to abolish the national scheme of Council Tax Benefit (CTB) and replace it with local schemes for Council Tax Support (CTS) from 1 April 2013. Funding for schemes will be reduced by 10%.
21 August 2012	Detailed report taken to Cabinet exploring options for a draft CTS scheme. Cabinet agree a draft CTS scheme for 2013/2014 falling within the reduced budget as the CTS scheme to go to consultation between August and October 2012
October 2012	Central Government announce a Transitional Grant for CTS schemes with no more than an 8.5% reduction in support
4 December 2012	Further report taken to Cabinet detailing the outcome of the consultation and the impact of the announcement of the Transitional Grant. Cabinet recommends to Council to adopt the old scheme of CTB as the CTS scheme for 2013/2014, accept the Transitional Grant and to defer implementation of the draft CTS scheme to 2014/2015 subject to the inclusion of Carers as a protected group

24 January 2013	CTS scheme for 2013/2014 agreed by Council. Scheme for 2014/2015 also agreed.
1 April 2013	The new CTS scheme comes into effect. Customers see no change in their entitlement as a result of the new CTS scheme
1 October 2013	Cabinet agree the deferred scheme for 2014/2015 goes to a six week consultation period running to November 2013

- 1.1.2. Each year a Billing Authority must adopt a CTS scheme by the 31 January for the forthcoming financial year.
- 1.1.3. The CTS scheme for 2014/2015 was agreed by full Council in January 2013. The scheme was originally the CTS scheme for 2013/2014, where the level of support provided to customers was reduced to fall within the reduced funding levels available from Central Government. This was deferred by a year due to the payment of a Transitional Grant from Central Government.
- 1.1.4. The Cabinet report of 21 August 2012 contains a detailed summary of all the options explored at the time and the implications of these changes. The Cabinet report of 4 December 2013 contains the detailed consultation responses and a full Equality Impact Assessment. A summary of the scheme for 2014/2015 is included at Appendix A.
- 1.1.5. On 1 October 2013 Cabinet agreed the deferred CTS scheme for 2014/2015 should now be subject to a further six week period of consultation before it is recommended for agreement by Council. The scheme itself has not changed, apart from people receiving Carer's Allowance now being a protected group, however the wider agenda of Welfare Reform may have changed the views of those affected by the new CTS scheme and could highlight new issues.

## **1.2. Results of consultation**

- 1.2.1 The consultation period ran from 2 October 2013 to 12 November 2013. Six responses were received and a summary is shown at Appendix B.
- 1.2.2 There were only a small number of respondents to the consultation despite press releases, publicity in the media and on social networks and a strong presence on the front page of the Council's website. Local support and advice agencies and Housing Associations were also contacted and invited to comment.
- 1.2.3 The main concerns raised were around people with disabilities that could limit their capacity to work. This group are already identified as a protected group and if they are entitled to the Disability Premium as

part of their needs assessment they will see no reduction in their level of support under these proposals.

### **1.3. Policy Implications**

1.3.1 The new CTS scheme will be a new Council Policy.

### **1.4. Financial Implications**

1.4.1 CTS is now classed as a Council Tax Discount and reduces the Council Tax Base. Adopting a CTS scheme that reflects the reduced level of funding means this reduction in Council Tax Base is fully offset by the CTS funding from Central Government.

1.4.2 In 2013/2014 the Council made no cuts to the level of CTS even though the funding was reduced. Although a Transitional Grant was made available this only covered part of the reduction in funding for the Borough Council.

1.4.3 As the recommended CTS scheme for 2014/2015 falls within the funding level this will result in an increase in the Council Tax Base.

1.4.4 Provision will be made in the Financial Plan for a Hardship Fund of £10,000.

### **1.5 Statutory Considerations**

1.5.1 The Council is legally required to produce and adopt a CTS scheme for a financial year by the 31 January preceding that year.

1.5.2 The legislation specifies certain groups who are protected from any changes to their entitlement as a result of a local CTS scheme. Pensioners are specified as a protected group and the Council must consider the impact on vulnerable groups in its area and whether it wishes to protect any of these groups from the changes.

### **1.6 Equality Impact Assessment**

1.6.1 A full Equality Impact Assessment was completed as part of the 4 December 2012 Cabinet Report. This has been reviewed by the Equalities Working Group and confirmed as still relevant to the proposed CTS scheme.

### **1.7 Background Papers**

1.7.1 Cabinet Reports dated 21 August 2012, 4 December 2012 and 1 October 2013

1.8 **Recommendation 1:**  
**Cabinet recommends to Council to confirm its decision of 24 January 2013 to adopt the deferred CTS scheme for 2014/2015 from 1 April 2014, with the inclusion of those in receipt of Carer's Allowance as a protected group.**

## **PART 2**

### **2. DETERMINATION OF COUNCIL TAX DISCOUNTS RELATING TO SECOND HOMES AND EMPTY PROPERTIES FOR 2014/2015**

2.1 Section 75 of the Local Government Act 2003 gives billing authorities the power to determine the discounts for second homes and long-term empty dwellings. Section 11 of the Local Government Finance Act 2012 gives billing authorities powers to determine discounts for further classes of empty dwellings. Section 12 of the Local Government Finance Act 2012 gives billing authorities powers to set a higher amount of council tax for long term empty dwellings. The Council has to approve its determination afresh for each Class of dwelling for each financial year.

2.2 The Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 and the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 prescribe the following classes of dwelling:

2.3 **Class A** – a chargeable dwelling:

- (a) which is not the sole or main residence of an individual
- (b) which is furnished; and
- (c) the occupation of which is prohibited by law for a continuous period of at least 28 days in the relevant year.

Class A dwellings are commonly known as **Second Homes with an Occupancy Restriction**.

**The reduction for Class A dwellings for 2013/2014 is 5% with an exemption for the period of the occupancy restriction.**

2.4 **Class B** – a chargeable dwelling

- (a) which is not the sole or main residence of an individual;
- (b) which is furnished; and
- (c) the occupation of which is not prohibited by law for a continuous period of at least 28 days in the relevant year.

Class B dwellings are commonly known as **Second Homes**.

**The reduction for Class B dwellings for 2013/2014 is 5%.**

2.5 **Class C** – a chargeable dwelling which is:

- (a) which is unoccupied; and
- (b) which is substantially unfurnished

Class C dwellings are commonly known as **Empty Properties**

**The reduction for a Class C dwelling for 2013/2014 is 100% for three months from the first day the property becomes**

**unfurnished. Once the three months expire a reduction of 0% applies.**

**2.6 Class D – a chargeable dwelling**

(a) which has satisfied the requirements of (b) for less than 12 months

(b) which is vacant; and

- i. requires or is undergoing major repair work to render it habitable
- ii. is undergoing structural alteration
- iii. has undergone major repair work to render it habitable if less than six months have elapsed since the date on which the alteration was substantially completed and the dwelling has continuously remained vacant since that date

(c) for the purpose of (b) 'major repair work' includes structural repair work

*NB once the 12 month time limit has expired properties in Class D fall to be treated as properties in Class C*

Class D dwellings are commonly known as **Uninhabitable Properties**.

**The reduction for a Class D dwelling for 2013/2014 is 50% for the 12 month maximum period. Once the 12 months expire a reduction of 0% applies.**

2.7 Class A and Class B properties do not include any dwelling which consists of a pitch occupied by a caravan or a mooring occupied by a boat. Neither do they include any dwelling where a qualifying person in relation to that dwelling is a qualifying person in relation to another dwelling which for him/her is job-related.

**2.8 Long Term Empty Property Levy**

2.9 The Local Government Finance Act 2012 allows billing authorities to increase the amount of council tax payable in respect of a long term empty dwelling by a specified percentage of not more than 50%.

2.10 The Act defines a Long Term Empty Dwelling as 'a dwelling that is unoccupied and substantially unfurnished for a continuous period of at least two years'. Any period of occupation of less than six weeks is discounted when establishing the continuous two year period.

2.11 The Act also allows Central Government to prescribe classes of dwelling exempt from the Long Term Empty Property levy. The Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 prescribe the following classes of dwelling to which the levy will not apply:

2.12 **Class E** – a chargeable dwelling which would be the sole or main residence of a person but is empty because that person is resident in Ministry of Defence accommodation by reason of their employment.

2.13 **Class F** – a chargeable dwelling which is an annexe of a main property but is being used as a part of that property.

**2.14 The additional levy for long term empty properties for 2013/2014 is 50%. Dwellings falling into Class E and Class F are exempt from the Long Term Empty Property Levy.**

2.15 The levels of discount for 2013/2014 are shown above and no changes are proposed to the discounts for Empty Properties and Second Homes for 2014/2015 or to the Long Term Empty Property Levy for 2014/2015.

2.16 In accordance with the statutory council tax reductions any period of occupation of less than six weeks will be disregarded when calculating the maximum time a reduction can be awarded for, and when calculating the start date of any levy payment. The occupier will still be charged the occupied council tax rate for the time they live in the property, but the clock will not be reset when they leave if they have been in occupation for less than six weeks.

2.17 A Discretionary Hardship fund of £10,000 has been provided for in the Financial Plan (see Paragraph 1.4.4). The recommendation is to continue to delegate authority to the Portfolio Holder for Resources in consultation with the Ward Member and the Chairman of the Resources and Performance Panel to consider any applications to the Discretionary Hardship Fund.

2.18 The regulations stipulate these determinations must be published in at least one local newspaper within 21 days of Council agreement. The recommendation is to publish the determinations in a local paper no later than 20 February 2014.

## **2.19 Policy Implications**

2.20 The decision is a continuation of Council policy from 2013/2014 which was determined in the light of the level of discount determined by a number of Norfolk Councils.

### **2.21 Financial Implications**

2.22 The Council has previously determined the level of discounts as proposed in this report. There will be no change to the Council Tax Base due to the confirmation of the policy but if the composition of the Tax Base changes then there may be implications. For example, there may be an increase in long term empty properties or second homes thereby changing taxbase calculations.

### **2.23 Equality Impact Assessment (EIA)**

2.24 An Pre-Screening Equality Impact assessment is included at Appendix C as a background paper.



## **2.25 Recommendation 2:**

**Cabinet recommends to Council that, under Section 11A of the Local Government Finance Act 1992, as enacted by Section 75 of the Local Government Act 2003, Section 11B of the Local Government Finance Act 1992, as enacted by Section 11 and Section 12 of the Local Government Finance Act 2012 and in accordance with the provisions of the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 and the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 the Council determines:**

- 1. That the council tax discount for second homes defined as being within Class A of the Regulations is set at 5% for 2014/2015;**
- 2. That the council tax discount for second homes as defined by Class B of the Regulations is set at 5% for 2014/2015;**
- 3. That the council tax discount for empty dwellings defined as being within Class C of the Regulations is set at the following for 2014/2015:**
  - a. 100% for three months starting on the day the property becomes unfurnished**
  - b. 0% once the three month period has expired;**
- 4. That the council tax discount for uninhabitable dwellings defined as being within Class D of the Regulations is set at the following for 2014/2015:**
  - a. 50% for 12 months starting on the day the property becomes uninhabitable**
  - b. 0% once the 12 month period has expired;**
- 5. That the levy rate for Long Term Empty Properties as defined in the Regulations is set at 50% for 2014/2015;**
- 6. That any period of occupation of less than six weeks shall be disregarded when calculating the maximum period of a reduction or the start date of the levy; and**
- 7. That delegated authority be given to the Portfolio Holder for Resources in consultation with the Ward Member and the Chairman of the Resources and Performance Panel to consider individual applications to the Discretionary Hardship Fund**
- 8. In accordance with Section 11A(6) of the Local Government Finance Act 1992, as enacted by Section 75 of the Local Government Act 2003 and the Local Government Finance Act 2012, these determinations shall be published in at least one newspaper circulating in West Norfolk before the end of the period of 21 days beginning with the date of the determinations.**

## **PART 3**

### **3. DETERMINATION OF THE COUNCIL TAX BASE FOR 2014/2015**

- 3.1 The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 contain the rules for the calculation of the Council Tax Base for 2014/2015 onwards. The Council Tax Base is an amount required by the Local Government Finance Act 1992 to be used in the calculation of the Council Tax by the Council as the Billing Authority, and by Norfolk County Council and the Norfolk Police and Crime Commissioner as Major Precepting Authorities, and in the calculation of the precept payable by the Council to the County Council and Police Authority. The tax base must be set by the Council before 31<sup>st</sup> January 2014.
- 3.2 Under the rules, the Council Tax Base is the number of dwellings in an area belonging to each valuation band, modified to take account of: the proportion applying to dwellings in each band where disabled relief is awarded, discounts, exemptions, in certain cases increases due to the application of the empty homes premium, and in others reduced amounts payable due to council tax discounts under s13, reductions due Council Tax Support schemes, and the proportion of the council tax for the year which the billing authority expects to be able to collect.
- 3.3 These values are then calculated as equivalents to Band D properties, plus the equivalent in respect of contributions in lieu of Council Tax to be made for the year by the Ministry of Defence for Class O (exempt) dwellings in its area.
- 3.4 The calculations below have regard to the recommendations in respect of discounts relating to Second Homes and Empty Properties for 2014/2015 and the scheme of Council Tax Support for 2014/2015.

3.5 The calculation is as follows:

A	Total number of dwellings on the valuation list	71,096
B	Estimated reduction for discounts, exemptions and disabled relief	8,188
C	Total number of equivalent dwellings after discounts, exemptions and disabled relief (A-B)	62,908
D	Band D equivalent dwellings	54,080
E	Band D equivalent dwellings for Council Tax Support	6,574
F	Total number of Band D equivalent dwellings after Council Tax Support (D-E)	47,507
G	Band D equivalents at 97.5% collection rate (F * 97.5%)	46,319
H	Band D equivalents for Class O dwellings	460
	<b>Council Tax Base (G + H)</b>	<b>46,779</b>

### 3.6 Financial Implications

3.7 The Tax Base impacts on the overall budget and the level of Council Tax set by the Council and its Major Precepting Authorities.

3.8 One Band D equivalent property in the Tax Base is equal to the Band D charge the Council sets – in 2013/2014 one property equals £111.97 for the Borough Council.

3.9 The Council Tax Base set for 2014/2015 is 46,779 which is 793 higher than the Tax Base of 45,986 included in the 'Financial Plan 2012/2016' for 2014/2015. This would increase council tax income by nearly £89,000 per annum based on the current charge for Band D of £111.97.

### 3.10 Statutory Considerations

3.11 The Council is required to adopt its Council Tax Base for 2014/2015 by 31 January 2014.

### 3.12 Recommendation 3:

**Cabinet recommends to Council:**

**To adopt a figure of 46,779 as the Tax Base for Council Tax setting purposes for the whole of its area for 2014/2015**

## Appendix A

### Council Tax Support Scheme For 2014/2015

A summary of the agreed CTS scheme for 2014/2015 is shown below. Full details can be found in the Cabinet Reports of 21 August 2012 and 4 December 2012.

**CTS Scheme Principle:** An equal cut is made to everyone apart from those in a protected group.

The scheme will mirror the old CTB scheme with the following amendments:

- Child Benefit and Child Maintenance are included as income
- Second Adult Rebate is removed
- A weekly deduction for each non-dependent of £10 is made regardless of their income
- The maximum amount of Capital allowed is £6,000
- No Tariff Income is assumed for capital under £6,000
- Self Employed people are assumed to have an income of at least the minimum wage
- The maximum amount of support is 75% of entitlement

The following are protected groups and the changes listed above will not apply:

- Those who have reached the qualify age for State Pension Credit
- Households with at least one child under the age of 5
- Those entitled to the Disability Premium as part of their needs calculation
- Those in receipt of Carer's Allowance

Work incentives are increased by allowing an extra £10 a week earnings disregard so the disregards are:

- |                       |     |
|-----------------------|-----|
| • Single              | £15 |
| • Couple              | £20 |
| • Disabled or a Carer | £30 |
| • Lone Parent         | £35 |

The following local disregards will apply:

- War Pensions will be fully disregarded in the income calculation

The following are minor changes to some areas of the existing CTB Scheme to be incorporated into the new CTS Scheme for the purpose of simplification:

- Second Adult Rebate will be abolished
- People who are Self Employed will be assumed to have an hourly income of the national minimum wage or their actual earnings, whichever is higher

The scheme will not contain any transitional provisions however a discretionary Hardship Fund of £10,000 will be put in place to assist any person experiencing hardship as a result of the transition to the new Council Tax Support scheme.

## **Appendix B**

### **Council Tax Support Consultation - Responses**

**Q1 - Do you agree that the Borough Council of King's Lynn & West Norfolk should implement the above scheme for the next financial year?**

Yes	3
No	2
Don't Know	1

**Q2 - Please give reasons for your response**

"I believe the scheme should go further than it does and cannot understand why 'Pensioners' are a protected group when more often than not they have a reasonable level of income and, in some cases, quite a bit of capital. Working families who struggle to make ends meet and contribute to the economy at the same time always 'seem' to lose out although this scheme does try and provide some support."

"I think people who receive Employment and Support Allowance should be exempted from paying extra because it is completely no fault of their own for being seriously ill and disabled where employment is going to be extremely difficult to achieve in comparison to someone on Jobseeker's Allowance".

"It will penalise the poorest in society, cause increased financial hardship and lead to homelessness. Those caught in the poverty trap will fall even deeper. This in turn will put even more pressure on all of the support services in the region, the council included".

**Q3 - If the Council has a reduction in the Government funding for Council Tax Support, however should the Council find the shortfall?**

	Yes	No
Reduce the level of help given to people through CTS	4	2
Increase the Council Tax	4	1
Cut services provided	3	2

**Q4 - If you have any other suggestions as to how the Council can either reduce the amount of Council Tax Support paid or pay for any shortfall in funding of the scheme in a different way, please comment below**

"I think anyone on Jobseeker's Allowance should pay the £10 a week requirement."

"Cut back on the civic part of the council, we shiver and starve while backs get slapped and free meals provided".

## **Analysis**

(For the four respondents who completed these questions)

### **Postcode**

PE30	2
PE32	1
PE38	1

### **Is your name on the Council Tax Bill?**

Yes	2
No	2

### **Do you receive Council Tax Support?**

Yes	2
No	1
Don't know	1

### **How would you describe your household?**

None of the above	1
Family with one or two dependent children	1
Single person household/couple without children	1
Don't know	1

### **Are you:**

(can tick more than one)

Unemployed	2
Employed	2
Registered Disabled	1

### **Gender**

Male	1
Female	3

### **Age**

25-34	3
Prefer not to say	1

### **Do you have a Disability or Long Standing Illness?**

Yes	2
No	2

### **Does your disability or illness limit your activities in any way?**

- Unable to work due to substance dependency, living in supported housing
- Asperger's Syndrome and Severe Complex Post Traumatic Stress Disorder

### **Ethnic group**

White British	2
Prefer not to say	2

### **Religion**

Prefer not to say	2
No religious belief	1

### **Sexual Orientation**

Prefer not to say	3
Heterosexual	1

### **Please add any comments if you feel the proposed CTS scheme will affect you more due to your membership of any of the above groups**

- People at the supported housing scheme currently receive council tax benefit, how will this new scheme affect us?
- As someone currently on ESA it is going to make things more difficult like being able to afford to go to hospital regularly for medical treatment and make it harder for me to be able to afford to see a doctor when I genuinely need one.



## REPORT TO CABINET

<b>Open</b>		Would any decisions proposed :		
<b>Any especially affected Wards</b>	Mandatory/	Be entirely within Cabinet's powers to decide	YES	
	Discretionary /	Need to be recommendations to Council	NO	
	Operational	Is it a Key Decision	YES	
Lead Member: Cllr Nick Daubney E-mail: cllr.nick.daubney@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Ian Burbidge E-mail: ian.burbidge@west-norfolk.gov.uk Direct Dial: 01553 616722		Other Officers consulted: Management Team		
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO	Risk Management Implications NO

Date of meeting: 4<sup>th</sup> December 2013

## 2 CORPORATE BUSINESS PLAN

### **Summary**

This report appends the refreshed Corporate Business Plan following a mid-term review of progress against outcomes. These are detailed in the document as actions planned, underway and completed. Also appended is the monitoring report which sets out progress in more detail.

### **Recommendation**

That Cabinet note the revised business plan and monitoring report.

### **Reason for Decision**

To monitor progress in the delivery of the Council's ambitions as set out in the Corporate Business plan, and ensure it remains relevant for the period to May 2015.

### **Background**

This corporate business plan covers the four-year administrative term 2011/12 to 2014/15. It was originally adopted by Cabinet on the 1<sup>st</sup> November 2011 and Council on 24<sup>th</sup> November.

Version 2, appended, is updated following a mid-term review designed to ensure the Council's work programme reflects both changes in our operating environment and what is important and relevant locally. It provides updated contextual information as well as showing the actions planned, underway and completed.

Also appended is a monitoring report which sets out progress to date in more detail.

### **Policy Implications**

This provides an update of progress implementing existing council policy and sets out the strategic policy context within which the council operates.

**Financial Implications**

No direct financial implications.

**Personnel Implications**

None

**Statutory Considerations**

None

**Equality Impact Assessment (EIA)**

An extant pre-screening report was completed as part of the preparation of the original strategy.

**Risk Management Implications**

None

**Declarations of Interest / Dispensations Granted**

None

**Background Papers**

The original Corporate Business Plan (version 1) 2011/15 is available to view or download from the Council's website:

<http://www.west-norfolk.gov.uk/default.aspx?page=22798>

The 2013 Place Profile referred to in the Corporate Business Plan as Appendix C is available to view or download from the Council's website:

<http://www.west-norfolk.gov.uk/default.aspx?page=27150>



# Corporate Business Plan

2011/12 to 2014/15  
Second Edition

**Title** Corporate Business Plan  
*The council's corporate strategy 2011-2015*

**Date of Publication:** Cabinet 1<sup>st</sup> November 2011  
Council 24<sup>th</sup> November 2011

**Published by** Borough Council of King's Lynn & West Norfolk

**Edition** 1.0 First Published November 2011  
2.0 Update Published November 2013

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## Introduction

The Council's Corporate Business Plan sets out our priorities for the four years of the current administration, together with the key actions we are taking to achieve them over the final two years of the plan period. Our absolute priority during this period will be to maintain a relentless focus on implementation and delivery of our key projects.

This second edition of the plan has been updated with

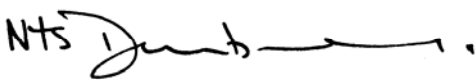
- more up-to-date data
- actions we have completed
- new actions we intend to take

During this time of severe economic difficulty our first priority must be to support the local economy. Here our role is focused upon encouraging new and growing businesses, promoting the area to visitors and business investors and improving the infrastructure upon which the expansion of successful business relies.

This business plan is being delivered during a period when the Council's own funding is being significantly reduced as a direct result of the Government's deficit reduction plan. Consequently, we are taking forward the delivery of this ambitious programme within the context of a significant reduction in staff, resources and capacity. Our second priority therefore is to find new lower cost ways of delivering our services without seriously compromising either the quality or the range of services provided. We look to share service delivery (and costs) with other public authorities, rationalising our premises portfolio, and delivering services in new ways, perhaps in some cases through charitable trusts and arms-length companies and bearing down heavily on our external procurement costs.

Our third priority is to address those areas of public service which are not delivering to their full potential for the residents of West Norfolk. To that end we are playing a key role in both improving educational attainment and in the integration of health and social care, including the Council's own related services.

This period will continue to be exceptionally challenging but also exciting for both West Norfolk and the Borough Council. We are confident that the Council staff with the support and leadership of our Councillors will rise to the challenges ahead and help to prepare West Norfolk for the emerging economic upturn.



Cllr Nick Daubney, Leader of the Council



Ray Harding, Chief Executive

## Timescales

This corporate business plan covers the four-year administrative term 2011/12 to 2014/15. Version 2 is our mid-term review is designed to ensure the work programme reflects both changes in our operating environment and what is important and relevant locally.

## Data

The data in this document is available from [visitdawn.com](http://visitdawn.com), the West Norfolk Partnership's data observatory, the Norfolk Joint Strategic Needs Assessment, available from [norfolkinsight.com/jsna](http://norfolkinsight.com/jsna), and with supporting information drawn from West Norfolk's Local Development Framework (core strategy and annual monitoring report), [west-norfolk.gov.uk/Default.aspx?page=24482](http://west-norfolk.gov.uk/Default.aspx?page=24482) and the West Norfolk Local Economic Assessment available at [norfolkinsight.org.uk/lea](http://norfolkinsight.org.uk/lea). Perception indicators are taken from our Quality of Life survey undertaken in 2007, 2009 and 2011 and published on DAWN.

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Available on-line (<http://www.west-norfolk.gov.uk/default.aspx?page=22798>):

- Appendix C: West Norfolk in 2013: A Place Profile
- Appendix D: Corporate Business Plan: Completed Actions

## Vision

*We work to secure the best possible future for West Norfolk and the people that live and work here.*

## Outcomes

*We do this by standing up for local interests, providing value-for-money services that meet local needs and tackling the most important issues people say affect their lives. Improving all elements of quality of life is essential if we are to help make West Norfolk a better place for everyone that lives and works here. To know whether we are achieving this or not we track a range of issues that define the quality of people's everyday lives - even where these don't directly relate to our core services. This is because we recognise all these issues are interlinked.*

*We have defined quality of life in terms of outcomes – or end results – that we want to achieve. They are summarised below. This business plan sets out the council's contribution towards these outcomes.*

### People in West Norfolk...

#### **...benefit from a growing economy**

We want to see

- business growth
  - Growth in business rates
  - Number of business start-ups
- vibrant town centres
  - footfall numbers in King's Lynn town centre
  - town centre vacancy rates
- better infrastructure
  - development of employment land
  - broadband internet access

#### **...live in a quality environment**

We want to see

- regenerated urban areas
  - % people saying their neighbourhood has improved
  - number of sites of derelict land and buildings
- an enhanced natural environment
  - % household waste recycled
  - measure of biodiversity
- housing growth
  - number of new homes built
  - number of empty properties

#### **...maximise their potential**

We want to see

- young people succeed
  - % students gaining 5+ A\*-C GCSEs incl English and maths
  - % young people not in employment, education and training
- a skilled workforce
  - % people reaching NVQ3 and above
  - % of population with no qualifications
- people in work
  - Job Seeker Allowance claimant rate
  - % working age population in employment



**...lead safe and healthy lives**

We want to see

- low levels of crime
  - % people feeling safe in their neighbourhood
  - anti-social behaviour rate
- clean neighbourhoods
  - % people who think their neighbourhood is clean
  - incidences of fly-tipping
- healthy people
  - % people taking part in physical activity
  - avoidable hospital admissions amongst over 65s

**...live in thriving communities**

We want to see

- people getting involved
  - % people belonging to one or more group
  - % volunteer regularly
- people getting on well together
  - % people who get on well together
  - % people who know their neighbours
- accessible local amenities
  - % communities with a minimum number of amenities
  - measure of accessibility to transport

**Our role in achieving these outcomes**

*Ultimately, achieving these quality of life outcomes requires an understanding of local needs and critically a collective effort working with our partners on key priority areas. To do this we need sufficient capacity to not only secure a strong future for critical public services that are responsive to local need but also to be a champion for local issues and seek the best for West Norfolk as a place to live and work. It is also essential to retain a powerful democratic voice to speak on behalf of the residents and businesses of West Norfolk and represent the needs of West Norfolk and its people not only within Norfolk but also on regional, national and international stages.*

**Our resources**

We will seek to ensure that we provide value-for-money services that meet local needs by securing maximum value from the resources at our disposal, not just financial but also in terms of our people, our councillors and our assets.

**We will...**

- provide value-for-money services (we will reduce costs and increase income wherever possible)
  - total levels of net savings achieved
- develop our staff
  - employee satisfaction levels
  - sickness absence rates
- strengthen the democratic voice for West Norfolk
  - % people who feel like they can influence decisions

*The rest of this business plan sets out our work and our achievements against the five outcomes and in respect of our use of resources.*

## People in West Norfolk benefit from a growing economy

*Economic growth is a top priority for Government and also for the Borough Council. An economy that is growing will generate more and better job opportunities for local people and is more likely to attract people to the area to work. All of this will put more money in people's pockets, boost spending in the area and support the provision of a full range of services. West Norfolk has proved relatively resilient to the worst of the recession due in part to the important role played by King's Lynn as a commercial centre within the region, but we must work to ensure that the area is well-positioned for growth as the economy starts to pick up.*

### What do we know?

The regional centres of Peterborough, Cambridge and Norwich are over 40 miles away which creates a unique role for King's Lynn as a service centre and economic driver to a sub-region serving a population of more than 200,000. As a result, King's Lynn is more than a market town – it also has a strong manufacturing base, a retail base, a college and a general hospital. The borough is now home to world-leading businesses in pharmaceuticals, precision and aerospace engineering and advanced manufacturing sectors including commercial refrigeration, robotics, electronics and specialist chemicals.

- There are approximately 5,200 businesses in West Norfolk of which 4,685 are VAT registered. The number of VAT-registered businesses has grown faster than the national average (3.6% against 1.6%), and the number of businesses per thousand people is also higher. Self-employment rates are significantly above Norfolk and national averages. Between 2006 and 2008 the number of employees in West Norfolk increased by 5.9%, relatively strong and above average growth by national standards.
- From 2011 we are collecting data on the growth in business rates collected and this will be monitored as an indicator of overall business growth. The business rate changed from 98.4% in 2011 to 94.5% in 2012
- King's Lynn town centre was bucking national trends for footfall levels during 2010; these figures have fluctuated seasonally since then and levels were down 6.6% from 2012 to 2013
- Nearly 2,000m<sup>2</sup> of employment floorspace has been added across West Norfolk since 2006/07, however 70% of that is accounted for by Palm Paper and British Sugar. Of the total floorspace, 70% is on previously developed land. – Issue now is more the lack of available modern workspace

### This is important to the council because...

We have been working hard to stimulate and support the economic growth of the area, not just in King's Lynn, but also in our market towns and rural areas. This is in part because we are in a unique position to convene and co-ordinate actions from across the public and private sectors that have a reasonable chance of driving economic growth.

A number of our services support this work whilst other services will see demand and income grow on the back of a growing economy. Fewer people out of work will also reduce demand on some of our core welfare and support services.

The council is also a major employer in the area with significant local spend, which is an important factor within the economy.

Following the Government's move to partially localise National Non Domestic Rates there is a powerful financial incentive for the Borough Council to boost the growth in new employment floorspace.

**We want to see...**

- business growth and investment
- vibrant town centres
- better infrastructure

<b>We want to see</b>	<b>Our work programme</b>	<b>Headline indicators</b>
business growth and investment	<ul style="list-style-type: none"> <li>• Support new and growing businesses and promote business successes</li> <li>• Ensure local business need and priorities are reflected in the economic and growth strategies prepared by the two Local Economic Partnerships covering West Norfolk</li> <li>• Promote West Norfolk as an area to invest in</li> <li>• Promote and support our tourism offer</li> </ul>	<ul style="list-style-type: none"> <li>• growth in business rates in West Norfolk</li> <li>• number of new business start-ups</li> </ul>
vibrant town centres	<ul style="list-style-type: none"> <li>• Support events and programmes to attract people into our town centres</li> <li>• Help our town centres adapt successfully to changing retail, cultural and leisure trends</li> <li>• Work with partners to redevelop King's Lynn town centre</li> </ul>	<ul style="list-style-type: none"> <li>• footfall numbers in King's Lynn town centre</li> <li>• town centre vacancy rates</li> </ul>
better infrastructure	<ul style="list-style-type: none"> <li>• Represent West Norfolk's needs for road and rail infrastructure improvements</li> <li>• Influence broadband provision in West Norfolk</li> <li>• Promote greater use of technology to access our services</li> <li>• Ensure an adequate supply of land and premises</li> </ul>	<ul style="list-style-type: none"> <li>• development of employment land</li> <li>• broadband internet access</li> </ul>

**Actions completed**

- Infrastructure built to open-up the Hardwick and Campbell's Meadow industrial estates
- Supported a range of business start-up initiatives
- Implemented a targeted marketing plan to promote tourism to the Borough
- Supported the work of the King's Lynn Town Centre partnership and the Chambers of Trade in Downham Market and Hunstanton
- Established a business forum to engage with local businesses and held the inaugural meeting
- Infrastructure on King's Lynn Lorry Park completed resulting in the sale of the site for development
- Developed new partnership arrangements to promote the Borough's tourism offer
- Installed pontoons into the River Ouse and promote King's Lynn as a key "Sail the Wash" location
- Put together a funding package for the development of an Enterprise and Innovation Centre on the NORA site
- Negotiated with LEP / Norfolk and Waveney Enterprise Services to fund an Enterprise and Innovation Centre on the NORA site

- Established a Member Task Group to explore future priority actions under this priority

#### **Actions underway**

- Reviewing options for using the Council's markets to support local enterprise and business growth including the 'Test the Market' initiative
- Working with the county council and other members of the A47 alliance to promote improvements to the A47 trunk road
- Working with other partners to press the business case for the early implementation of improvements to the King's Lynn – Cambridge – London King's Cross rail service (including the Ely North junction)
- Marketing the availability of employment sites on the Nar-Ouse Regeneration Area (NORA)
- In partnership with Norfolk and Waveney Enterprise Services, building the new King's Lynn Enterprise and Innovation Centre (KLIC) on the NORA site
- Delivering Enterprise Norfolk (free business start-up advice)
- Remodelling and upgrading the Tuesday Market Place to promote a more active "café culture" style use of this location
- Launching a new inward investment website for West Norfolk

#### **Actions planned**

- Support the establishment of the King's Lynn Business Improvement District
- Implement further phases of the Hunstanton Regeneration Programme
- Prepare a scheme to deliver the S106 bus station improvements in King's Lynn
- Introduce a pop up shop scheme in partnership with the Vancouver Centre to encourage the start-up of new retail business
- Work with RAF Marham and Ministry of Defence to ensure that the "off-site" and "on-site" infrastructure enhancements required to support Lightning II are implemented
- Explore the potential to create a "DIY" Enterprise Zone to promote inward investment

## People in West Norfolk live in a quality environment

*The majority of West Norfolk is sparsely-populated across over 100 villages and communities, each with its own distinctive character and needs, where buildings of historic importance and the quality and diversity of the local environment form major attractions in the area. We need to work together to make sure that it remains that way whilst we continue to encourage sensitive development that supports economic and housing growth.*

### What do we know?

An increase in the population of King's Lynn in the region of 25% is needed in order to gain the critical mass necessary to underpin the wider development of West Norfolk and sustain its position as an important town in the region. It is planned that the population of the urban area of King's Lynn will grow to over 50,000 by 2026 and will accommodate 7,425 of the 16,500 new houses earmarked for the borough. The remainder of this growth is planned to take place in strategic growth locations across the borough.

Despite the recent stagnation in the housing market, the increase in house prices and rents over the past decade has pushed the price out of the reach of many local people who are dependant on local earnings, which remain low by county and national standards.

To complement this increase in population we have a programme of development to regenerate King's Lynn, focusing on the Nar Ouse Regeneration Area, the town centre and our industrial estates, and parts of Hunstanton. It is also important that the benefits of this growth and improvements to the built environment are realised across the borough including our more rural communities.

Management of flood risk and future housing development policy will have an impact on the overall sustainability of the area. Increasing public awareness of the reality of climate change and its risks is also important. In West Norfolk CO<sup>2</sup> emissions are high due to the extent of the drained fens which reveals peat; this is a carbon store which is released as the land is worked. West Norfolk is renowned for its wildlife and natural resources across a diverse landscape. This is reflected in the wealth of nationally and internationally-designated sites protecting habitats and species.

- The proportion of people saying their neighbourhood has improved over the last two years increased from 12% in 2007 to 14% in 2009 to 17% in 2011. We are also developing a measure to track the quality of new development in the borough.
- The proportion of household waste collected by the local authority that was recycled was 22.82% in 2012/13, a figure that has hovered around the 24% mark since 2006.
- The number of new homes built in West Norfolk peaked at 1,100 in 2008 and by 2012 had fallen by nearly 45% to 624. The previous eight years averaged 601 new homes. Residential property sales peaked in Q4 of 2006 and most recent figures for Q1 of 2013/14 show 322 completions. The lowest recorded number of completions since the first quarter of 2005 was 260 in Q1 of 2009.
- Figures for December 2012 show there are 1,063 long term empty properties. On top of this there are 3,290 second homes across the borough as of May 2013.

**This is important to the council because...**

As a significant land-owner, the council has a core role in planning for growth, balancing the competing demands of regeneration within urban areas and the need for economic and strategic housing growth with the need to safeguard our natural environment. These are complex issues which also impact on community cohesion, the nature of service provision, health and community safety. Getting this right supports the development of West Norfolk into a better place. Creating quality environments is therefore of significant importance for the council.

**We want to see...**

- regenerated urban areas
- an enhanced natural environment
- housing growth

<b>We want to see</b>	<b>Our work programme</b>	<b>Headline indicators</b>
regenerated urban areas	<ul style="list-style-type: none"> <li>• Take a strategic role in co-ordinating future development in King's Lynn and across West Norfolk</li> <li>• Support the preservation and enhancement of our historic and built heritage</li> <li>• Lead actions to improve derelict land and buildings in the Borough</li> </ul>	<ul style="list-style-type: none"> <li>• The proportion of people saying their neighbourhood has improved over the last two years</li> <li>• Number of sites of derelict land and buildings</li> </ul>
an enhanced natural environment	<ul style="list-style-type: none"> <li>• Encourage people and businesses to deal with their waste appropriately and substantially increase recycling levels</li> <li>• Work with other agencies to effectively manage our shoreline and flood risks</li> <li>• Preserve and enhance the quality of our natural assets and biodiversity</li> <li>• Resist developments which will detract from the environmental character of the Borough (including plans for a mass-burn waste incinerator in King's Lynn)</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of household waste recycled</li> <li>• Measure of bio-diversity</li> </ul>
housing growth	<ul style="list-style-type: none"> <li>• Facilitate the provision of housing to meet current and future needs</li> <li>• Support activity that helps us meet our housing growth targets in King's Lynn and across West Norfolk</li> <li>• Support a range of initiatives to bring empty homes in the Borough back into use</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new homes built</li> <li>• Number of unoccupied properties</li> </ul>

**Actions completed**

- Completed land remediation, demolition works, landscaping and site clearance on the NORA site
- Established a Joint Venture with Norfolk County Council to build new homes
- Prepared for and publicised the new refuse and recycling contract
- Implemented the new refuse and recycling contract
- Increased recycling through the procurement of a new County wide Material Recycling Facility Tender and recycling black bin waste

**Actions underway**

- Effectively tackling derelict land and building sites
- Strongly articulating the concerns our residents have in opposition to the plan for an incinerator in South Lynn
- Progressing the conditional contract for the recycling of residual waste
- Seeking approval for and commence implementation of an air quality management strategy in King's Lynn
- Working with stakeholders in Snettisham, Heacham and Hunstanton areas which are affected by coastal flooding issues to develop options for flood prevention works
- Prioritising work to return empty homes to use
- Delivering Phase 1 of the planned residential development of 55 homes on the NORA site
- Supporting Freebridge's work in redeveloping Hillington Square to improve the living conditions and environment of King's Lynn's only deck-access estate
- Preparing a scheme to enhance the Saturday Market Place and commence consultation
- Securing funding for improvement works to the Town Hall
- Securing stage 2 Heritage Lottery Fund approval for the Townscape Heritage Initiative and commencing implementation
- Completing the joint project with the Maison de la Culture in Amiens to create art works and several landscaped areas within the Borough
- Working with partners to reduce traffic congestion adjacent to the Queen Elizabeth Hospital

**Actions planned**

- Progress proposals for a public/private Joint Venture approach to bringing forward a major housing scheme to the borough
- Implement a scheme to enhance the Saturday Market Place
- Local Development Framework – Complete consultation on preferred options and manage Inspector's Public Inquiry
- Prepare for and publicise the new expanded range of dry recyclable items to be collected
- Develop a joint venture with Keir to expand the trade waste service
- Seek external funding for the "pinch point" road to open up housing land for development at Marsh Lane and Lynnsport in King's Lynn.

## People in West Norfolk maximise their potential

*Aspirations, skills and attainment remain the highest priority for West Norfolk which continues to lag behind most other areas in terms of formal educational attainment. There are still substantial numbers of people with minimum or no qualifications, a key barrier to participation in employment. Higher levels of skills and qualifications in the workforce drives a virtuous cycle of investment and growth within the economy, making the area more attractive to do business in, leading to raised aspirations within families and communities, helping to reduce inequality and generate social cohesion.*

### What do we know?

A legacy of the agricultural economy is a low-wage, low skilled economy with generally low aspirations. This starts with educational attendance and attainment which is poor compared with Norfolk, regional and national levels. Improving the skills and knowledge base in West Norfolk is key to shaping a positive future for the area by attracting and retaining businesses in growth sectors and retaining skills. Isolation and deprivation are real issues. Whilst they are concentrated in some estates within King's Lynn there are pockets of deprivation in some of the more isolated rural parts of the borough, and these often don't stand out in the statistics. West Norfolk ranks in the worst-performing 20% of all districts on measures of long-term unemployment and incapacity benefit claimants. As a result the area faces some of the most pronounced challenges of inequality in the country.

- 4.3% of children are persistently away from school which is a contributing factor to low attainment rates where in 2013 only 53% of pupils achieved five or more A\* to C GCSEs (including Maths and English) compared with the national average of 60%
- The latest figures for September 2013 show that 7.1% (197) of 16-18 year olds in West Norfolk are not in work, education or training which is around the Norfolk but below the national average.
- The proportion of working age residents with an NVQ Level 3 + or equivalent qualification has increased from 39.1% in 2011 to 48.4% in 2012, standing below the Norfolk average of 52%.
- The job-seekers claimant rate shows decreasing levels of people out of work particularly in the 18-24 year age group.

### This is important to the council because...

The council's plans for housing and economic growth are centred on attracting business to the area. But businesses need a skilled local workforce. In a national economy increasingly based on high skills, those workers with low skills – and the areas where they are concentrated – fall behind.

Many young people still fail to acquire any adequate level of skill and are faced with restricted employment opportunities and the prospect of a poor quality job. There is clear evidence that poorer areas with lower family incomes drive up demand for council and other public services and experience an intensification of many social issues which the council is often required to help resolve.

### We want to see...

- young people succeed
- a skilled workforce
- people in work



We want to see	Our work programme	Headline indicators
young people succeed	<ul style="list-style-type: none"> <li>• Support education establishments to improve the attainment levels of young people</li> <li>• Improve awareness of work and training opportunities for young people through education and business partnerships</li> <li>• Encourage young people to secure apprenticeships and more businesses to offer apprenticeship opportunities</li> <li>• Provide support and positive activities for young people</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of pupils achieving five or more A* to C GCSEs (including Maths and English)</li> <li>• Proportion of young people not in employment, education or training</li> </ul>
a skilled workforce	<ul style="list-style-type: none"> <li>• Support the growth of local employment opportunities</li> <li>• Encourage the provision of post-16 training and education</li> <li>• Work with businesses to establish current and future skill needs</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of the population reaching NVQ level 3 or above</li> <li>• Proportion of the population with no qualifications</li> </ul>
people in work	<ul style="list-style-type: none"> <li>• Work with our partners to support people into work</li> </ul>	<ul style="list-style-type: none"> <li>• Job seekers allowance claimant rate</li> <li>• Proportion of the working age population in employment</li> </ul>

### Actions completed

- Undertook works to Lynnsport to enable the College of West Anglia to relocate its sports and recreation teaching whilst refurbishment works are underway on the college campus
- Accommodated Leisure and Uniform Services courses for COWA at Lynnsport on a permanent basis
- Delivered the Opportunities West Norfolk programme working with our partners
- Invested £1.5 capital to support the redevelopment of the College of West Anglia and help them retain their future education provision in the town
- Secured district-level attainment data and used this to launch a programme of work to help improve attainment levels at all ages in West Norfolk
- Ran a 'back to work' seminar in conjunction with the Job Centre to help long-term unemployed

**Actions underway**

- Expanding and developing the Improving Attainment Programme, further developing our local efforts to drive up attainment levels to the Norfolk averages by 2014
- Delivering a Local Skills Team utilising funding from the GC/GP LEP to link schools more effectively with businesses and influence school and training provision
- Actively encouraging and promoting additional apprenticeship opportunities including creation of opportunities within the Borough Council
- Working with the College of West Anglia to develop sound proposals for a dedicated university centre within the college campus
- Establishing a Local Council Tax Support Scheme
- Actively preparing for the implementation of Universal Credit in West Norfolk

**Actions planned**

- Work with Anglian Ruskin University and College of West Anglia to raise the profile of higher education opportunities in West Norfolk
- Ensure a range of business support and mentoring is provided to help new small and medium sized enterprises be successful
- Proactively steer claimants towards employment and training as a response to welfare benefit changes.
- Develop a plan to address the impact of Welfare Benefits Reform, seeking to minimise the pressure on homeless accommodation and encourage people into work.
- Secure funding for a dedicated university centre on the College of West Anglia campus

## People in West Norfolk lead safe and healthy lives

*West Norfolk remains a very clean and safe place to live and this is reflected in our low crime rates. Our health is key to our quality of life. People in West Norfolk generally have good health but in some areas the negative effects of many other quality of life issues (such as a low income, poor housing, social isolation, poor diet, lack of exercise) ultimately show up as personal health issues. Preventing the onset of physical or mental ill health is preferable to treating disease at a later stage.*

### What do we know?

The impact of poverty on people's lives is well documented; its effects can be devastating, leading to increases in anxiety, mental health problems and overall health problems. Conditions known to cause poor health within West Norfolk include depression, diabetes, coronary heart disease, and stroke. There is much money spent on treating these conditions which could be prevented if people made positive lifestyle choices. Choosing up to four healthy behaviours such as exercising, eating healthily, not smoking and drinking alcohol sensibly, can increase survival by up to 14 years and make significant improvements to a person's health and wellbeing.

Not only is the proportion of older people above average in West Norfolk, one of the key challenges is the rate at which the older population and their needs are changing. By 2017, 10% of residents will be aged over 75 years. The ageing population places demands on services, particularly in the housing, health and social care sectors.

- Crime rates increased from 9.23% to 10.19% from March 2010 to March 2013, yet this is far lower than the national average. The quality of life survey records the proportion of people who feel very safe in their neighbourhood has decreased from 86% in 2009 to 75% in 2011.
- Incidences of fly-tipping in West Norfolk have averaged just over 1,750 a year since 2005/06, with 1683 recorded in 2012/13.
- The proportion of people who think their neighbourhood is clean, green with no litter has increased from 70% in 2007 to 74% in 2009 and then to 81% in 2011.
- Participation rates of people undertaking regular physical sporting activity has been around 31% in 2012/13 and has consistently been slightly less than the Norfolk average.

### This is important to the council because...

Public health was one of the driving issues behind the formation of modern local government over 100 years ago and it remains a core function for the council. There is a high cost to the public and private sectors of ill-health and the council has a role in terms of helping people make healthy lifestyle choices and providing access to key services. It is also important that the needs of the aging population are taken into consideration as we plan our services for the future. We work with the police and other agencies locally to ensure that people can go about their daily lives safely and free from harm. Living somewhere that is clean and free from litter, graffiti and other symptoms of neglect is an important part of feeling safe. The breakdown in social cohesion seen in many parts of the country over the summer of 2011 is a sign that these issues need continuous attention from public services. This is core business for the council.

**We want to see...**

- low levels of crime
- clean neighbourhoods
- healthy people

<b>We want to see</b>	<b>Our work programme</b>	<b>Headline indicators</b>
Low levels of crime	<ul style="list-style-type: none"> <li>• Join up our efforts with our partners to tackle anti-social behaviour and fear of crime</li> <li>• Work with others to ensure that people can go about their daily lives safely</li> </ul>	<ul style="list-style-type: none"> <li>• The proportion of people who feel safe in their neighbourhood</li> <li>• Anti-social behaviour rate</li> </ul>
Clean neighbourhoods	<ul style="list-style-type: none"> <li>• Work with local communities to ensure our neighbourhoods are clean, well-maintained and attractive</li> <li>• Promote pride of place in our neighbourhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Number of incidences of fly tipping</li> <li>• The proportion of people who think their neighbourhood is clean</li> </ul>
Healthy people	<ul style="list-style-type: none"> <li>• Support local health improvement initiatives</li> <li>• Promote a range of opportunities for people to undertake activities and be more active</li> <li>• Support the integration of health and social care services in West Norfolk particularly those that enable older people to remain active in their own homes</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of people taking part in regular physical activity</li> <li>• Avoidable hospital admissions amongst the over-65s</li> </ul>

**Actions completed**

- Ran a programme of events that help more people take up physical activities linking to the 2012 Olympics and Paralympics
- Developed closer integration of police, community safety and neighbourhood teams to resolve anti-social behaviour and neighbourhood issues quickly and effectively
- Worked with our partners to increase the safety of those participating in, or influenced by, the night-time economy
- Supported local communities to run their own 'In Bloom' initiatives
- Launched the 'Scores on the Doors' initiative
- Refurbish the Lynnsport fitness suite and indoor bowls hall
- Established King's Lynn advisory committee to cover the unparished area of King's Lynn

**Actions underway**

- Implementing the Prevention First Initiative targeted at older people that brings together local health and social services
- Delivering the Do Different West Norfolk lifestyle change programme focusing on young people in our schools
- Working with schools, rural communities and sports organisations to encourage young people to take part in sport and physical activity

**Actions planned**

- Work with health sector partners to influence the priorities of the Health and Well-Being Board for Norfolk
- Progress the development and implementation of the Prevention First Health and Social Care and integration “pioneer” programme with partners from the health and social care sectors
- Support the implementation of the health and social care ‘Pioneer’ initiative in West Norfolk including leading the integrated housing adaptations team project across Norfolk
- Work with the West Norfolk Clinical Commissioning Group, Norfolk County Council Community Services and other key partners through the West Norfolk Health Alliance to remodel health and social care

## People in West Norfolk live in thriving communities

*Our population continues to change in West Norfolk with new arrivals from both outside the UK and from within it, with more people in particular choosing to retire here. It is important that we understand the needs of all members of our community and work to ensure that everyone feels they can play an active role in their community. With national priorities around community empowerment - the 'big society' and localism –we must help people to be active in their communities. It is increasingly important that new development and housing growth is sensitively planned and helps to create cohesive, vibrant communities.*

### What do we know?

Throughout its history the borough has benefited from the migration of different groups of people. The importance of King's Lynn's links with various towns and cities across central and northern Europe as part of the Hanseatic heritage of the area led to the development and prosperity of West Norfolk during the medieval period. Over the past decade West Norfolk has again experienced an influx of economic migrants, particularly from eastern Europe and the Baltic states in particular.

The level of housing growth planned for the period to 2025 will need to be managed so that the infrastructure needed to support sustainable neighbourhoods is put in place. It will be difficult to attract higher level, better paid jobs to the area if the cultural and leisure facilities, the schools and local services are not of a good enough standard to meet people's expectations. There is an increasing need to engage with local people to tackle the issues that can lead to people feeling isolated from the communities in which they live and which lead to a negative impact on people's quality of life.

- Participation in community events –as active members of clubs, groups & associations – has significant positive effects on people's health and well-being. Sporting club membership has declined from 23.5% in 2008/09 to 14.4% in 2010/11 and is lower than the average for the East of England
- In 2009 only 16% of the population took part in formal volunteering in West Norfolk, down from 20% in 2007. This has decreased again to 15% in 2011 and is significantly below national averages
- The proportion of residents who think people from different backgrounds get on well together in their neighbourhood increased from 73% in 2007 to 86% in 2009 with a slight decrease in 2011 to 82%

### This is important to the council because...

The council works to reduce inequality, to help people deal with social change and to ensure that growth plans for the area bring higher wages and an improved quality of life. We must ensure that a core infrastructure of services is provided to support our communities and that growth is seen to be more than the provision of new housing. With a population spread across such a broad, sparsely-populated and diverse area we must address the very real issues of social cohesion, rural isolation and deprivation. The accessibility of our services and consequent logistics of service delivery are important issues.

**We want to see...**

- people getting involved
- people getting on well together
- accessible local amenities

<b>We want to see</b>	<b>Our work programme</b>	<b>Headline indicators</b>
people getting involved	<ul style="list-style-type: none"> <li>• Help create conditions in which community groups, clubs and associations can thrive</li> <li>• Help increase levels of volunteering</li> <li>• Help people get involved in local decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• The proportion of people who are members of local clubs, groups and associations</li> <li>• The proportion of people who volunteer regularly</li> </ul>
people getting on well together	<ul style="list-style-type: none"> <li>• Deliver initiatives that support and strengthen our communities</li> <li>• Preserve and enhance the cultural and historical heritage of the area</li> </ul>	<ul style="list-style-type: none"> <li>• The proportion of residents who think that people from different backgrounds get on well together</li> <li>• The proportion of people who know their neighbours</li> </ul>
accessible local amenities	<ul style="list-style-type: none"> <li>• Ensure community amenities are planned into new developments</li> <li>• Help communities preserve or acquire key community assets</li> <li>• Help people access community amenities</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of communities with a minimum number of facilities</li> <li>• Measure of accessibility to transport</li> </ul>

**Actions completed**

- Completed an initial review of the council's financial assistance grants scheme and Service Level Agreements scheme
- Supported the St Margaret's and St Nicholas Community First initiative
- Transferred the Council's visual arts service to the new Arts Centre Trust
- Supported a range of initiatives that help improve community cohesion
- Refurbished the old St Michael's school in South Lynn and re-opened as a community centre run through a community stewardship scheme
- Secured the old Clackclose school and re-opened as a community-based youth programme in Downham Market
- Transferred the Hunstanton Community Centre to Hunstanton Town Council

**Actions underway**

- Supporting local engagement in Safer Neighbourhood Action Panels as a means of raising and resolving local issues
- Engaging local people and businesses in their community through the Time Credits scheme
- Developing our historic and cultural links with other countries within the Hanseatic league
- Implementing a Trust for South Lynn Community Centre
- Examining the options for local level representation within the un-parished area of the Borough

**Actions planned**

- Review the Council's financial assistance scheme and service-level agreements across the voluntary sector
- Implement Individual Electoral Registration
- Seek approval for a comprehensive Community Infrastructure Levy to provide for developer contributions to the Borough's Infrastructure requirements



## Our role in improving local quality of life

*It is of fundamental importance that there continues to be a democratically-based means of fighting for local interests. Issues of importance to local people and businesses need to be effectively tackled and promoted not only locally or at a county level and regional level but also nationally and internationally. We believe West Norfolk would be a poorer place without the council performing this role. We will therefore work with our partners to champion local issues and seek the best for West Norfolk as a place to live and work.*

### Sense of place

West Norfolk already benefits from a strong sense of local identity, our task as part of 'West Norfolk plc', is to strengthen the brand to aid us in competing for scarce resources e.g. private sector investment 'high end' recruitment etc; linked closely to the marketing of the area. As a consequence there is an immediate and on-going need to strengthen and deepen our relationships with other West Norfolk based public, private and voluntary sector institutions and organisations including:

- West Norfolk Clinical Commissioning Group
- Queen Elizabeth Hospital
- 'Localised' Adult Social Services
- College of West Anglia / Anglia Ruskin University
- Opportunity West Norfolk secondary schools cluster
- Internal Drainage Board
- RAF Marham
- Norfolk Police
- Freebridge Community Housing

### Our role

We will act in a more commercial manner in areas of our work and seek to secure external work and income generation to support an organisation with sufficient critical mass to be a champion of place and of local quality of life. The council will perform a range of important roles locally and will increasingly differentiate between

- corporate/statutory functions required to ensure the council can successfully engage with its residents, communities and partners and facilitate action that tackles local issues;
- commercial services, where opportunities exist to generate income or efficiencies of scale by providing services across a wider area than just West Norfolk and/or across the wider public sector;
- support services, which facilitate the smooth operation of our organisation as well as, where possible, of our partners, too. Also supporting the local democratic process.

### Why this is important...

It provides the capacity within the organisation to

- deliver on members' agenda, and address major issues in the Borough such as regeneration, skills, the economy, external 'threats'
- represent the authentic 'voice' of West Norfolk on important issues of concern locally (current issues, skills, educational attainment, town centres etc).
- respond positively and effectively to the agenda of the government of the day

## Our Resources

*We aim to provide value-for-money services that meet local needs. So it's more important than ever that we look for new and innovative ways of maximising our resources to deliver our work programme. We must ensure essential public services reach those who need them most whilst responding to unprecedented financial challenges. These are exacerbated by the sheer pace of technological, social and policy change. Meeting these challenges means working more efficiently and effectively not only within our own operations but also with local organisations, businesses and residents in West Norfolk.*

### What do we know?

As early as 2003/04 we undertook a thorough cost reduction exercise that looked at efficiency, commercialisation and procurement. This helped us keep tight control over budgets and staffing levels during this period. As a result the Council has been at the forefront of keeping costs low whilst continuing to provide quality services.

We have achieved a balanced budget for each year of our corporate business plan. The Council's expenditure reduction programme has to date identified £5.7m of savings that are incorporated in the 2013/14 budget. Further work continues which includes a combination of measures including shared services, a leisure company / trust, efficiency reviews and procurement savings on external contracts.

- Our government grant has been reduced by 16.5% over the period 2012/13 to 2014/15 and is set to reduce by a further 10-15% plus in 2015/16
- We anticipated funding cuts and started a series of fundamental service reviews in 2010/11 that would look at every service area and take out £5.7m of costs. This resulted in a reduction of over 90 posts
- Council tax increases have remained at or below inflation since 2003/04
- The Financial Plan 2012-2016 projects council tax increases over 11 years from 2005/06 (to 2015/16) for a Band D property to be 3% - from £108.67 to £111.97. This is bettered by very few Councils across the country
- Car parking charges have been frozen for each year of the Corporate Business Plan.
- The proportion of people who think they can influence decisions in their locality has decreased from 49% in 2007 to 36% in 2009 to 32% in 2011.

### This is important to the council because...

In a period of diminishing resources it is imperative that the funding which remains is utilised to maximum effect in order to enable the council to deliver the challenging programme outlined in this corporate business plan.

### We will...

- provide cost-effective services
- retain a local democratic voice for West Norfolk
- develop our staff

We will	Our work programme	Headline indicators
provide cost-effective services	<ul style="list-style-type: none"> <li>• Continue with a comprehensive expenditure reduction programme</li> <li>• Work in partnership and/or provided contracted services and facilities with other councils or locally-based public sector organisations where it makes financial and operational sense to do so</li> <li>• Share our operational buildings with other public bodies</li> <li>• Explore new public-private equity funding models</li> <li>• Utilise alternative models of service delivery such as Social Enterprises, Charitable Trusts and Local Authority Companies where it is financially advantageous to do so</li> <li>• Explore opportunities presented through new public financing initiatives eg Tax Incremental Financing, Community Infrastructure Levy, New Homes Bonus, pooled Business Rates</li> </ul>	<ul style="list-style-type: none"> <li>• Total level of net savings achieved</li> </ul>
retain a local democratic voice for West Norfolk	<ul style="list-style-type: none"> <li>• Speak up on behalf of our residents and businesses on major issues</li> <li>• Help more people get involved in local civic and democratic life</li> <li>• Review arrangements for the unparished areas of the Borough</li> </ul>	<ul style="list-style-type: none"> <li>• % people who feel they can influence local decisions</li> </ul>
develop our staff	<ul style="list-style-type: none"> <li>• Provide a range of employee training and development programmes</li> <li>• Workplace health and wellbeing initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Employee satisfaction levels</li> <li>• Sickness absence rates</li> </ul>

### Actions completed

- Achieved of £5.7m savings over 3 years to accommodate reducing grant levels and frozen Council Tax
- Established management development programmes for middle managers / supervisors (run in 2012/13)
- Rationalised space in King's Court and other Council facilities to enable use by other public sector partners, including CCG and NCC at King's Court, Registrars Service at the Town Hall, College of West Anglia and Lynnsport
- Reduced CO<sub>2</sub> emissions and utility costs, including installation of solar panels at Lynnsport and Kings Court
- Expanded the provision of car parking services
- The Financial Plan 2012/16 set budgets for services with council tax maintained at current levels of £111.97 for a Band D property
- Taken on the management of on and off street car parking in North Norfolk and off street car parking in Breckland and Broadlands
- Taken on the management and monitoring of Breckland's CCTV service

- Transferred staff of CNC to South Norfolk District Council to achieve additional savings
- Undertaken a full Health and Safety audit
- Reduced the costs of recycling/increase income from recycling via the new MRF contract
- Reviewed our Treasury Management Strategy to extend the range of investment opportunities

#### **Actions underway**

- Exploring and exploit new opportunities to market and promote commercial services to reduce service subsidy and costs
- Establishing a trust and local authority controlled company to operate our leisure facilities
- Ensuring staff affected by new delivery mechanisms receive appropriate training and support
- Undertaking reviews including Channel Shift
- Identifying opportunities to share posts/services/management where this is financially beneficial

#### **Actions planned**

- Prepare plans for the next Comprehensive Spending Review period 2016/2017 onwards
- Have plans in place to achieve a balanced budget for 2017/18 by March 2015
- Undertake a review of Council facilities
- Extend and expand the range of services provided on behalf of other organisations
- Introduce a Local Authority Company to manage unsold homes built by the Borough Council / joint venture
- Undertake a full procurement review of all significant externalised expenditure
- Prepare for potential changes to the role and functions of district councils post the 2015 General Election, potentially including “Combined Authorities”, Local Government Reorganisation, Shared Management, Universal Credit, super-Districts
- Prepare for the succession planning required at a senior management level 2015 onwards

## Appendix A: Contextual Indicators

These provide additional supporting information for each outcome.

Headline Indicators	Contextual Indicators
<b>People in West Norfolk benefit from a growing economy</b>	
<ul style="list-style-type: none"> <li>• The growth in business rates in West Norfolk</li> <li>• The number of new business start-ups</li> <li>• Footfall numbers in King's Lynn town centre</li> <li>• Development of employment land</li> </ul>	<ul style="list-style-type: none"> <li>• Gross Value-Added per head</li> <li>• Business survival rate</li> <li>• Self-employment rate</li> <li>• Proportion of industrial and town centre units let</li> <li>• Total number of jobs in the local economy</li> <li>• Planning applications received</li> <li>• The proportion of the population with broadband internet access</li> </ul>
<b>People in West Norfolk live in a quality environment</b>	
<ul style="list-style-type: none"> <li>• Proportion of people who think their neighbourhood has got better over the last two years</li> <li>• The proportion of waste recycled, reused or composted</li> <li>• The number of new homes built</li> <li>• Number of empty properties</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of development meeting building for life quality standards</li> <li>• Reduction in derelict land and buildings</li> <li>• The proportion of development on previously developed land</li> <li>• Environmental designations</li> <li>• Residential property sales</li> <li>• House prices</li> <li>• Numbers of rough sleepers and people presenting as homeless</li> <li>• Affordable homes built</li> <li>• Reduce the proportion of approved buildings at risk of flooding</li> </ul>
<b>People in West Norfolk maximise their potential</b>	
<ul style="list-style-type: none"> <li>• GCSE attainment rates</li> <li>• Proportion of young people not in employment, education or training</li> <li>• Proportion of the population reaching NVQ level 3 or above</li> <li>• Proportion of people unemployed</li> </ul>	<ul style="list-style-type: none"> <li>• the rate of persistent absence of children from school</li> <li>• SAT scores at primary school age 7</li> <li>• Number of children claiming free school meals</li> <li>• Under 18 conception rate</li> <li>• Average gross weekly earnings</li> <li>• Proportion of people qualified at NVQ4 and above</li> <li>• Proportion of people qualified at NVQ1 and below</li> <li>• Youth unemployment rate</li> <li>• Take-up of apprenticeships</li> </ul>

Indicators	Contextual Indicators
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**People in West Norfolk lead safe and healthy lives**

<ul style="list-style-type: none"> <li>• Proportion of people who feel safe in their neighbourhood</li> <li>• The proportion of people who think their neighbourhood is clean and green with no litter</li> <li>• Proportion of people taking part in regular physical activity</li> <li>• avoidable hospital admissions amongst over 65s</li> </ul>	<ul style="list-style-type: none"> <li>• The number of people admitted to hospital with alcohol related injuries</li> <li>• Number of anti-social behaviour incidents</li> <li>• Number of people killed or seriously injured in road traffic accidents</li> <li>• Number of incidences of fly tipping</li> <li>• The number of all types of crime per 1,000 population</li> <li>• Proportion of the population who smoke</li> <li>• The proportion of children classed as overweight and obese</li> <li>• The number of falls and accidents in the home amongst over 75s</li> </ul>
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**People in West Norfolk live in thriving communities**

<ul style="list-style-type: none"> <li>• The proportion of people who are active members of local clubs, groups and associations</li> <li>• The proportion of residents who think that people from different backgrounds get on well together</li> <li>• The proportion of people who know their neighbours</li> <li>• Access to community facilities (in development)</li> </ul>	<ul style="list-style-type: none"> <li>• The proportion of people who think they can influence decisions in their locality</li> <li>• The proportion of the population taking part in formal volunteering at least once a month</li> <li>• The proportion of people who feel like they belong to their neighbourhood</li> <li>• Measure of sports / arts participation</li> <li>• Measure of community facilities</li> <li>• Proportion of second homes</li> <li>• Proportion of parish elections contested</li> <li>• voter registration and turn-out</li> </ul>
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## Appendix B: National Policy

*Any strategy needs to give consideration to the wider environment in which the council works. So this plan reflects the changing national policy landscape that influences what we do. The coalition government have announced a raft of policy initiatives many of which impact on the Council and the public sector locally. The following summarises the themes that underpin these changes and which will shape the future for local councils.*

In January 2011 the Prime Minister set out the coalition Government's priorities for modernising public service, published in more detail in the Open Public Services white paper:

- **Free professionals from top-down control and bureaucracy.** Shown in the abolition of the audit commission, inspection regime, performance indicators, plan requirements and local area agreements
- **Give choice to service users.** Shown in establishment of free schools, use of open data / web technologies, participatory budgeting
- **Encourage competition between suppliers.** Shown in the tendering of services on a regional scale for delivery of the Work programme, certain probation services etc
- **Pay by results wherever appropriate.** Shown in the work programme, based on people being in work for a period of time, or probation service, payment on actual compared to predicted reconviction rates
- **Publish information everywhere you can.** Shown in local crime mapping initiatives [www.maps.police.uk](http://www.maps.police.uk) and publication of all council spend over £500: [www.west-norfolk.gov.uk/default.aspx?page=25883](http://www.west-norfolk.gov.uk/default.aspx?page=25883)
- **Make public service professions answerable to people.** As opposed to the government machine. Shown in the transparency agenda, locally-published data supporting 'arm-chair auditors', etc.

In this document the Government identifies three different types of services:

- **Individual services**  
These are personal services – for example in education, skills training, adult social care, childcare, housing support and individual healthcare – that are used by people on an individual basis. The Government intends to put power in the hands of the people who use them.
- **Neighbourhood services**  
These are services provided very locally and on a collective, rather than an individual basis – such as maintenance of the local public realm, leisure and recreation facilities, and community safety. The Government intends to put power in the hands of elected councils, at the neighbourhood level if that is what communities choose.
- **Commissioned services**  
These are local and national services that cannot be devolved to individuals or communities, such as tax collection, prisons, emergency healthcare or welfare to work. The Government intends to open up and, where appropriate, decentralise commissioning to ensure greater quality and diversity.

This white paper summarises a significant shift in the national policy agenda, which is supported by a range of legislation and initiatives being taken forwards in each major policy area – from education and health to community safety and the environment. These all in turn shape our operating environment and influence our work.

***The following is an extract from the Open Public Services White Paper:***

**Strong local government** is at the heart of our reforms. Councils will need to adapt and develop new capabilities to make the most of the new opportunities, which include:

- *much greater freedom from central government control* – local authorities will have a general power of competence, fewer restrictions on funding, less regulation and performance management from Whitehall, and new opportunities to raise revenue (e.g. via tax increment financing);
- *devolution of national and regional functions* – this already includes key aspects of public health, economic development and early years. There is the potential for further devolution as set out in this White Paper;
- *funding following individual choice* – the funding for individual services (in adult care, education and housing) will follow the decisions of individuals about the service they want and its provider. This includes the majority of local authority spending. Local authorities will have a major role in the transition to individual control (e.g. in personal budgets and direct payments in adult social care). But more important still is the future role of local authorities in ensuring that individuals in their area have well-informed, fair access to a diverse range of quality providers, so that choice can be meaningful;
- *giving power and control to neighbourhoods* – this will, over time, create a new relationship between local authorities and their communities. It will require local authorities to empower, inspire and support their neighbourhoods as they do more for themselves;
- *more local democracy* – including the direct election of Police and Crime Commissioners and mayors, referenda on spending and growing requirements for transparency;
- *Community Budgets* – every place being able to use a Community Budget to pool funding at the local level in order to break open funding silos and give councils and their partners the freedom to redesign services and pool funding in order to tackle complex social problems; and
- *commissioning* – local authorities will continue their shift from self-sufficient providers to commissioners of services from a diverse range of suppliers in different sectors, including helping their own staff to set up new independent enterprises.

We will engage with local authorities to develop a shared vision about the new opportunities and possibilities for stronger local government created by this open public services agenda. As part of this engagement, we will want to explore the opportunities for local authorities to:

- be the people's champions for all public services in their area, irrespective of whether they are directly accountable for those services. This will focus on their potential to secure fair and open access to a choice of quality services in the local area;
- be empowered to shape their local area through greater local freedoms on planning, finance, regulatory powers and infrastructure;
- be as financially self-sufficient as possible;
- be able to integrate the full range of public resources to solve complex social, economic or environment issues, such as the needs of people on housing estates who have multiple disadvantages;



- benefit from the maximum possible decentralisation of central government services to the local level;
- champion direct democracy and transparency of public data;
- act as the principal representatives for their communities;
- actively decentralise power to individuals and neighbourhoods and inspire successful responses to these new opportunities;
- be excellent and open commissioners of those services which cannot be devolved to individuals and communities; and
- combine forces with neighbouring local authorities and lower-tier councils within their area to improve the success of the wider area.



## REPORT TO CABINET

<b>Open</b>		Would any decisions proposed :		
<b>Any especially affected Wards</b>	<b>Operational</b>	(a) Be entirely within cabinet's powers to decide YES		
		(b) Need to be recommendations to Council      NO		
		(c) Is it a Key Decision                                      NO		
Lead Member: Councillor Nick Daubney E-mail: <a href="mailto:cllr.nick.daubney@west-norfolk.gov.uk">cllr.nick.daubney@west-norfolk.gov.uk</a>		Other Cabinet Members consulted:      All		
Lead Officer: Samantha Winter E-mail: <a href="mailto:sam.winter@west-norfolk.gov.uk">sam.winter@west-norfolk.gov.uk</a> Direct Dial: 01553 616327		Other Members consulted: Chairs of Panels, CSC and Planning Committee, Group Leaders		
Other Officers consulted: Management Team, Legal				
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications (incl S.17) NO	Equality Impact Assessment reqd? NO	Risk Management Implications NO

Date of meeting:      4 December 2013

### 3      **TIMETABLE OF MEETINGS FOR 2014/15**

#### **Summary**

The report sets out a draft timetable of meetings for the 2014/15 Municipal Year.

#### **Recommendation**

That the Timetable for the 2014/15 Municipal Year be approved.

#### **Reason for Decision**

To enable the decision making process to take place.

#### **Background**

Attached for members' consideration is the draft timetable of meetings for the 2014/15 Municipal Year.

The Cabinet is scheduled to meet on a monthly basis, mirrored by the Cabinet Scrutiny Committee to fit in with the call in timescales. The meetings have been scheduled in line with the previous year, and it is accepted that if there is insufficient business they may be cancelled/dates changed or if there is the requirement of special meetings, they will be called.

The Chairs of the Panels, Cabinet Scrutiny Committee and Planning Committee and Group Leaders have also been consulted. The Chairman of

the Cabinet Scrutiny Committee has previously expressed concerns regarding the timing of the Cabinet Scrutiny Committee Meetings, however, in order to schedule the Cabinet, Panels, Cabinet Scrutiny and Council into the timetable it is difficult to permit any longer timeframes, although as much time as possible has been given between Cabinet and Cabinet Scrutiny for the Accounts meetings in June and September meetings which was an issue the previous year.

### **Background Papers**

Previous timetable – previously published

# Calendar of Meetings 2014/2015 DRAFT

	2014							2015				
	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Monday		2 PC			1 PC		3 PC	1 PC		2 PC	2 PC	
Tuesday		3	1 CABINET		2 R&P		4 CABINET	2 CABINET		3 CABINET	3 CABINET	
Wednesday		4	2		3 REC	1 REC	5	3		4	4	1
Thursday	1	5 PC SV	3 PC SV		4 PC SV	2	6 PC SV	4 PC SV	1 BANK HOLIDAY	5 PC SV	5 PC SV	2 PC SV
Friday	2	6	4	1	5	3	7	5	2	6	6	3 BANK HOLIDAY
Monday	5 BANK HOLIDAY	9 AC (ACCTS)	7	4	8 AC (ACCTS)	6 PC	10	8	5 PC	9	9	6 BANK HOLIDAY
Tuesday	6 LICENSING/ CABINET	10 LICENSING	8 LICENSING	5 LICENSING	9 LICENSING	7 LICENSING/ CABINET	11 LICENSING	9 LICENSING	6 LICENSING/ R&P	10 LICENSING	10 LICENSING	7 LICENSING
Wednesday	7	11 CABINET	9	6	10 CABINET	8	12	10	7 REC	11	11	8
Thursday	8 ANNUAL COUNCIL	12	10	7	11	9 PC SV	13	11	8 PC SV	12	12	9
Friday	9	13	11	8	12	10	14	12	9	13	13	10
Monday	12	16	14	11	15	13	17	15	12	16	16	13
Tuesday	13	17	15	12	16	14	18	16 CSC	13 CABINET	17	17	14
Wednesday	14	18	16	13	17	15	19	17	14	18	18	15
Thursday	15 CSC	19 CSC	17 CSC	14 CSC	18 CSC	16 CSC	20 CSC	18	15	19 CSC	19 CSC	16 CSC
Friday	16	20	18	15	19	17	21	19	16	20	20	17
Monday	19	23	21	18	22	20	24	22	19	23	23	20
Tuesday	20	24 R&P	22 R&P/AC	19	23	21	25 R&P/AC	23	20	24 R&P	24 R&P/AC	21
Wednesday	21	25 REC	23 REC	20	24	22	26 REC	24	21	25 REC	25 REC	22
Thursday	22 ELECTION	26 COUNCIL	24	21	25 COUNCIL	23	27 COUNCIL	25 BANK HOLIDAY	22 CSC	26 COUNCIL	26 COUNCIL	23 COUNCIL
Friday	23	27	25	22	26	24	28	26 BANK HOLIDAY	23	27	27	24
Monday	26 BANK HOLIDAY	30 PC	28 PC	25 BANK HOLIDAY	29	27		29 HOLIDAY	26		30 PC	27 PC
Tuesday	27 R&P		29 CABINET	26	30 R&P	28 R&P		30 HOLIDAY	27 R&P/AC		31 CABINET	28
Wednesday	28 REC		30	27		29 REC		31 HOLIDAY	28 REC			29
Thursday	29		31 PC SV COUNCIL	28		30 COUNCIL			29 COUNCIL			30 PC SV
Friday	30			29		31			30			

**KEY:**  
**CAB = Cabinet**  
**R&P = Resources & Performance Development Panel**  
**AC = Audit Committee**  
**REC = Regeneration, Environment & Community Panel**  
**LICENSING = Licensing Panel or Sub-Committee (if required)**

**PC = Planning Committee**  
**PC SV = Planning Committee Site Visits**  
**CSC = Cabinet Scrutiny Committee**  
**COUNCIL = Council**  
**ANNUAL COUNCIL = 14 or 21 May 2015**

**Half Term**  
**22 May 2014 - European Election**  
**07 May 2015 - Parliamentary Election combined with Borough and Parish**

## REPORT TO CABINET

<b>Open</b>		Would any decisions proposed :		
<b>Any especially affected Wards</b>	Operational	(a) Be entirely within cabinet's powers to decide YES		
		(b) Need to be recommendations to Council NO		
		(c) Be partly for recommendations to Council and partly within Cabinets powers – NO		
Lead Member: Cllr N Daubney E-mail: cllr.nick.daubney@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Sam Winter E-mail: sam.winter@west-norfolk.gov.uk Direct Dial: 01553 616327		Other Officers consulted: C Bamfield		
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications YES	EIA required NO	Risk Management Implications NO

Date of meeting: 4 December 2013

- 4**
- i) **LEISURE TRUST - BOARD OF DIRECTORS OF THE LOCAL AUTHORITY COMPANY – FILLING VACANCY**
  - ii) **JOINT EMPLOYEE COMMITTEE MEMBERSHIP**

<p><b>Summary</b></p> <p>Cabinet is invited to consider appointing a third Councillor to sit on the Board of Directors of the Local Authority Company as part of the Leisure Trust proposals.</p> <p>Cabinet is invited to consider the membership of the Joint Employee Committee for the remainder of the Municipal year.</p> <p><b>Recommendation</b></p> <ul style="list-style-type: none"> <li>1) That the third representative on the Board of the Local Authority Company of the Leisure Trust be appointed.</li> <li>2) That Councillor D Pope be appointed to serve on the Joint Employee Committee for the remainder of 2013/14 to replace Councillor Pitcher.</li> </ul> <p><b>Reason for Decision</b></p> <p>To comply with a request regarding its membership.</p>
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**1 Leisure Trust : Board Of Directors Of The Local Authority Company**

Following the Cabinet recommendations of 9 April 2013 where approval for a third Councillor Representative to serve on the Board of Directors of the Local Authority Company of the Leisure Trust was given, Cabinet is now invited to appoint that third member.

## **2 Joint Employee Committee**

The current membership of the Joint Employee Committee is as follows:

Councillors N Daubney, M Chenery of Horsbrugh, M Langwade, B Long and M Pitcher.

As Councillor Pitcher is no longer part of the ruling Group, Cabinet is invited to consider appointing a replacement representative.

Cabinet have nominated Councillor D Pope.

## **3 Policy Implications**

None

## **4 Financial Implications**

None

## **5 Statutory Consideration**

None

## **6 Risk Assessment**

None

## **7 Access To Information**

Previous reports and Minutes