

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



Corporate Performance Panel

Agenda

Monday, 9th October, 2017
at 6.00 pm

in the

**Council Chamber
Town Hall
Saturday Market Place
King's Lynn
PE30 5DQ**



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
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29 September 2017

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 9th October, 2017 at 6.00 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

2. Minutes (Pages 6 - 59)

To approve the minutes from the Corporate Performance Panel held on 30 August 2017.

3. Declarations 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 any item or simply observing the meeting from the public seating area.

4. Urgent Business Under Standing Order 7

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

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

6. Chairman's Correspondence (if any)

7. Cabinet Report: Re-fit Proposals for Council Building Assets

(Pages 60 - 70)

8. Q1 2017/2018 Performance Monitoring Report and Action Report

(Pages 71 - 80)

9. Updated Equalities Policy

10. Formal Complaints against the Borough Council 1 April 2016 to 31 March 2017 (Pages 81 - 86)

11. Compliments received by the Borough Council - INFORMATION TO FOLLOW

12. Committee Work Programme 2017/2018 (Pages 87 - 91)

To note the Committee's Work Programme for 2017/2018.

13. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will take place on Monday 13 November 2017 at 6 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

To:

Corporate Performance Panel: B Anota, B Ayres, P Beal, J Collop, N Daubney, G Hipperson, G Howman, H Humphrey (Vice-Chairman), J Moriarty, A Morrison, D Tyler and G Wareham (Chairman)

Portfolio Holders:

Item 7: Councillor B Long, Leader
Item 8: Councillor P Hodson

Items 9,10 & 11: Councillor B Long, Leader

Management Team Representatives:

Debbie Gates, Executive Director Head of Central & Community Services
Ray Harding, Chief Executive

Appropriate Officers: The following officers are invited to attend in respect of the Agenda item shown against their name:

Item 7:	Neil Gromett, Chief Operating Officer, Alive Management
Items 8 & 9:	Becky Box, Policy, Performance and Personnel Officer
Items 10 & 11:	Ray Harding, Chief Executive

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**CORPORATE PERFORMANCE PANEL**

Minutes from the Meeting of the Corporate Performance Panel held on Wednesday, 30th August, 2017 at 6.00 pm in the Education Room - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor G Wareham (Chairman)
Councillors Miss L Bambridge, P Beal, J Collop, I Devereux, Mrs S Fraser, G Hipperson, G Howman, H Humphrey, J Moriarty, A Morrison, D Tyler, D Whitby and Mrs A Wright (substitute)

Portfolio Holders:

Councillor B Long – Leader
Councillor P Hodson – Portfolio Holder, Performance

By Invitation for CP28:

Community and Environment Panel - Councillors L Bambridge, S Fraser, D Whitby

Observing:

Councillor I Devereux – Portfolio Holder, Environment

Officers:

Becky Box, Policy, Performance and Personnel Manager
Sheila Farley, Housing Services Operations Manager
Ray Harding, Chief Executive
Linda Ibbitson-Elks, Senior Housing Standards Officer
Jo Hillard, Assistant CIC Manager

CP20 APOLOGIES

Apologies for absence were received from Councillors B Ayres and N Daubney.

CP21 MINUTES

RESOLVED: The minutes from the Corporate Performance Panel held on 17 July 2017 were agreed as a correct record and signed by the Chairman.

CP22 DECLARATIONS OF INTEREST

There were no declarations of interest.

CP23 URGENT BUSINESS UNDER STANDING ORDER 7

There was no urgent business.

CP24 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Bambridge attended for Item 7.
Councillor Fraser attended for Item 9.

CP25 **CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was no Chairman's correspondence.

CP26 **PRESENTATION ON HOMES IN MULTIPLE OCCUPATION**

The Panel received a presentation from the Housing Services Operations Manager and the Senior Housing Standards Officer, a copy of which is attached to the Minutes.

The Housing Services Operations Manager and the Senior Housing Standards Officer responded to questions relating to:

- Condition of the property.
- Overcrowding.
- Current Licensing regime.
- Current fee £466 per licence for a 5 year period.
- New regulations – the Council would look at the costs to be incurred for operating the licensing regime and set the fee at an appropriate level to cover costs, but not make any additional income.
- Prosecutions – recovery of legal costs are always sought.
- Government proposals to extend mandatory HMO licensing to include all relevant HMOs with 5 occupants, regardless of number of storeys. Detailed definitions, effective date and guidance awaited.
- Identifying HMOs.
- No indication that there would be extra funding from the Government to extend the mandatory licensing of HMOs. The Panel was advised by the Chief Executive that the Government has a new burdens doctrine which enabled local authorities to recover the actual cost incurred. It was also noted that the LGA had made a strong case for additional resources to fund the cost.
- Landlord Forums held when required. Forums were well attended.
- Guidance to Parish Councils, how to identify and report an HMO. The Housing Services Operations Manager undertook to review information that could be available to parishes and would discuss with Democratic Services how this information could best be publicised, although the same information was already on the Council's website.

In response to a comment made on the Panel being given more notice and prior information on the subject, the Policy, Performance and Policy Manager explained that at a previous Panel meeting when Members received a report on the Performance Indicators interest was expressed regarding the HMO target and it was suggested that a presentation be given to a future Panel meeting. The Leader, Councillor Long commented that normally the subject of HMO's would be in the remit of the Environment and Community Panel. However, as the Panel had raised questions regarding the performance level of the indicator. Officers had been invited to the Panel this evening to provide an overview of the work undertaken regarding HMO's. If Members felt that a further detailed presentation was required then the Panel could suggested that HMO's be added to the Environment and Community Panel's work programme and the Corporate Performance Panel be invited to attend for that item.

The Housing Services Operations Manager explained that when policy decisions on fees and charges or changes to the regulations were required a report would be presented to the relevant Panel and be taken through the democratic process.

CP27 **CIC AREA OFFICES**

The Assistant CIC Manager presented the results of the consultation undertaken with Service Users at Hunstanton and Downham Market offices.

Councillor Collop commented that at the last Panel meeting it had been agreed that a further report would be brought back to this meeting. However, Cabinet had discussed and made the decision to close the two area offices and had therefore overruled the Panel's decision. The Leader, Councillor Long advised that it was a Cabinet decision and Cabinet had been provided with the early findings of the consultation exercise which had commenced on 18 July immediately after the Corporate Performance Panel meeting on 17 July. The decision to close the two area officers would allow the resource to be utilised in answering telephone enquiries.

Councillor Humphrey commented that at the last Panel meeting when the report was presented and added that he was satisfied with the recommendation. Customers could contact the Council in a number of ways without having to visit an area office. Councillor Humphrey gave an example of residents in rural areas accessing services where there was no area office. The consultation had been undertaken and the results presented to the Panel. Cabinet had also taken account of the views of the Panel when making the decision to close the two area offices.

The Assistant CIC Manager responded to questions relating to:

- Internet access in libraries and impact if any potential closures.
- Variety of methods Customers could contact the Council – website, telephone, visiting King’s Court offices, visiting officers, community information points.

CP28 **UPDATED EQUALITIES POLICY**

The Panel received a verbal presentation, a copy of which is attached to the Minutes.

The Policy, Performance and Personnel Manager invited Members to put forward any aspects of equalities that they wished to see included or identify any gaps in the policy.

The Chairman, Councillor Wareham thanked the Policy, Performance and Personnel Manager for the verbal presentation and suggested that the Panel await receipt of a presentation at the next meeting on 9 October 2017.

RESOLVED: A presentation would be given at the next meeting of the Panel on 9 October 2017.

CP29 **PANEL WORK PROGRAMME 2017/2018**

The Panel noted the Work Programme for 2017/2018.

Members were invited to contact the Chairman at any time should they wish to add an item to the Work Programme.

The following items were suggested as future Agenda Items:

- King’s Lynn Innovation Centre (KLIC).
- Pontoons.

The Chief Executive advised that the above items were within the remit of the Regeneration and Development Panel and should therefore be put forward as potential items on that Panel’s Work Programme.

Councillor Howman suggested that the call in process be placed on a future Agenda of the Panel.

The Chief Executive responded to questions regarding the Panel’s role in scrutinising Cabinet decisions. The Panel was informed that the Scrutiny Structures Task Group had held their first meeting and a draft Questionnaire to be circulated to all Members of the Council would be discussed at the next Task Group meeting on 6 September.

CP30 **FOR INFORMATION - EMPLOYMENT MONITORING FIGURES -**

ANNUAL REPORT

The Panel received the Employment Monitoring Figures – Annual Report for information purposes only.

CP31 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on 9 October 2017.

The meeting closed at 7.20 pm



Houses in Multiple Occupation



Definition of HMO – Housing Act 2004

- Most Houses in Multiple Occupation are properties rented out to 3 or more people who do not form the same household and share facilities such as a bathroom or kitchen
- There are other HMOs including buildings converted into flats (s257s)
- Detailed definition s 254-259 Housing Act 2004



Mandatory licensing of HMOs Housing Act 2004

- Where 5 people or more form more than 1 household
- At least three storeys high
- The occupants share toilet, bathroom or kitchen facilities
- Currently 29 licensed HMOs in KLWN



Exemptions

- Managed by local authority of registered provider
- Student hall of residence
- Occupied by religious communities
- Subject to other regulatory regimes



Licensing process

- Application, information supplied
- Validation
- Check ownership, planning
- Management arrangements
- Consider inspection arrangements
- Issue draft licence and review
- Right of appeal



Standards that apply to all HMOs

- HHSRS
- Management Regulations
- Overcrowding



Government review of HMO licensing

- HMO licensing has had a positive impact on improving conditions in larger properties but growth in the market has led to some rogue landlords letting out smaller properties so they fall outside this requirement
- Extension of licensing will uncover landlords letting properties below an acceptable standard and enable councils to require improvements



Government proposals to extend mandatory HMO licensing to include

- all relevant HMOs with 5 occupants, regardless of number of storeys
- Some self contained flats
- Some accommodation in buildings with commercial or non residential premises
- Minimum sleeping room size 6.5m²
- Detailed definitions, effective date and guidance awaited



Identifying HMOs - referrals

- Inspecting officers
- Resident complaint
- Tenant complaint
- Noise
- ASB
- More bins supplied
- General referral from another department



HMO investigations

- Check previous record and history
- Create a record and log information
- Officer makes contact to check occupancy, signs of multi occupancy
- Visit and assess whether licensable or not
- If licensable owner advised of process
- Officer able to assess property condition. assess, advise, take appropriate action







Fire in an HMO



23 358



HMO above a restaurant

Stairs from 1st to
2nd floor

very steep

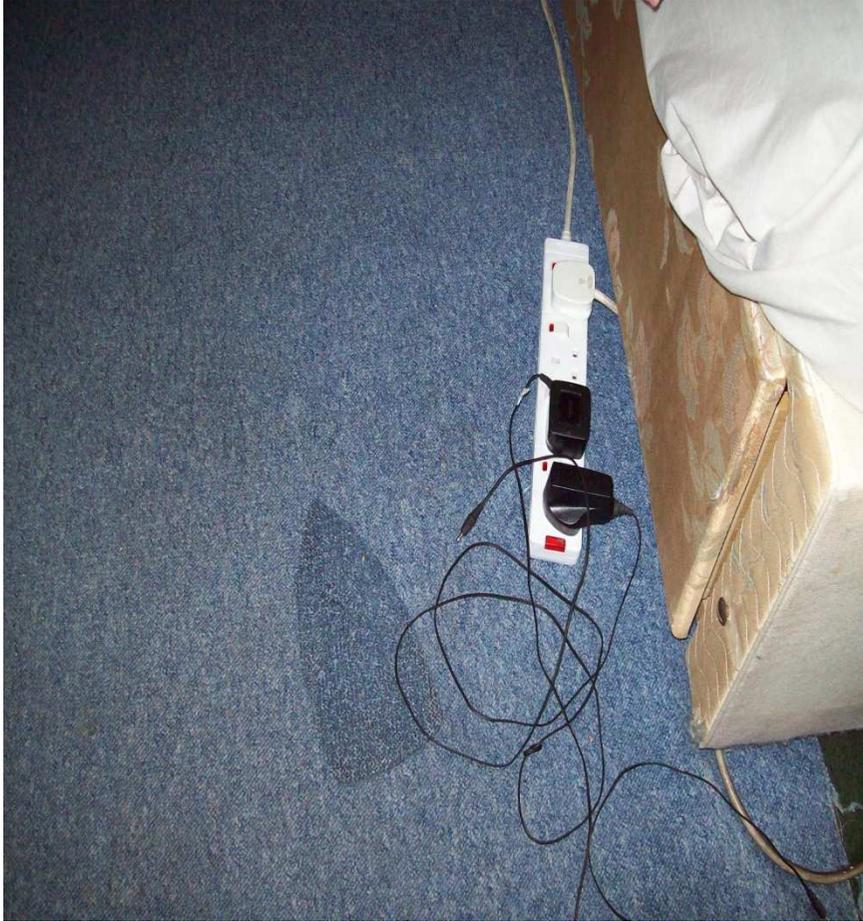
uneven treads

no handrail

lino longer than the
tread

inadequate lighting





A successful prosecution...



361 26









CODE: 2143
THEN PRESS RED BUTTON.

Fire Armour
01553 679001
Paramount Fire Armour
The Coast House, 50 West Lane, Kings Lynn, Norfolk PE36 5SE
paramount@firearmour.co.uk

Fire Alarm Control Panel Instructions

- To override any activated delays: press
- To silence the internal sounder: press
- To silence/resound the alarm sounders:
Turn key to I or enter code and press
- To reset the panel:
Ensure the alarm sounders are silenced and press
- To exit access mode: Remove key OR press

- Indicators**
- 1-8 ● constant light = Zone disabled
 - 1-8 ● flashing light = Zone in fault or test mode
- Output delays**
- constant light = delays present
 - flashing light = delays activated
- General fault**
- flashing light - call engineer

CFP SERIES
The system must be tested regularly.
If in doubt, refer to the user manual.
EN54 2 & 4
Manufactured in England

1 2 3 4 5 6 7 8

1

silence internal sounder

Fire

Fire Zones

1 2 3 4 5 6 7 8

2

exit access mode

Zone fault/disable/test

1 2 3 4 5 6 7 8

3

control panel reset

supply present

remote output

test

access

general enablement

fault output status

remote output status

4

enable/disable lamp test

general fault

power supply fault

system fault

repeater fault

sounder status

auxiliary output status

output delay

365 30



Questions?



Borough Council of
King's Lynn &
West Norfolk 

Equality Policy

Becky Box
Policy, Performance & Personnel Manager



Notes:

Work has recently commenced on development of a new Equalities Policy.

Our current policy is out of date with regards to some legal references, although in practice we are complying with all requirements – so in effect, the policy needs to catch up with practice within the Council

Because of the changes since the current policy was adopted, the presentation starts by giving a brief update/refresh on equalities legislation, which will set the scene for the review we are undertaking.

Within the presentation Members will see the “new” symbol to draw attention to requirements that will be new within the updated policy.



What Is Equality?

Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and talents, and believing that no one should have poorer life chances because of where, what or whom they were born, what they believe, or whether they have a disability. Equality recognises that historically, certain groups of people with particular characteristics e.g. race, disability, sex and sexuality, have experienced discrimination.

(Equality and Human Rights Commission)



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Notes:

The Equality and Human Rights Commission was established in 2010 and replaces the former Commission for Racial Equality and Equal Opportunities Commission.

Remember: Equal Opportunities is not about treating everyone the same – its about treating everyone fairly and with respect and giving people an equal and fair chance of opportunities, access to services and to fulfil their potential.

Previous Legislation

- Equal Pay Act 1970
- Sex Discrimination Act 1975
- Race Relations Act 1976
- Disability Discrimination Act 1995
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Age) Regulations 2006

and various amendments to each, totalling over 116 pieces of legislation!



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Notes:

Prior to 2010 there was lots of pieces of equalities related legislation in place.

The main pieces of legislation and the ones Members are probably most familiar with are listed on the slide.



Equality Act 2010

- came into force on 1 October 2010
- provides a legal framework to protect the rights of individuals and advance equality of opportunity for all
- simplifies, strengthens and harmonises the previous legislation to provide a new discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society



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Notes:

In 2010 these previous pieces of legislation were replaced by one single act – the Equality Act.

The Equality Act brings all types of discrimination under one umbrella.

The Equality Act ensures consistency of approach across all groups.

The Equality Act establishes nine ‘protected characteristics’ – these are the groups now protected in law.



Protected Characteristics

9 protected characteristics:

- Age
- Disability
- Gender
- Gender re-assignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sexual orientation



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Notes:

The 9 'protected characteristics' cover the following:

- Age (including actual age, age bands, young and old)
- Disability – a disability is defined as “a physical or mental impairment which has a substantial and long term adverse effect on your ability to do normal day to day activities”
- Gender – covers both women and men
- Gender re-assignment – anyone in the process of transitioning from one gender to another
- Marriage and civil partnership – (including same sex marriage)
- Pregnancy and maternity (includes maternity leave and breastfeeding)
- Race (covers race, colour, nationality, ethnic or national origin)
- Religion or belief – belief includes religious and philosophical beliefs including lack of belief (such as Atheism)
- Sexual orientation – covers gays, heterosexuals, lesbians and bi-sexual

What Is Discrimination?

1. the unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, or sex.

- *synonyms: prejudice, bias, bigotry, intolerance, narrow-mindedness, unfairness, inequity, favouritism, one-sidedness, partisanship;*

2. recognition and understanding of the difference between one thing and another.

- *"discrimination between right and wrong"*
- *synonyms: differentiation, distinction, telling the difference*



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Notes:

The slide shows a dictionary definition of the term 'discrimination'

Definition 1 describes the type of discrimination that is unlawful – the synonyms used here are useful in terms of understanding what is meant.

Definition 2 describes the type of discrimination that you use in everyday life – for example, to determine which cake to choose in a shop or which pair of shoes to wear, in the morning.

Clearly in terms of equalities it is Definition 1 we are interested in, and need to protect against.

Unlawful Discrimination

- Direct Discrimination
- Indirect Discrimination
- Discrimination by Association 
- Perception Discrimination 
- Discrimination Arising From a Disability 
- Harassment
- Victimisation



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Notes:

The following gives a brief description of each of the types of discrimination:

- Direct discrimination - treating someone with a protected characteristic less favourably than others
- Indirect discrimination - putting rules or arrangements in place that apply to everyone, but that put someone with a protected characteristic at an unfair disadvantage
- Discrimination by Association – treating someone less favourably because of their association with another person who has a protected characteristic.
- Perception Discrimination - treating someone less favourably because you mistakenly think that they have a protected characteristic. Discrimination arising from a Disability - occurs when you treat someone unfavourably because of something connected with their disability and cannot justify such treatment. The reason for the treatment does not matter; the question is whether the person has been treated unfavourably because of something connected with their disability.
- Harassment - unwanted behaviour linked to a protected characteristic that violates someone's dignity or creates an offensive environment for them
- Victimisation - treating someone unfairly because they've complained about discrimination or harassment



Public Sector Equality Duty

- The Equality Act imposes a “general equality duty” on the public sector and extends the previous legal obligations on the public sector in relation to race, disability and gender to cover all nine ‘protected characteristics’.
- The general equality duty:
 - Came into effect on 5th April 2011
 - Aims to promote and protect the dignity of all persons in society
 - Is supported by specific duties which help public authorities meet the general duty



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Notes:

The Equality Act also introduced the ‘Public Sector Equality Duty’ which applies to all public sector organisations.

Previously we had specific duties in relation to race, disability and gender and had to produce ‘schemes’ to support each of these strands of equalities. So again the effect of the Equality Act has been to harmonise equality duties and extend these across all protected characteristics.

The broad purpose of the Public Sector Equality Duty is the integrate consideration of equality and good relations in the day to day business of public authorities.

Compliance with the duty is a legal obligation.



General Equality Duty

In the exercise of its functions a public authority must have due regard to the need to:

- *eliminate discrimination*, harassment and victimisation or any other conduct prohibited by the Act in relation to the protected characteristics
- *advance equality of opportunity* between all persons
- *foster good relations* between groups of people sharing a protected characteristic and those that do not



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Notes:

The slide outlines what a public sector body has to demonstrate to comply with the Public Sector Equality Duty.

These are known as the three aims or arms of the general equality duty.



Equality Impact Assessments

- An equality impact assessment is a process for systematically identifying the potential impact of the Council's policies, services and functions on different groups within the community, it includes:
 - helping to anticipate and identify any potential discriminatory or negative impacts on groups with protected characteristics
 - enabling actions to be taken to eliminate, or minimise, these adverse impacts during the development of the policy/service/function.



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Notes:

Assessing the impact of equality on policies and practices is an important part of complying with the general equality duty.

How to do this is not specified within the Act, but the concept of Equality Impact Assessments (EIA) have evolved from this requirement.

Members will recognise the term EIA from Cabinet report headers – this is how Members can check that the equalities implications of a proposal have been taken into consideration.

We have developed a toolkit and associated forms for Managers to use to help them undertake EIA's.

Case law indicates that these assessments should be completed before decisions are made and that a written record is useful for demonstrating compliance.



Equality Impact Assessments

- The Council must conduct equality impact assessments as soon as a relevant new policy, function or service is considered.
- There are two stages to equality impact assessments:
 - A pre-screening process which will determine whether a full equality impact assessment is required.
 - If potential adverse impacts are identified then a full assessment will be required.



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Notes:

Completion of an Equality Impact Assessment should be an integral part of policy development.

In addition to satisfying the legal requirement, an equality impact assessment will help to improve policies, strategies, procedures, functions and reviews for the whole community and not just minority groups.

As the slide outlines, there are two stages to an Equality Impact Assessment.



Specific Duties

- To publish equality information - such information to include information relating to people with protected characteristics who are:
 - Employees
 - Affected by its policies and practices
- Prepare and publish equality objectives



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Notes:

The Public Sector Equality Duty also sets out some 'specific duties' which public bodies must comply with.

We have an annual employment monitoring report provided to CPP to comply with the employment aspects of the specific duty.

We also have published equality objectives, which will be refreshed as part of the development of the new policy.



Equality Objectives

The Equality Act 2010 (Specific Duties) Regulations 2011 state that public authorities must:

- prepare and publish one or more objectives they think they should achieve in relation to the aims of the general equality duty
- Ensure that these objectives are specific and measurable
- Publish these objectives in such a manner that they are accessible to the public



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Notes:

The slide outlines what the law says about equality objectives.



Equality Objectives - Services

Examples of our current equality objectives for Services are to:

- ensure that the design and delivery of Council services is undertaken in accordance with the requirements of the Equality Act 2010.
- undertake equality impact assessments on new Council policies, functions and services to ensure equality implications are taken into consideration during the decision making process
- develop and promote the Council's web-site to improve access to Council information and services to all



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Notes:

The slide gives some examples of our current equality objectives for services.

Our equality objectives are published in full on the Council web-site.

These will be refreshed as part of the policy update.

Equality Objectives - Employment



Examples of our current equality objectives for Employment are to:

- review the current range of equality monitoring information collected to ensure it is appropriate to inform decisions made regarding employment practices and policies
- ensure that the Council's workforce reflects the communities that we serve
- ensure that opportunities for training, development and promotion are open to all employees
- ensure that training on equality issues is provided to Managers and all employees



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Notes:

The slide gives some examples of our current equality objectives for employment.

Again these are published in full on the Council web-site.

These will also be refreshed as part of the policy update.

Role as a Service Provider

- Complying with the law
- Identifying key functions and policies and assessing the impact of these
- Striving to achieve equality for all service users
- Ensuring our policies and procedures do not discriminate



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Notes:

The slide summarises the key obligations of the Council with regards to equalities which are reflected in the current policy and will be included in the updated version.

Role as an Employer

- Complying with the law
- Promoting equality of opportunity in all aspects of employment
- Ensuring people are treated fairly in all employment related decisions
- Ensuring all employment policies, procedures, guidelines and practices reinforce our commitment to equalities



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Notes:

The slide summarises the key obligations of the Council with regards to employment, again which are reflected in the current policy and will be included in the updated version.



Hate Incidents

“Something is a hate incident if the victim or anyone else think it was motivated by hostility or prejudice based on one of the following things:

- disability
- race
- religion
- transgender identity
- sexual orientation”

(Police and Crown Prosecution Service definition of hate incidents)



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Notes:

The terminology around hate incidents and/hate crimes is relatively new and will need to be included in the updated policy.

If a person believes something is a hate incident it should be recorded as such by the person receiving the complaint.

All police forces record hate incidents based on the five personal characteristics listed in the slide.

Anyone can be the victim of a hate incident. For example, you may have been targeted because someone thought you were gay even though you're not, or because you have a disabled child.

The Council has developed a specific procedure to investigate hate incidents and this will be reflected in the new policy.



Hate Crimes

- When hate incidents become criminal offences they are known as **hate crimes**.
- Any criminal offence can be a hate crime if it was carried out because of hostility or prejudice based on disability, race, religion, transgender identity or sexual orientation.
- When something is classed as a hate crime, the judge can impose a tougher sentence on the offender under the **Criminal Justice Act 2003**.



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Notes:

This slide gives further explanation of the term “hate crime”.

Incidents which are based on other personal characteristics, e.g. age, are not hate crimes under the law. You can still report these, but they will not be prosecuted specifically as hate crimes.

Current Policy Statement

- Recognises our role and responsibilities with regards to equalities
- States we will treat all people equally and fairly
- States our aim to provide our services equitably to our diverse community
- Recognises our role as a community leader



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Notes:

The slide summarises the policy statement within the Council's current Equality Policy – these will be included in the new policy.

Purpose of Current Review

- General update – particularly to legislation references/requirements
- To ensure all current legal requirements are covered
- To reflect changes that have been implemented within the Council since the Equality Act
- To streamline the document



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Notes:

This slide summarises the main reasons for the review and what we will be working on in the coming weeks.

Current Review

- Refreshing/updating knowledge of the law
- Researching current best practice
- Incorporating all the changes we've introduced since the Equality Act
- Reviewing existing policy to see what transfers across
- Updating employment section to make sure all requirements covered



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Notes:

This slide summarises the work that is now underway to review the current policy.

Purpose of the New Policy

- Re-state our commitment to equalities
- Ensure we meet our legal obligations
- Set out how we will ensure compliance
- Outline actions the Council will take to ensure equality and opportunities for employees, residents, visitors and service users



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Notes:

This slide summarises the aims of the review, and what we will be striving to ensure is reflected in the revised policy.

Contents of New Policy

- Legal framework/legal obligations
- Definitions
- Policy Statement
- Aims/Objectives/Scope
- Roles and Responsibilities – as an Employer and service provider
- Roles and responsibilities for Members and Officers



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Notes:

This slide outlines the key content that is being developed for the policy.

Contents of New Policy cont.

- Requirements of the public sector equality duty, including;
 - EIA's
 - Equality objectives
- Employment requirements, covering;
 - Recruitment, selection and appointment
 - Training, learning and Development
 - Working conditions
 - Terms and Conditions of employment



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Notes:

Continues from previous slide.

Contents of New Policy cont.

- Internal procedures, including:
 - Hate incidents
 - Other corporate complaints
- Glossary of terms



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Notes:

Continues from previous two slides.

Timetable for Adoption

30/08/17 CPP / E&C Briefing
Sept/Oct Development of content
13/11/17 CPP to consider final draft
09/01/18 Report to Cabinet
25/01/18 Approved by Full Council



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Notes:

This slide outlines the timetable for adoption of the new policy.

At CPP on 30th August it was agreed that, because of the technical issues which prevented this full presentation being delivered, the item would come back to that Panel on 9th October.

Rather than give this presentation on 9th October, by which time development of the new policy will have significantly moved on, there will be an update on progress. This will still give Panel members the opportunity to ask questions and contribute to the development of the policy before the final draft comes back to panel in November.

Question for Members...

Are there any particular aspects of equalities that Members wish to see covered / feel are missing from existing practice?



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Notes:

This slide shows the question Members were left with at the panel meeting, and this will be picked up on 9th October when the item comes back for a further update.

If any Member has particular questions or comments prior to 9th October I would be happy to respond to these, and again these points could then be included in the update at the next panel meeting.

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :		
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide	YES/NO	
	Discretionary /	Need to be recommendations to Council	YES/NO	
	Operational	Is it a Key Decision	YES/NO	
Lead Member: Cllr Brian Long E-mail: <i>Brian.Long@West-norfolk.gov.uk</i>		Other Cabinet Members consulted: Cllr Brian Long, Cllr Ian Devereux, Cllr Alistair Beales, Cllr Elizabeth Nockolds		
		Other Members consulted:		
Lead Officer: Neil.Gromett E-mail: Neil.Gromett@alivemanagement.co.uk Direct Dial:01366 386868		Other Officers consulted: Management team; Chris Bamfield, Tony Hague. Matthew Henry, Martin Chisholm, Nathan Johnson, Rob Wiseman, Mark Fuller		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening	Risk Management Implications NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)				

Date of meeting: 17 October 2017

REFIT PROPOSALS FOR COUNCIL BUILDING ASSETS

Summary

Discussions have taken place to access a Government initiative "Refit" aimed at helping public bodies to deliver energy saving projects cheaply and efficiently.

The Refit programme is an OJEU compliant tender produced by HM Treasury and the Local Government Association (LGA) which is accessible to public bodies.

Local Partnerships, also a joint venture of HM Treasury and LGA and are commissioned to assist public organisations to delivery Refit projects.

The contract provides a framework of 16 contractors who can deliver projects under the terms of the scheme.

Initial discussions have identified that in King's Lynn and West Norfolk a Phase project based on the sites in Appendix A can deliver savings of £112,000 for an investment of £1,000,000.

To procure a tailored energy project for the Council delivering the savings above an initial budget of £70,000 is required. The fee to be paid on a phased basis throughout the procurement as detailed in section 3.1.

Once a contractor has been appointed through the contract and has produced an Investment Grade Proposal detailing the investment/payback guaranteed for each site a further Cabinet report will be produced for authorities to proceed with projects.

Recommendation

1. That the Refit scheme is adopted by the council
2. The revenue budget to be amended to meet the £70,000 project costs as detailed in the report.
3. That delegated authority be given to Executive Director – Finance Services (S151 Officer) in consultation with the Monitoring Officer to sign the necessary agreements to enter into the Refit scheme.

Reason for Decision

Undertaking this project will significantly reduce energy consumption and expenditure across the Council estate.

1. Background

- 1.1 The council has made an objective to reduce council emissions and its carbon footprint and has a target to reduce the total emission of Greenhouse Gases and Carbon Footprint by 5% each year.
- 1.2 The UK target is for 15% of all energy to be from renewable sources by 2020. The former Department of Energy and Climate Change (DECC) now Department for Business, Energy and Industrial strategy have announced that, to achieve this, 30% of electricity, 12% of heat and 10% of transport fuel will come from renewable sources.
- 1.3 Electricity costs are expected to double in the next five years due to the government's 'electricity market reform' and energy commodity prices are continuing to rise.
- 1.4 There is significant scope for improving energy performance of council buildings that are likely to be retained for the foreseeable future.

- 1.5 In order to improve energy efficiency in Council buildings significantly, investment is now required. The Refit option allows the Council to develop a relationship with a pre-approved supplier that will deliver guaranteed savings and measured against an approved Measurement & Verification (M&V) plan. Refit is a joint venture between HM Treasury and the Local Government Association that allows public bodies to achieve substantial guaranteed financial benefits through energy efficiency and / or generation. This is delivered by Local Partnerships
- 1.6 Over the past year the council has been working with Local Partnerships and their Refit Programme, to scope a large scale energy efficiency project, which will reduce carbon emissions, energy use and associated costs.
- 1.7 The recommendation is to develop a full business case to the design stage, in conjunction with Local Partners for formal submission to senior management to proceed to installation. This will allow the delivery of future improvements to give us the greatest range of options for saving and generating income. This is needed to deliver the desired results in the shortest time and to give the Council maximum flexibility regarding future work.
- 1.8 Refit started in London in 2008 as a pilot scheme and was subsequently rolled out to the rest of the country in 2009. Refit is therefore established and a tried and tested model.
- 1.9 It provides a framework of pre-qualified providers required to adhere to pre-agreed contract terms, allowing:
 - fast efficient tendering
 - procurement of energy efficiency and generation measures with guaranteed energy savings / performance levels
 - expert teams providing end to end support
 - sharing of best practice
- 1.10 The Framework covers energy efficiency retrofit and local energy generation measures. This includes:
 - provision and installation of new equipment
 - optimisation of equipment
 - maintenance in relation to the above
 - energy generation measures
- 1.11 Types of energy conservation measure include:

- lighting upgrades and controls
- boiler upgrades and replacement
- combined heat and power units
- heating controls
- cooling and air conditioning
- building management systems
- voltage optimisation
- variable speed drives
- street lighting
- district heating
- solar
- energy centres

1.12 As part of the process a Desk Top Assessment is completed against which contractors produce their tender submissions. The winning contractor will then produce a High Level Appraisal (HLA) which is developed into an Investment Grade Proposal, this is the guaranteed payback that will be achieved and it is not until this is produced that the authority is committed to capital expenditure.

1.13 The expected timeframe for development of the project is shown below:

Stage	Details	Timescale	End Key Date
1	Identify Requirements, Resources and Funding Approach	4-8 weeks	Sign up in September Completed by Mid-October
2	Tender Phase – Select supplier	8 weeks	End of November
3	Full Investment Grade Design Proposals	2-3 months	End of January / Mid-February
4	Install Energy Conservation Measures	2-3 months	Complete min. £0.5-£1m value of installs by end of March Rolling programme of installation afterwards
5	Service Delivery / Monitor Performance	Annual 3 days	Report is issued a year after the installations signed off/live

1.14 Having contracted with an energy company the Council is then able to contract further phases of work that could develop income generating opportunities. These include:

- Through renewables – Roof mounted solar PV via power purchase agreements
- Energy efficiency programmes aimed at schools, SMEs, community groups and other interested local organisations. The council can apply a administration fee to support the programme's delivery
- Possibility for providing council owned energy centres and district heating solutions for new housing developments
- Consider the opportunities for innovation within the region for scaled battery storage
- Support the roll out of vehicle electrical charging points

1.15 Options Considered

- 1.15.1 Doing nothing. This is not recommended primarily because it will not deliver the level of savings needed, will not meet the council's targets, will provide grounds for adverse publicity and will leave the council more exposed to future increases in utilities costs than is prudent.
- 1.15.2 Using the council's own human resources to identify opportunities for energy efficiency improvements across the buildings in appendix A. Then to design, specify, procure, appoint contractors and supervise works. This is not a viable option, because the council's resources are limited and are fully committed to other work for the foreseeable future. In addition, savings would not be guaranteed if this option were to be selected.
- 1.15.3 As option 2, but using local consultants and contractors. Local consultants have been considered and has revealed specialisms in certain categories of energy efficiency improvements or renewable energy technologies. They therefore tend to have a narrow vision as to what improvements can be made to a building as a whole. Because they would not be able to provide a turnkey design and install service, it is unlikely that they would be prepared or able to guarantee performance. Experience has also demonstrated that their human resources would be inadequate to deliver the scope of this programme. Note there will be no arrangement for guaranteed energy savings with completed works. Also If energy efficiency measures are considered as individual projects, the lead in time for procurement and implementation would be duplicated for each initiative.

1.15.4 Preferred option - Using an existing energy services framework arrangement procured in compliance with EU procurement rules. Through this, third parties would identify opportunities for energy efficiency improvements in all or a selection of the buildings identified in appendix A and then design, specify, implement energy efficiency improvements, guarantee savings and verify that they have been achieved.

2. Policy Implications

None

3. Financial Implications

3.1 The project cost charged by Local Partnerships is £70,000 which is payable in three instalments following completion of the relevant stages as detailed in the table below.

Stage in Refit process	Instalment
Date of the client support agreement (“Milestone 1”)	£16,000
Mini-Competition launch date (“Milestone 2”)	£30,650
Date of first Works/Optimisation Service Agreement (WOS) (“Milestone 3”)	£23,350
Total	£70,000

3.2 The Refit Scheme may be extended to include other public bodies and an element of the project costs will be recovered.

3.3 As reported in the February 2017 budgetary control monitoring report £200,000 was transferred to reserves to fund one off set-up costs of cost reduction and invest to save projects. These funds are to be brought back from reserves to be used in the 2017/2018 budget as required. The project cost of the Refit project can be met from the uncommitted balance held in reserves.

3.4 Local Partnerships have data for 18 of the Councils buildings and the initial desktop assessment suggests that by investing £1m payback could be nine years saving £112,000 each year.

3.5 The approved capital programme 2017-2021 includes the following schemes which relate to improving energy efficiency. These schemes have not yet commenced and it is proposed that they will now be progressed as part of the Refit scheme.

Scheme	Capital Budget
Multi Storey replace lighting	£200,000
Corn Exchange house lighting	£35,000
Corn Exchange back stage lighting	£20,000
Lynnsport boiler and plant	£115,000
Total	£370,000

- 3.6 It is proposed that invest to save decisions in respect of future projects to be undertaken within the Refit Scheme to be delegated to the Executive Director – Finance Services (S151 Officer) in consultation with the Leader, relevant Portfolio Holder and the Executive Director – Commercial Services. The capital programme to be amended accordingly and reported in the monthly budgetary control report to members.

4. Personnel Implications

A project team will be required to get to the investment grade proposal stage produced by the selected contractor. This would comprise:

Project Lead	Neil Gromett
Procurement	Tony Hague
Property	Robert Wiseman
Property	Mark Fuller
Accountancy	Lorraine Gore
Legal	Emma Duncan, Eastlaw

5. Statutory Considerations

The procurement process will be via a framework that complies with Public Contracts Regulations

6. Equality Impact Assessment (EIA)

(Pre screening report template attached)

7. Risk Management Implications

8. Declarations of Interest / Dispensations Granted

9. Background Papers

(Definition : Unpublished work relied on to a material extent in preparing the report that disclose facts or matters on which the report or an important part of the report is based. A copy of all background papers must be supplied to Democratic Services with the report for publishing with the agenda)

Appendix A

Asset number	Name of asset/ building	Full address
1	Downham Market Leisure Centre	Alive Downham Leisure, Bexwell Road , Downham Market, Norfolk , PE38 9LL
2	ST James Pool	Alive St James Pool, Blackfriars Street, Kings Lynn, Norfolk, PE30 1NN
3	Oasis	Alive Oasis, Central Promenade, Hunstanton, Norfolk, PE365BD
4	CEX	Kings Lynn Corn Exchange, Tuesday Market Place, Kings Lynn, PE30 1JW
5	Lynnsport	Alive Lynnsport, Greenpark Avenue, Kings Lynn, Norfolk , PE302NB
6	Crematorium	Mintlyn Crematorium, Lynn Road, Kings Lynn, PE32 1HB
7	Void	Void
8	Multi-storey Car Park	(St James) Multi-storey, Clough Lane, Kings Lynn, PE30 1BT
9	Kings Court	Kings Lynn and West Norfolk Borough Council, Kings Court, Chapel Street, Kings Lynn PE30 1EX
10	Kings Lynn Town Hall	Kings Lynn Town Hall, Saturday Market Place, Kings Lynn, PE30 DQ
11	Depot / Nursery	Depot Hamlin Way, Hardwick Narrows, Kings Lynn, PE3 4NG
12	Arts Centre and Guildhall	Kings Lynn Arts Centre, 27-29 King Street, Kings Lynn, PE30 1HA
13	South Lynn Community Centre	South Lynn Community Centre, 10 St Michaels Road, Kings Lynn, PE305HE
14	Gaywood Community Centre	Gaywood Community Centre, Gayton Road, Gaywood, King's Lynn, PE30 4DZ
15	Fairstead Community Centre	Fairstead Community Centre, Centre Point, Fairstead, Kings Lynn, Norfolk, PE30 4SR
16	Highgate Community Centre	Highgate Community Centre, Highgate, King's Lynn, Norfolk, PE30 1PU
17	Valentine Road Council Offices	Council Offices, North Area, Valentine Road Hunstanton, PE36 5EF
18	Dutton Pavilion, Kings Lynn	Dutton Pavilion, Beulah Street, Kings Lynn, PE30 4ND
19	Kingsway Pavilion	Kings Way Pavilion, Kings Way, Kings Lynn, PE30 2ED
20	Street Lighting	Listed in PDF file, 851 lamps replacements



Pre-Screening Equality Impact Assessment																																																								
Name of policy/service/function	Commercial Services – refit proposal for council building assets																																																							
Is this a new or existing policy/ service/function?	New																																																							
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service rigidly constrained by statutory obligations	This project will focus on the reduction of the Council's energy consumption and its carbon footprint across a wide range of services, including our office buildings, sports centres, depot, car parks, public conveniences, rented buildings, street lighting and then in latter phases with local partners to reduce their consumption of energy. There are no statutory obligations.																																																							
Question	Answer																																																							
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>	<table border="1"> <thead> <tr> <th></th> <th>Positive</th> <th>Negative</th> <th>Neutral</th> <th>Unsure</th> </tr> </thead> <tbody> <tr> <td>Age</td> <td></td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Disability</td> <td></td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Gender</td> <td></td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Gender Re-assignment</td> <td></td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Marriage/civil partnership</td> <td></td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Pregnancy & maternity</td> <td></td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Race</td> <td></td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Religion or belief</td> <td></td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Sexual orientation</td> <td></td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Other (eg low income)</td> <td></td> <td></td> <td>x</td> <td></td> </tr> </tbody> </table>		Positive	Negative	Neutral	Unsure	Age			x		Disability			x		Gender			x		Gender Re-assignment			x		Marriage/civil partnership			x		Pregnancy & maternity			x		Race			x		Religion or belief			x		Sexual orientation			x		Other (eg low income)			x	
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Other (eg low income)			x																																																					
Question	Answer Comments																																																							
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No																																																							
3. Could this policy/service be perceived as impacting on communities differently?	No																																																							
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No																																																							
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	<p>Actions:</p> <p>Actions agreed by EWG member:</p>																																																							
Assessment completed by: Neil Gromett																																																								
Chief Operating Officer – Alive Management	Date : 03/08/17																																																							

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	9 October 2017		
TITLE:	Corporate Performance Monitoring Q1 2017-18		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Becky Box		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
The corporate performance monitoring report is in place to monitor progress against agreed performance indicators for the year. The report contains information on the corporate performance monitoring undertaken during Q1 2017/18.
KEY ISSUES:
42 performance indicators for 2017/18 have been agreed by Portfolio Holders and Executive Directors as the key performance measures for the year; they cover all Directorates. The monitoring report highlights specific performance issues; where indicators have not met agreed targets they are drawn out into an Action Report, which provides additional detail on what actions are being taken to correct performance that has a variance to target. The Q1 2017/18 monitoring report shows that 52% of targets have been met, and performance has improved against target for 14 indicators.
OPTIONS CONSIDERED:
Not applicable.
RECOMMENDATIONS:
The Panel is asked to <ul style="list-style-type: none"> i. Review the performance monitoring report and ii. Agree the actions outlined in the Action Report.
REASONS FOR RECOMMENDATIONS:
To demonstrate that the Council monitors and puts in place appropriate actions to correct performance that has a variance to the set target, to assist us in meeting our statutory duty to try and secure continuous improvement.

1. Introduction

- 1.1 The Council's Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Corporate Performance Panel and is available to all Councillors and Portfolio Holders for information on the Council's intranet, Insite.
- 1.2 The indicators monitored are reported in full on the corporate performance monitoring report – Q1 2017/18. The report includes a summary of the performance levels achieved for the 'status' and 'trend' categories. It is hoped this provides Members with a useful 'snapshot' at the start of the report.
- 1.3 Following the collation of the full report, those indicators that have not met their target are drawn out into an Action Report. This report is designed to focus attention on adverse performance. In addition to the notes shown on the full report, senior managers provide information on the actions being taken to bring performance in line or reasons why this cannot happen.

2. Monitoring Report

Key points from the corporate performance monitoring report– Q1 2017/18

- 2.1 The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters. This enables comparison to previous quarters.
- 2.2 The percentage of indicators where performance has not improved against the target for Q1 2017/18 has decreased significantly to 19%, and the percentage of indicators that have met and continue to meet the target has increased to 17%.

		Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18
Performance has improved against target		16 (39%)	13 (31%)	12 (28%)	16 (36%)	14 (33%)
Performance has not improved against target		13 (31%)	19 (45%)	19 (45%)	18 (41%)	8 (19%)
Performance has met and continues to meet target		4 (10%)	3 (7%)	4 (10%)	3 (7%)	7 (17%)
Performance remains unchanged and below target		0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Other: • reported annually • new indicator • monitor only		8 (20%)	7 (17%)	7 (17%)	7 (16%)	13 (31%)
Total number of indicators		41	42	42	44	42

- 2.5 The number of indicators that have met or not met targets for Q1 2017/18 is similar to Q1 2016/17, although there have been variations throughout the year. Actions are in place for the 8 indicators that have not met the quarterly target.

		Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18
Performance target met		23 (56%)	23 (55%)	20 (48%)	24 (54%)	22 (52%)
Performance target not met		7 (17%)	10 (24%)	13 (31%)	13 (30%)	8 (19%)
Other: <ul style="list-style-type: none"> • reported annually • figure not available • monitor only (no target set) 		11 (27%)	9 (21%)	9 (21%)	7 (16%)	12 (29%)
Total number of indicators		41	42	42	44	42

- 2.6 The opportunity has also been taken to review the performance indicators by Portfolio and by Directorate.

i) **Overview of performance by Portfolio**

Portfolio	No of PIs	Performance target met	Performance target not met	Other
Leader	11	3	1	7
Corporate Projects and Assets	6	3	3	0
Culture, Heritage & Health	0	0	0	0
Development	5	5	0	0
Environment	3	2	1	0
Facilities and ICT	5	3	1	1
Housing and Community	12	6	2	4
Performance	0	0	0	0
Total	42	22	8	12

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	7	2	1	4
Central and Community Services	11	5	2	4
Commercial Services	9	5	4	0
Environment and Planning	6	6	0	0
Finance Services	9	4	1	4
Total	42	22	8	12

3. Issues for the Panel to Consider

Members should review the attached analysis of achievement of the agreed performance indicators for the year. The Action Report should then be reviewed to ensure areas which have not been met target are appropriately addressed.

4. Corporate Priorities

Performance indicators are developed to monitor key activities many of which directly underpin the achievement of the Council's Corporate Business Plan.

5. Financial Implications

None

6. Any other Implications/Risks

None

7. Equal Opportunity Considerations

None

8. Consultation

Management Team, senior officers and Portfolio Holder

9. Conclusion

Management Team actively monitors this information on a regular basis and uses the information highlighted on the action report to gain an understanding of the reasons for the levels of performance that have been reported. Members should use the report to assess the actions outlined in the action report which the panel is asked to agree.

10. Background Papers

Corporate Business Plan 2015/16 – 2019/20

Performance Monitoring Action Report Q1 2017-18



This report highlights indicators that have not met target for Q1 2017-18 and is a supporting document to the Performance Monitoring Q1 2017-18 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

Status		This indicator has not met the target.
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Performance Indicators Q1 2017-18

Ref	Name	Q1 2017/18 Target	Q1 2017/18 performance	Status	Notes	Actions
CE6	% of freedom of information requests given final response within deadline	95.00%	94.00%		From the 160 requests received, 9 were not responded to within 20 working days	Monthly monitoring by Management Team will continue.
CC2	Average no of working days lost due to sickness absence per FTE employee	2.00	2.37		A large amount of long term sickness continues from Q4 2016/17 however, the number of staff on long term sickness has reduced.	Several longer term cases have recently been resolved or are expected to in Q2.
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	20.0	23.0		From the 45 Adapt cases completed in Q1, 2 cases significantly impacted on the quarterly figure by taking 122 weeks to complete. Delays were due to a client in hospital and the other had additional works added.	Waiting times within the team for cases to be passed to a Technical Officer or contractor have been addressed by the new framework contract and by the team looking at resources required to avoid any delays.
CO2	Total of waste recycled and composted (tonnage)	7,670	7,548		The Q1 figure is slightly below the target however, the total tonnage achieved is comparable to Q1 2016/17.	Activities relating to food waste and dry recycling are planned for West Norfolk during Q2.
CO4	% of rent arrears on industrial estates	3.00%	5.28%		The seasonal payment arrangement currently in place with a tenant is impacting on the quarterly figures.	Instructions have been issued to NPLaw to enter into a deed of variation to the lease to vary the payment frequency.
CO5	% rent achievable on retail/general units	96.00%	95.71%		A tenant in arrears will be vacating the premises shortly which will have an impact on this indicator for Q2.	Continued marketing of vacant premises.
CO6	% rent arrears on retail/general units	3.00%	5.37%		Two tenants are currently in arrears, one of which is vacating shortly and the arrears will be collected.	A collection agency has been appointed in respect of the other tenant and around half the debt has been cleared. The outstanding debt is on an arrangement of which 50% of the balance is to be paid by the end of the July 2017.

Performance Monitoring Action Report Q1 2017-18



Ref	Name	Q1 2017/18 Target	Q1 2017/18 performance	Status	Notes	Actions
FS5	No of days to process changes of circumstances	12	13		Vacant posts have been filled during Q1 which will help to improve processing times.	Continued monitoring.

Performance Monitoring Q1 2017-18

Status	Indicator has not met the target	19%	Indicator is on target	52%	New 2017-18 indicator	19%
Trends	The value of this indicator has improved	33%	The value of this indicator has worsened	19%	The value of this indicator has not changed	17%

Actions being taken on indicators that have not met target are outlined on the accompanying Action Report

Chief Executive Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q1 2017/18 target	Q1 2017/18 cumulative performance	Q1 2017/18 status	Versus this time last year	Note
CE1	2	% of known licensable HMO's with a current licence	Aim to maximise	96.7%	100.0%	100.0%			
CE2	2	% of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.1%	1.1%	1.1%			
CE3	2	Unintentional priority homeless acceptances per 1,000 households	Aim to minimise	-	-	-	-	-	Q1 data is unavailable
CE4	2	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough	Aim to maximise	6.1%	13.0%	-	-	-	Reported annually
CE5	2	No of households living in Temporary Accommodation	Aim to minimise	43	45	-	-	-	Q1 data is unavailable
CE6	1	% of freedom of information requests given final response within 20 working days	Aim to maximise	86.0%	95.0%	94.0%			From the 160 requests received, 9 were not responded to within 20 working days
CE7	2	% spend of Flexible Homeless Grant	Aim to maximise	-	25.0%	-	-		This indicator will commence in Q2.

Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q1 2017/18 target	Q1 2017/18 cumulative performance	Q1 2017/18 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	10.34%	-	3.45%	-		For monitoring purposes only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	10.35	2.00	2.37			A large amount of long term sickness continues from Q4 2016/17 however, the number of staff on long term sickness has reduced.

Performance Monitoring Q1 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q1 2017/18 target	Q1 2017/18 cumulative performance	Q1 2017/18 status	Versus this time last year	Note
CC3	1	% of short term sickness	Aim to minimise	42%	–	37%	–		For monitoring purposes only
CC4	1	Telephone satisfaction rates	Aim to maximise	99%	98%	99%			
CC6	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	66.1%	85.0%	87.9%			
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	30.0	35.0	35.0			
CC8	6	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	Aim to minimise	22.0	20.0	23.0			From the 45 Adapt cases completed in Q1, 2 cases significantly impacted on the quarterly figure by taking 122 weeks to complete. Delays were due to a client in hospital and the other had additional works added.
CC9	1	% of customer satisfaction with on-line forms	Aim to maximise	90.0%	80.0%	96.0%			
CC10 ⁷⁸	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	–	–	–	This indicator is reported annually in Q2.
CC11	1	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries	Aim to maximise	–	1.0%	–	–		This indicator will commence in Q2.
CC12	1	No of customers registered for OneVu account	Aim to maximise	2,999	5,000	6,638			

Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q1 2017/18 target	Q1 2017/18 cumulative performance	Q1 2017/18 status	Versus this time last year	Note
CO1	3	Average response time for removal of fly-tips (days)	Aim to minimise	0.9	1.0	0.7			
CO2	3	Total of waste recycled and composted (tonnage)	Aim to maximise	–	7,670	7,548			The Q1 figure is slightly below the target however, the total tonnage achieved is comparable to Q1 2016/17.
CO3	1	% of rent achievable on industrial estates	Aim to maximise	92.36%	90.00%	93.67%			

Performance Monitoring Q1 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q1 2017/18 target	Q1 2017/18 cumulative performance	Q1 2017/18 status	Versus this time last year	Note
CO4	1	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	5.28%			The seasonal payment arrangement currently in place with a tenant is impacting on the quarterly figures.
CO5	1	% rent achievable on retail units	Aim to maximise	96.36%	96.00%	95.71%			A tenant in arrears will be vacating the premises shortly which will have an impact on this indicator for Q2.
CO6	1	% rent arrears on retail units	Aim to minimise	4.14%	3.00%	5.37%			Two tenants are currently in arrears, one of which is vacating shortly and the arrears will be collected.
CO7	3	No of brown bins in use for composting	Aim to maximise	_	25,400	25,461			
CO8	2	No of residential houses built - NORA	Aim to maximise	58	0	0			
CO9	2	No of residential house sales completed - NORA	Aim to maximise	38	0	10			The 10 house sales are the outstanding completions from 2016/17.

Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q1 2017/18 target	Q1 2017/18 cumulative performance	Q1 2017/18 status	Versus this time last year	Note
EP3a	2	Processing of major development applications	Aim to maximise	75.0%	50.0%	100%			
EP3b	2	Processing of non-major development applications	Aim to maximise	78.0%	65.0%	80%			
EP3c	2	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	10.0%	10.0%	7%			
EP3d	2	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	Aim to minimise	1.0%	10.0%	1%			
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	97.0%	95.0%	96.0%			
EP5	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			

Performance Monitoring Q1 2017-18

Finance Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q1 2017/18 target	Q1 2017/18 cumulative performance	Q1 2017/18 status	Versus this time last year	Note
FS1	1	% of capital receipts received (excluding house sales)	Aim to maximise	100.0%	100.0%	-	-	-	Reported annually
FS2	1	% of supplier invoices paid within 30 days	Aim to maximise	94%	94%	96%			
FS3	1	% of local supplier invoices paid within 10 days	Aim to maximise	82%	-	81%	-		For monitoring purposes only
FS4	1	No of days to process new benefit claims	Aim to minimise	21	21	18			
FS5	1	No of days to process changes of circumstances	Aim to minimise	10	12	13			Vacant posts have been filled during Q1 which should help to improve processing times.
FS6	1	% of Council Tax collected against target	Aim to maximise	97.70%	29.12%	30.46%			
FS7	1	% of Business Rates collected against target	Aim to maximise	99.10%	29.36%	31.34%			
FS8	1	No of residential dwellings subject to Council Tax	Aim to maximise	72468	-	72538	-		For monitoring purposes only
FS9	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48798	-	49206	-		For monitoring purposes only

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	<i>Corporate Performance Panel</i>		
DATE:	9 th October 2017		
TITLE:	Complaints against the Borough Council of King's Lynn and West Norfolk 1 April 2016 – 31 March 2017		
TYPE OF REPORT:	<i>For information</i>		
PORTFOLIO(S):	Cllr Brian Long, Cllr Peter Hodson		
REPORT AUTHOR:	Ray Harding		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

SUMMARY:
<p>This report is produced on an annual basis for the period 1 April 2016 to 31 March 2017 and sets out the breakdown of MP Enquiries, Corporate and Ombudsman complaints; it is presented to Members for information only.</p>
ANALYSIS:
<p><u>MP Enquiries</u></p> <p>In total, 152 MP Enquiries were dealt with during 2016/17, compared with 172 during the previous year. Those for 2016/17 were broken down by service area with Commercial Services (26), Planning (27), Central Services (12) and Chief Executive (87).</p> <p><u>Corporate Complaints</u></p> <p>30 Corporate Complaints were received during 2016/17, compared with 31 during the previous year. Of these complaints during 2016/17, 7 were considered to be justified and 2 were partly justified at stage 1 of the complaints process.</p> <p>Of the 30 Corporate Complaints which were received, 11 went to an Appeal to the Chief Executive (Stage 2) and out of those 11 appeals, 0 were considered to be justified and 1 partly justified.</p> <p><u>Ombudsman Complaints</u></p> <p>In total, 8 complaints were received by the Local Government and Social Care Ombudsman but 3 cases out of the 8 were referred back for local resolution which is generally because the Ombudsman deems that the complainant hasn't exhausted the Council's complaints procedure.</p> <p>Attached at Appendix A is the Ombudsman Annual Report 2016/17 for information. Of these 8 complaints, 1 was upheld. The Borough Council of King's Lynn & West Norfolk received this complaint in the year 2015/16 but due to the nature of this case, the Ombudsman received this in the year 2016/17. The complaint that went to the Ombudsman was awarded £100.00 which was the total awarded in compensation by the Ombudsman in 2016/17.</p>

OPTIONS CONSIDERED:
N/A
RECOMMENDATIONS:
There are no recommendations; it is an annual report for Members to note.
REASONS FOR RECOMMENDATIONS
N/A

20 July 2017

By email

Ray Harding
Chief Executive
King's Lynn & West Norfolk Council

Dear Ray Harding,

Annual Review letter 2017

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGO) about your authority for the year ended 31 March 2017. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

The reporting year saw the retirement of Dr Jane Martin after completing her seven year tenure as Local Government Ombudsman. I was delighted to be appointed to the role of Ombudsman in January and look forward to working with you and colleagues across the local government sector in my new role.

You may notice the inclusion of the '*Social Care Ombudsman*' in our name and logo. You will be aware that since 2010 we have operated with jurisdiction over all registered adult social care providers, able to investigate complaints about care funded and arranged privately. The change is in response to frequent feedback from care providers who tell us that our current name is a real barrier to recognition within the social care sector. We hope this change will help to give this part of our jurisdiction the profile it deserves.

Complaint statistics

Last year, we provided for the first time statistics on how the complaints we upheld against your authority were remedied. This year's letter, again, includes a breakdown of upheld complaints to show how they were remedied. This includes the number of cases where our recommendations remedied the fault and the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. In these latter cases we provide reassurance that your authority had satisfactorily attempted to resolve the complaint before the person came to us.

We have chosen not to include a 'compliance rate' this year; this indicated a council's compliance with our recommendations to remedy a fault. From April 2016, we established a new mechanism for ensuring the recommendations we make to councils are implemented, where they are agreed to. This has meant the recommendations we make are more specific, and will often include a time-frame for completion. We will then follow up with a council and seek evidence that recommendations have been implemented. As a result of this new process, we plan to report a more sophisticated suite of information about compliance and service improvement in the future.

This is likely to be just one of several changes we will make to our annual letters and the way we present our data to you in the future. We surveyed councils earlier in the year to find out, amongst other things, how they use the data in annual letters and what data is the most useful; thank you to those officers who responded. The feedback will inform new work to

provide you, your officers and elected members, and members of the public, with more meaningful data that allows for more effective scrutiny and easier comparison with other councils. We will keep in touch with you as this work progresses.

I want to emphasise that the statistics in this letter comprise the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, but who may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

The statutory duty to report Ombudsman findings and recommendations

As you will no doubt be aware, there is duty under section 5(2) of the Local Government and Housing Act 1989 for your Monitoring Officer to prepare a formal report to the council where it appears that the authority, or any part of it, has acted or is likely to act in such a manner as to constitute maladministration or service failure, and where the LGO has conducted an investigation in relation to the matter.

This requirement applies to all Ombudsman complaint decisions, not just those that result in a public report. It is therefore a significant statutory duty that is triggered in most authorities every year following findings of fault by my office. I have received several enquiries from authorities to ask how I expect this duty to be discharged. I thought it would therefore be useful for me to take this opportunity to comment on this responsibility.

I am conscious that authorities have adopted different approaches to respond proportionately to the issues raised in different Ombudsman investigations in a way that best reflects their own local circumstances. I am comfortable with, and supportive of, a flexible approach to how this duty is discharged. I do not seek to impose a proscriptive approach, as long as the Parliamentary intent is fulfilled in some meaningful way and the authority's performance in relation to Ombudsman investigations is properly communicated to elected members.

As a general guide I would suggest:

- Where my office has made findings of maladministration/fault in regard to routine mistakes and service failures, and the authority has agreed to remedy the complaint by implementing the recommendations made following an investigation, I feel that the duty is satisfactorily discharged if the Monitoring Officer makes a periodic report to the council summarising the findings on all upheld complaints over a specific period. In a small authority this may be adequately addressed through an annual report on complaints to members, for example.
- Where an investigation has wider implications for council policy or exposes a more significant finding of maladministration, perhaps because of the scale of the fault or injustice, or the number of people affected, I would expect the Monitoring Officer to consider whether the implications of that investigation should be individually reported to members.
- In the unlikely event that an authority is minded not to comply with my recommendations following a finding of maladministration, I would always expect the Monitoring Officer to report this to members under section five of the Act. This is an exceptional and unusual course of action for any authority to take and should be considered at the highest tier of the authority.

The duties set out above in relation to the Local Government and Housing Act 1989 are in addition to, not instead of, the pre-existing duties placed on all authorities in relation to Ombudsman reports under The Local Government Act 1974. Under those provisions, whenever my office issues a formal, public report to your authority you are obliged to lay that report before the council for consideration and respond within three months setting out the action that you have taken, or propose to take, in response to the report.

I know that most local authorities are familiar with these arrangements, but I happy to discuss this further with you or your Monitoring Officer if there is any doubt about how to discharge these duties in future.

Manual for Councils

We greatly value our relationships with council Complaints Officers, our single contact points at each authority. To support them in their roles, we have published a Manual for Councils, setting out in detail what we do and how we investigate the complaints we receive. When we surveyed Complaints Officers, we were pleased to hear that 73% reported they have found the manual useful.

The manual is a practical resource and reference point for all council staff, not just those working directly with us, and I encourage you to share it widely within your organisation. The manual can be found on our website www.lgo.org.uk/link-officers

Complaint handling training

Our training programme is one of the ways we use the outcomes of complaints to promote wider service improvements and learning. We delivered an ambitious programme of 75 courses during the year, training over 800 council staff and more 400 care provider staff. Post-course surveys showed a 92% increase in delegates' confidence in dealing with complaints. To find out more visit www.lgo.org.uk/training

Yours sincerely



Michael King
Local Government and Social Care Ombudsman for England
Chair, Commission for Local Administration in England

Local Authority Report: King's Lynn & West Norfolk Council
For the Period Ending: 31/03/2017

For further information on how to interpret our statistics, please visit our website:
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	1	2	0	0	2	0	3	0	8

Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
0	0	3	4	0	1	100%	8

Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.
 The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
1	0

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2017/2018

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
7 June 2017	MEETING CANCELLED			
17 July 2017	CIC Area Offices	Presentation	H Howell	The purpose of this report is to review the level of use of the Downham Market and Hunstanton offices by customers and agree an option for the long term viability of the offices
17 July 2017	Council Tax Support: Development of the Draft Scheme for Consultation 2018/2019	Policy Development	J Stanton	To review and develop the Council Tax Support Scheme for 2018/2019
17 July 2017	Non-Domestic Rates – Discretionary Hardship Relief	Policy Development	J Stanton	
17 July 2017	Council Tax Discounts	Policy Development	J Stanton	
17 July 2017	Performance Management Framework	Update	B Box	To provide the Panel with an update.
17 July 2017	2016/2017 Full Year Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
17 July 2017	Corporate Performance Monitoring – Target Setting for 2017/2018	Monitoring	B Box	To review and suggest any new targets.
17 July 2017	2016/2017 Q4 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2016/2017 Corporate Business Plan Monitoring Report.
17 July 2017	Nomination to Outside Bodies and Partnerships – Hunstanton Sailing Club Development Sub-Committee	Annual		To nominate a Councillor on an annual basis to serve on the Hunstanton Sailing Club Development Sub-Committee
30 August 2017	Presentation on Homes in Multiple Occupation	Presentation	S Farley	To provide the Panel with an overview on the work undertaken regarding Houses in Multiple Occupation.
30 August 2017	CIC Area Offices	Review	H Howell	To provide the Panel with further information as requested on 17 July 2017
30 August 2017	Updated Equalities Policy – Initial Discussion	Policy Development	B Box	To have an initial discussion with the Panel prior to the draft document being prepared for consideration at 13 November Panel meeting.
30 August 2017	Employment Monitoring Figures – Annual Report	To note only	B Box	

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
9 October 2017	Cabinet Report: Re-fit Proposals for Council Building Assets	Cabinet	N Gromett	
9 October 2017	Updated Equalities Policy Progress Report	Policy Development	B Box	To provide the Panel with a progress report prior to the draft document being prepared for consideration at 13 November Panel meeting.
9 October 2017	Q1 2017/2018 Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
9 October 2017	Formal Complaints against the Borough Council 1 April 2016 – 31 March 2017 Compliments received by the Borough Council	For Information only	R Harding	Report to be published on the Borough Council's Website/Insite
13 November 2017	Hunstanton Sailing Club Progress Report	Exempt Annual Report	O Paparega/ J Curtis/BC Rep	To examine the progress made by the Hunstanton Sailing Club and provide an opportunity for the Panel to ask questions of representatives from the Sailing Club.
13 November 2017	Council Tax Support: Final Scheme for 2018/2019	Policy Development	J Stanton	Update following consultation period. To agree the final Council Tax Support Scheme for 2018/2019.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
13 November 2017	Updated Equalities Policy – Draft Document	Policy Development	B Box	Draft document for Panel to consider prior to Cabinet Report being prepared for 9 January 2018 meeting.
13 November 2017	Private Sector Housing Investment Policy	Policy Development	J Russell	
13 November 2017	Annual Communications Update	Annual Update	S Clifton H Howell A Howell	To provide the Panel with an annual update and an opportunity to ask questions.
18 December 2017	Non-Domestic Rates – Review and Update of Discretionary Relief Policy	Policy Development	J Stanton	To review and update the existing Discretionary Relief Policy following the 2017 Revaluation and to tidy up the existing policy.
18 December 2017	2017/2018 Q2 Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
18 December 2017	2017/2018 Q2 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2016/2017 Corporate Business Plan Monitoring Report.
18 December 2017	Budget		L Gore	
19 February 2018	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
5 April 2018	2017/2018 Q3 Performance Monitoring and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.

Forthcoming items to be programmed

July 2018 – Review of effect of closure of Downham Market and Hunstanton Area Offices.

Performance Targets relating to Planning – S Ashworth be invited to attend a future meeting (date to be agreed)

Refit Project

Monitoring of Corporate Projects