

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



# **Corporate Performance Panel**

## **Agenda**

**Monday, 18th December, 2017**  
at 5.00 pm

in the

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





**King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX**  
**Telephone: 01553 616200**  
**Fax: 01553 691663**

8 December 2017

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 18th December, 2017 at 5.00 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 - 45)**

To approve the minutes from the Corporate Performance Panel held on 13 November 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. Scrutiny of Cabinet/Portfolio Holders' Decisions (Pages 46 - 59)**

**Cabinet 28 November 2017**

The following item has been identified for scrutiny:

- Planning Scheme of Delegation (Cabinet report attached)

**8. Exclusion of Press and Public**

To consider passing the following resolution:

That under Section 100(a)(40) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of the Part 1 of Schedule 12A to the Act.

**9. Hunstanton Sailing Club Progress Report**

**10. 2017/2018 Q2 Performance Monitoring Report and Action Report  
(Pages 60 - 69)**

**11. Performance Targets relating to Planning**

**12. 2017/2018 Q2 Corporate Business Plan Monitoring Report  
(Pages 70 - 86)**

**13. Non-Domestic Rates - Review and Update of Discretionary Relief Policy  
(Pages 87 - 99)**

**14. Budget (Verbal Report)**

**15. Cabinet Report: Scrutiny Structures Task Group (Pages 100 - 110)**

**16. Committee Work Programme 2017/2018 (Pages 111 - 116)**

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

## 17. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will take place on 19 February 2018.

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 R Blunt, Development. Please note Councillor Mrs V Spikings, Chairman of the Planning Committee will also be in attendance for this item
- Item 9: Councillor P Hodson, Performance
- Item 10: Councillor P Hodson, Performance
- Item 11: Councillor P Hodson, Performance
- Item 12: Councillor P Hodson, Performance
- Item 13: Councillor B Long, Leader
- Item 14: Councillor B Long, Leader
- Item 15: Councillor B Long, Leader

### **Management Team Representatives:**

Debbie Gates, Executive Director Head of Central & Community Services  
Lorraine Gore, Executive Director  
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: Geoff Hall, Executive Director and Stuart Ashworth, Assistant Director
- Item 10: Stuart Ashworth, Assistant Director
- Item 11: Becky Box, Policy, Performance and Personnel Manager
- Item 12: Becky Box, Policy, Performance and Personnel Manager
- Item 13: Jo Stanton, Revenues and Benefits Manager
- Item 14: Sam Winter, Democratic Services Manager & Ray Harding, Chief Executive
- Item 15: Lorraine Gore, Executive Director

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

**Minutes from the Meeting of the Corporate Performance Panel held on Monday, 13th November, 2017 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor G Wareham (Chairman)  
Councillors P Beal, J Collop, N Daubney, H Humphrey (Vice-Chairman),  
J Moriarty and D Tyler

**Portfolio Holders**

Councillor B Long, Leader  
Councillor A Lawrence, Housing and Community  
Councillor Mrs K Mellish, Facilities and ICT

**Observing**

Councillor I Devereux – Portfolio Holder, Environment

**Officers**

Becky Box, Policy, Performance and Personnel Manager  
Sharon Clifton, Communications Manager  
Debbie Gates, Executive Director, Central & Community Services  
Matthew Henry, Property Services Manager  
Andrew Howell, ICT Web Team Manager  
Joanne Stanton, Revenues and Benefits Manager

CP46 **APOLOGIES**

Apologies for absence were received from Councillors G Howman and A Morrison.

CP47 **MINUTES**

**RESOLVED:** The minutes from the Corporate Performance Panel held on 9 October 2017 were agreed as a correct record and signed by the Chairman.

**Matters Arising**

- Homes in Multiple Occupation – Councillor Moriarty asked when the item would be considered by the Environment and Community Panel. The Democratic Services Officer confirmed it was scheduled for 6 December 2017.

CP48 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP49 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP50 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There were no Members present under Standing Order 34.

CP51 **CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was no Chairman's correspondence.

CP52 **COUNCIL TAX SUPPORT: FINAL SCHEME FOR 2018/2019**

In presenting the report, the Revenues and Benefits Manager reminded the Panel that the Council must review and agree its 2018/2019 Council Tax Support (CTS) scheme for working age people by 31 January 2018. Options for the draft CTS scheme for 2018/219 were presented to the Panel on 17 July 2017 and the preferred draft CTS scheme was chosen. This was agreed by Cabinet on 6 September 2017. The draft CTS scheme was then opened to public consultation from 7 September 2017 to 18 October 2017. 15 responses were received, down from 31 responses last year.

The report detailed the results of the consultation and the recommended final CTS scheme for 2018/2019.

In response to questions from Councillor Collop on the consultation exercise and encouraging people to submit responses, the Chairman, Councillor Wareham commented that this question was continually raised year on year and added that no additional suggestions had been put forward to encourage residents to respond.

**RESOLVED:** The Panel agreed that the draft CTS scheme for 2018/2019 which went to public consultation is recommended as the final CTS scheme for 2018/2019.

CP53 **UPDATED EQUALITIES POLICY**

The Policy, Performance and Personnel Manger presented the Council's Equality Policy which had been revised and updated to reflect changes in legislation and to bring the policy up-to-date with regards to the roles and responsibilities of a local authority.

Members were reminded that the Panel had received two presentations outlining the work that had been undertaken during the review of the policy.

It was explained that the purpose of this report was to provide the Panel with the opportunity to review the final draft of the policy, prior to it going forward to Cabinet in November 2017.

In response to a question from Councillor Humphrey on people categorising what sex they wished to be, the Policy, Performance and Personnel Manager explained that the Council had a separate policy regarding transgender.

**RESOLVED:** The Panel supported the adoption of the new Equality Policy as provided in Appendix 1.

#### CP54 **ANNUAL COMMUNICATIONS UPDATE**

The Panel received a presentation from the Assistant Director, Communications Manager and ICT Web Team Manager (copy attached).

Officers responded to questions from the Panel relating to:

- SOCTITM Better Connected 2016/2017. It was noted that the Borough Council had been awarded 3 stars out of 4 in 2016/2017 and had only just missed out on a 4 star rating.
- Accessing details of current and historical planning applications on the Borough Council's website.
- Security issues. It was explained that the Council Tax and personal data was hosted by Microsoft Cloud, which was the highest level of security.
- Reasons for the increase in waiting time for customers telephoning the Council to access services.
- Digital Newsroom.
- The Borough Council
- Development of Council's software (contact us) and selling the service to other local authorities for an annual fee, which would generate additional income for the Council.
- Articles published in the KL Magazine, Lynn News and Your Local Paper.
- Stayconnected – the Borough Council's weekly newsletter.
- Press/Public are able to sign up to social media alerts.

Councillor Daubney commented on the progress made with the Borough Council's website over the years was commendable and had made a significant positive difference in providing Council services to residents, businesses and tourists in the Borough..

Councillor Mrs Mellish, Portfolio Holder for Facilities and ICT, commented that Members should be proud of the services the Council provided as it was the forerunner in a number of cases. She congratulated the whole team on the efforts officers put in to achieve

the services delivered. Councillor Mrs Mellish added that when Councillors attended Parish Council meetings they should encourage the public to sign up for the OneVu account.

**RESOLVED:** 1) That the Annual Update report be noted.

2) The Assistant Director to circulate a list of officers' direct dial telephone numbers to all Councillors.

CP55 **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:** That under Section 100(4)(40) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Act.

CP56 **EXEMPT: KING'S COURT ACCOMMODATION**

The Panel received an update on the King's Court Accommodation project from the Property Services Manager.

The Property Services Manager responded to questions from the Panel relating to:

- The lease arrangement.
- Increased footfall in the King's Court offices.
- Reception area arrangements to ensure customers were directed to the correct service required.

The Panel was also advised of other projects which they may wish to consider monitoring and evaluating.

**RESOLVED:** 1) The update report be noted.

2) The Corporate Performance Panel monitor the King's Court Accommodation project on an ongoing basis and the Property Services Manager provide update reports to the Panel as required.

3) The Property Services Manager to bring other relevant projects to the Panel as appropriate.

**RETURN TO OPEN SESSION**

CP57 **PANEL WORK PROGRAMME 2017/2018**

The Panel noted the Work Programme for 2017/2018.

The Chairman, Councillor Wareham reminded Members that they could contact himself at any time if they wished to add an item to the Work Programme.

Councillor Collop provided an overview of his contact with the Hunstanton Sailing Club as the Borough Council's representative and advised that he would be in a position to provide an update report to the Panel on 18 December 2017.

CP58 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will take place on Monday 18 December 2017 at the earlier start time of **5.00 pm** in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 7.37 pm**

# Annual communications update

**Honor Howell – Assistant Director**

**Andrew Howell – Web Team Manager**

**Sharon Clifton – Communications Manager**

Borough Council of  
King's Lynn &  
West Norfolk



# Corporate Web Team update

**Andrew Howell – Web Team Manager**

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



# Overview of the Web Team

- We manage the digital estate (corporate website, intranet and 14 other websites)
- Increased demand for digital services
- Website visits up by 13.41% on same period in 2016/17
- Awarded 3 stars out of 4 in SOCITM Better Connected 2016/17 survey

# SOCITM Better Connected 2016/17

614

	<b>BCKLWN</b>	Breckland	Broadland	Great Yarmouth	North Norfolk	Norwich City	South Norfolk
Planning & Building Control	<b>3 star</b>	3 star	2 star	1 star	2 star	2 star	2 star
Rubbish & recycling (Order a bulky waste collection)	<b>2 star</b>	3 star	3 star	1 star	2 star	3 star	3 star
Council Tax (Apply for a single person discount)	<b>4 star</b>	3 star	3 star	3 star	3 star	3 star	2 star
Business (Order a temporary event notice)	<b>4 star</b>	4 star	2 star	2 star	2 star	4 star	1 star
Total number of stars for tasks (maximum 16)	<b>13</b>	13	10	7	9	12	8
Tools for accessing content (Navigation, A to Z, Search)	<b>4 star</b>	2 star	3 star	2 star	1 star	3 star	1 star
Mobile Test	<b>3 star</b>	3 star	3 star	1 star	1 star	4 star	3 star

# Website governance

- We use SiteImprove to help ensure we meet our business objectives and user expectations
- Used by nearly 60% of UK councils



# New developments - Notifications system

- Brings together planning and waste and recycling information in one place
- Remembers your set location as you move around the website

616

**My Notifications** 5

**Based on my location:**

📍 19 Cedar Way, PE32 1UT 

🏠 [Change or clear my location](#)

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**My bin collection dates:**  On

- 🗑️ Next brown bin collection on Thursday 2 Nov
- ♻️ Next black bin collection on Friday 3 Nov
- 🌿 Next green bin collection on Friday 10 Nov

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**Planning applications near me:**  On

- 📄 08/08/2017 | 17/01530/F | 1.84 miles away [View](#)
- 📄 24/07/2017 | 17/01417/F | 0.38 miles away [View](#)

**Displaying Council Tax breakdown for:**

📍 19 Cedar Way, Gayton, PE32 1UT

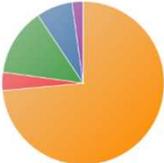
[Change your location >](#)

<b>Parish or area</b>	<b>Property band</b>	<b>Property amount</b>
Gayton	C	£1437.94*

\* The amount shown does not include any discounts, exemptions or Council Tax Support. To see personalised Council Tax information [sign in](#) or [register](#) for My Account.

The Council Tax breakdown for Band C properties in Gayton for 2017/2018 is shown below. To view the figure as a percentage, please click on the corresponding row in the table. The relevant figure will be shown on the pie-chart.

Authority	Amount
Norfolk County Council	£1057.17
Adult Social Care Precept	£52.11
Norfolk Police and Crime Commissioner	£193.04
Borough Council of Kings Lynn & West Norfolk	£103.88
Parish precept	£31.47
Special Expenses	£0.27



# New developments – New planning front-end

- Presents most recent and closest planning applications straight away
- Works even if Public Access is down

Displaying planning applications near:

■ 19 Cedar Way, Gayton, PE32 1UT

[Change your location >](#)

Date received	Address and proposal	Distance	
08/08/2017	The Old Workhouse Eastgate Drive, Gayton, Kings Lynn, Norfolk, PE32 1QF Proposal: Variation of condition 2 of planning permission 16/01521/F: To install air source heat pump rather than approved ground source heat pump	1.84	<a href="#">View &gt;</a>
24/07/2017	Orchard Farm Lynn Road, Gayton, Kings Lynn, Norfolk, PE32 1PA Proposal: Garage extension, minor external and internal alterations	0.38	<a href="#">View &gt;</a>

[View and comment on all planning applications near you >](#)

Search planning applications

Search term:  Date received within:

Set location: **PE32 1UT** [Change](#) Distance - within 5.00 miles:

Parish:  Ward:

Sort by:  [Reset search](#)

Page 1: Showing 1 to 10 of 21 planning applications. Page select: [1](#) [2](#) [3](#)

Orchard Farm Lynn Road Gayton King's Lynn Norfolk PE32 1PA



Proposal: Garage extension, minor external and internal alterations  
 # Ref: 17/01417/F  
 Received on: 24/07/2017  
 Parish: Gayton  
 Ward: Gayton  
 0.38 miles away from your set location

[View and comment on this application >](#)

[Google Maps](#)  
[Google Street View](#)

# New developments – Contact us

- Presents a range of contact options to the customer
- Designed to encourage Channel Shift, promote online options first
- Re-sold to Oxford City Council

## Contact us

1. Choose a topic	2. Choose a category	3. Choose an option
<b>Benefits</b>	<b>Claim Housing Benefit</b>	<b>Did you know?</b>
Council Tax	Claim Council Tax Support	<ul style="list-style-type: none"><li>You can claim Housing Benefit online</li></ul>
Housing	Tell us about a change	<a href="#">Claim Housing Benefit &gt;</a>
Planning	Check if you're entitled	<b>Live Chat Service</b>
Bins and recycling	<a href="#">Provide supporting evidence</a>	Our <b>Live Chat service</b> is available until 5:00pm today and 9:00am to 5:00pm tomorrow.
Licensing	Report suspected benefit fraud	<a href="#">Start Live Chat &gt;</a>
Environmental Health	Can't find what you're looking for?	
Animals and pests		
Street care and cleaning		
Other services		

**Still need to contact us?**

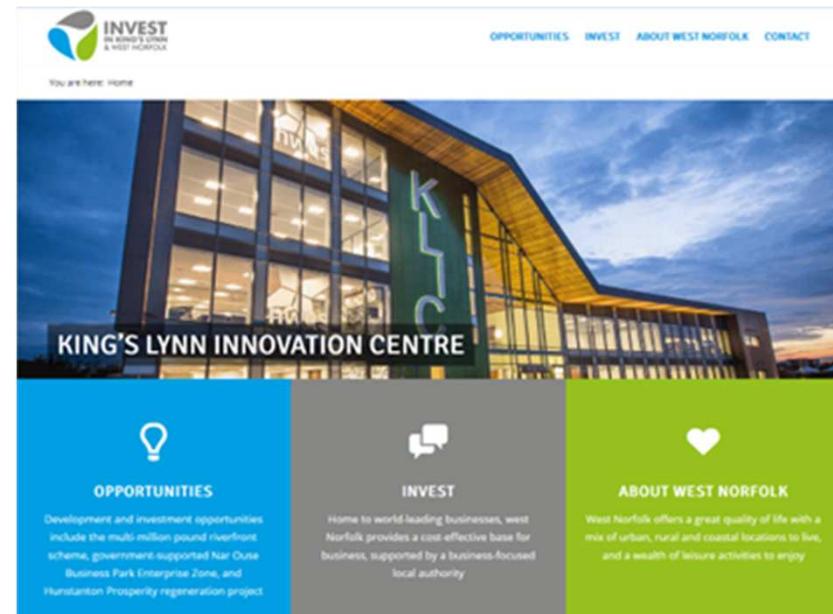
Phone us on: **01553 616200**

Our **telephone lines** are open until 5:00pm today and 9:00am to 5:00pm tomorrow.



# Future developments

- New website for Invest West Norfolk (now live)
- Building new websites for Alive Leisure and Stories of Lynn
- Increase commercialisation
- Improve SEO/DCI Index score
- Re-design of homepage and mobile layout



# Council Information Centre update

**Honor Howell – Assistant Director**

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



# Council Information Centre & digital services

- Council Information Centre has seen significant changes in operational procedures over the last 12-18 months
- King's Court enquiry counters
- Department of Work and Pensions
- Food waste bin liners
- Downham Market and Hunstanton
- Focused effort to 'channel shift' customers to less expensive contact channels



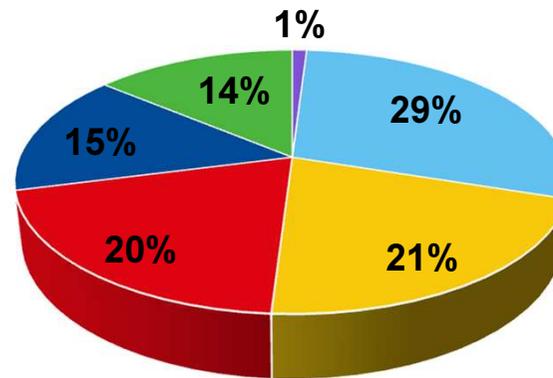
# MyAccount (OneVu)

- The online customer account MyAccount launched in February 2017
- First council in the country to have the system
- Customers able to find out personalised information about housing benefit and council tax
- FAQ's built on actual enquiries received by the CIC every day

# MyAccount

# Some facts and figures

- 10,111 accounts opened (as at 25.10.17)
- 43% of accounts created out of hours
- Age profiles



■ 15 - 24 ■ 25 - 34 ■ 35 - 44  
■ 45 - 54 ■ 55 - 64 ■ 65 +

## Some facts and figures

- 6,409 service requests have been submitted by customers through MyAccount
- 82.7% have been completed on target
- One customer has submitted 17 service requests since February
- Other regular users are Parish Clerks
- By ward – St Margarets & St Nicholas has the greatest number of accounts



## Other digital developments

- Over 30 e-forms have been built
- 4,660 received to the end of September 2016. For 2017 this has increased to 12,505 – an increase of 63% in one year
- 95% of all benefit claims are made online
- We have launched a web chat facility



## What's next?

- Continue to maximise take up of MyAccount
- Launch online licensing forms with integrated payments
- Online brown bin application form will be live during November
- Work closely with the DWP to co locate our services
- Continue to provide excellent customer service to the residents, visitors and businesses within the borough



# Communications update

**Sharon Clifton – Communications Manager**

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



## What a year!

- Following the launch of our digital newsroom we have also launched a weekly newsletter that people can sign up to receive
- We have set up a council news and event Facebook page to complement the newsroom and Twitter account
- We have provided communications numerous council projects and initiatives
- We have started exploring video, animation and geofilters to increase engagement, awareness and understanding



# Digital newsroom

## Council food waste move backed by new report

Thursday, 9 November 2017

A report from the recycling charity FWRAP (Food Waste Recycling Action Plan) says using ordinary plastic bags in food waste caddies increases the amount of food waste being collected.

[Bins and recycling news](#)



## King's Lynn's Christmas lights switch-on

Wednesday, 8 November 2017

King's Lynn's Christmas lights switch-on is an afternoon of festive fun from noon to 4:30pm on Sunday 26 November.

[Events news](#)



## Downham Market food waste & recycling pop-up event

Thursday, 2 November 2017

This Friday, 3 November, organisations involved in recycling waste will be at Town Square in Downham Market from 10am to 1pm, to launch the Sainsbury's Discovery Communities programme.

[Bins and recycling news](#)



## Hunstanton wins silver at Britain in Bloom finals

Tuesday, 31 October 2017

Hunstanton In Bloom received a Silver Gilt Award in the RHS Britain in Bloom finals



## Contact information

✉ [communications@west-norfolk.gov.uk](mailto:communications@west-norfolk.gov.uk)

☎ 01553 616711 / 01553 616506

These details are for media enquiries only.  
For general council enquiries please contact us on 01553 616200.

## Like our news and events page on Facebook

👍 Like 297 people like this. Sign Up to see what your friends like.



Borough Council of  
King's Lynn &  
West Norfolk



## Media relations

- We have issued between 3 and 4 releases each week
- We have handled approximately 25 media enquiries each month
- Organised briefings, photo calls and launches
- Been more proactive than reactive

## Media relations (continued)

- This activity has resulted in 2,365 items of coverage in local media
  - 70% neutral
  - 14% positive
  - 13% (general interest articles monitored, but do not mention of us)
  - 3% negative
- Events, public open space, civics and regeneration programmes account for the majority of positive stories.
- Perversely, regeneration programmes, public open space and planning control account for the majority of the negative stories too.











# How to make sense of permission in principle

The government has recently introduced the concept of 'planning in principle' – **Stuart Ashworth** of the Borough Council of King's Lynn & West Norfolk explains what it means for you

**E**arlier this year, and as an addition to the traditional planning application process, the Government introduced the first phase of an alternative way of obtaining planning permission for housing-led development, known as 'permission in principle' (PiP). The PiP consent route has two distinct stages; the first stage (or permission in principle stage) establishes whether a site is suitable in

principle for housing-led development, and the second stage for technical details consent (TDC) stage is when the detailed development proposals are assessed.

**HOW DO YOU OBTAIN PERMISSION IN PRINCIPLE?**

At present, the only way to obtain PiP is through a site being placed on Part 2 of a council's two-part 'brownfield land register' – a register the council must

keep of previously developed (or brownfield) sites deemed suitable for residential development in its area.

These sites on Part 2 of the register will have already gone through a process of publicity, notification and consultation to ensure there's still a level of public involvement in the process. However, it should be noted there is no requirement at present for councils to provide a Part 2 of the register – so for the time being this

element of the register will be voluntary. All councils must have a basic brownfield register in place by 31st December 2021.

If PiP is granted, its scope is limited to location, land use and the amount of development – with other matters to be considered at the technical details stage (TDC).

**HOW WILL TECHNICAL DETAILS CONSENT WORK?**

Following the granting of PiP, the site must then receive Technical Details Consent (TDC) before development can proceed. The granting of TDC has the effect of granting planning permission for the development, and other statutory requirements may apply at this stage – relating to protected species or listed buildings for example. An application for technical details consent must be in accordance with the relevant PiP, and must be determined within five years of the PiP being granted.

It is at this stage that a lot of the information typically required through a planning application will need to be submitted, and councils can attach planning conditions to a Technical Details Consent in the same way they would with a planning application. TDC can be refused by a council, but there is the right of appeal for applicants – again in the same way that a planning application can be appealed.

**FUTURE EXPANSION OF PiP AND TECHNICAL DETAILS CONSENT...**

Further legislation is proposed by the Government to expand the use of these powers to make it possible to obtain a PiP through a Local Plan allocation or through an application to the council for non-major (less than 20 dwellings) development. This will make the PiP regime much more usable and available, and the Government is committed to its expansion.

With regards to Local Plan allocations, this will effectively grant outline consent for sites allocated in a Local Plan. This will increase the importance of allocations in a Local Plan, and residents will need to make any comments on the principle of developing a site at that plan stage – because if they wait until the Technical Details Stage, the principle will already have been established and the issues will be restricted to the technical details of the application only.

**HOW MUCH WILL THIS COST?**

There is no fee for a site to be included on a council's brownfield land register, but there is likely to be a fee for submission of an application to a



council. The Government has promised to amend the fee regulations (they've confirmed they'll be increased by 20% across the board in the Autumn) and this will need to include PiPs and TDC.

**WHY THE NEED FOR PiP AND TECHNICAL DETAILS CONSENT?**

In essence, the Government is looking to speed up, simplify and provide more certainty into the planning process in the continuing drive for more housing across the country. It's seeking to reduce the number of times developers have to seek permission to develop a site.

In relation to the plans for PiP for allocations in a Local Plan, the Government is undoubtedly looking to provide more certainty to developers and housebuilders. Whilst having an allocation in a Local Plan under the current system should give a degree of certainty to developers, many subsequent outline applications across the country often run into difficulties when they're submitted. It's often at that stage that opposition to a scheme grows. Getting PiP through an allocation in the Local Plan will therefore provide the opportunity for developers to avoid what can be potentially controversial and often unpopular planning applications – which may ultimately be refused by

councils despite having gone through an allocation process in the Local Plan. With regards the new PiP application process, it's perhaps less clear cut what the specific benefits will be at present. The Government's argument is that outline planning applications still require a great deal of information up front; meaning developers have to expend significant time and costs without any certainty that a certain development will be able to go ahead in principle.

They say that PiP offers an alternative route for providing early certainty on the in-principle matters: use, location and amount of development. This will allow developers to spend money on a proposed development with more certainty around the principle – perhaps helping obtain finance for any proposed scheme.

However, a lot of information will still be required for TDC, and there's no guarantee the same issues or problems won't arise at that stage. It therefore remains to be seen whether developers take up PiPs and then TDC as useful alternatives to the current planning permission regime.

For a full rundown of permission in principle and technical details consent, please refer to the frequently asked questions on the Gov.uk website.



## Other activities

- Web copy – Hanse Festival, Invest in West Norfolk
- Prospectus – Nelson Quay, Nar Ouse Business Park
- Comment pieces
- Support for major projects – One Public Estate, Riverfront, Channel Shift, Major Housing, Fields in Trust etc.



**Mayor's Business Awards 2018**



The winners of last year's Mayor's Business Awards

**Send us nominations for**

Being recognised for your achievements is a great way to celebrate your success and to show your appreciation for your staff. The Mayor's Business Awards 2018 are now open for nominations. The awards recognise excellence in a wide range of business categories. The Mayor's Awards for Outstanding Business Achievement are now open for nominations. The awards recognise excellence in a wide range of business categories. The Mayor's Awards for Outstanding Business Achievement are now open for nominations. The awards recognise excellence in a wide range of business categories.

Send us nominations for the Mayor's Business Awards 2018. The awards recognise excellence in a wide range of business categories. The Mayor's Awards for Outstanding Business Achievement are now open for nominations. The awards recognise excellence in a wide range of business categories. The Mayor's Awards for Outstanding Business Achievement are now open for nominations. The awards recognise excellence in a wide range of business categories.

**'Massive investment in the town and its surrounding areas is really starting to pay off' says Alistair Beales**

There is much happening in King's Lynn and West Norfolk at the moment. It is difficult to capture it all, writes Alistair Beales, borough council cabinet member for corporate projects and assets. One of the most notable projects is the multi-million-pound, private sector-led development scheme in the town centre, which will provide new retail units anchored by an HM Store. We are delighted to have been able to support this project through a reorganisation of the town, and are pleased to see the work is already well underway. The town's master plan has just been published, following consultation, for the potential development of the East Quay and South Quay area of the King's Lynn waterfront. This £10 million

mixed use scheme is led by the borough council. Our next steps will be to progress a further phase of surveys and the design of infrastructure required for the site. The key to this project will be attracting appropriate investors/Developers, so we are at the very early stages of this scheme. The Nar Osse Business Park 'Space to Innovate' Enterprise Zone is a prime site of employment land. Activities have already been provided to the parameters of the site and a further 60.3 million of infrastructure works will be undertaken to enable commercial development on site from 2019. The £2.5 million King's Lynn Innovation Centre is already on the site, and has become home to 17 businesses



Alistair Beales

**Awards recognise excellence of commerce in this borough**

West Norfolk Council says it is delighted to be working in partnership with the Lynn News to continue the long tradition of celebrating local business success through the Mayor's Business Awards. Originally established in 1976 by the then Mayor, Cllr Len Dainton, the awards provide the perfect opportunity for local businesses to showcase their success. In addition to supporting these awards, the council sponsors the Mayor's Business of the Year Award. This prestigious award with honours businesses that have made a noteworthy achievement during the last year during a period of economic uncertainty in the last year. Peter Haddon, cabinet member for performance, said: "As a business man myself, it is a great honour for me to be involved in these awards."

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



"You or your business could win a prestigious award which could give you the boost you need." The winner of the Mayor's Business of the Year Award will be the business that can demonstrate strong performance in areas including: Marketing, prevention and growth; Use of innovation and development of new products and services; Growth of new markets and customer base of home or abroad; Management, training and development of staff; Control and management of business performance; Use of good practice in environmental sustainability. To enter, complete the online entry form which you will find at [www.kingslinn.gov.uk/awards](http://www.kingslinn.gov.uk/awards).

**Challenges remain but plenty of hope too**

Economy is growing despite Brexit uncertainties

By Celia Ferns, Business Central, Cambridgeshire and Peterborough. The other award categories are: Apprentice/Trainee of the Year, sponsored by Brown & Co; Customer Care; Independent Retailer; Innovation; Enterprise and Growth; Small Business of the Year, sponsored by Hays; and South and Lennov. **Awards can make a real difference to the way businesses work in the town.** All the information is on [www.kingslinn.gov.uk](http://www.kingslinn.gov.uk). The date to see live and nominations will be submitted on Friday, December 1st. The winners will be announced at Lynn's Curry Exchange on Friday, March 1st.

recently, but it is hoped the low unemployment figures in this area and the demand for business workers will mean that those who lost their jobs will soon find employment again. Brexit uncertainty continues to create challenges for businesses across the county and West Norfolk is no exception. On the whole, businesses are still cautiously optimistic and very much getting on with the job, whilst keeping an eye on the bigger picture. Planned investment continuing with work now well underway at R&P Marham on their £400-million project to provide new facilities to accommodate the P24 Lighting. Construction on Aldi Paper's £45-million new Combined Heat and Power energy plant is under way and is expected to be operational in the first quarter of 2019. Other big expansion have

undertaken major investment including £40 million at Beal and £10 million at Mars Food UK. Investment in other parts of the town helps businesses confidence in the area. The business improvement district is now established in the town's retail area. The former Beales department store has been demolished to make way for new retail units, anchored by HM. The Heritage Lottery Townscape Heritage Initiative is now starting to pay dividends with some major improvements to properties in the Saturday Market Place and St James Street, creating new homes and businesses in the historic area of town. The King's Lynn Innovation Centre, based within the Nar Osse Business Park 'Space to Innovate' Enterprise Zone, is already home to 17 businesses, which is a really encouraging start. The Enterprise Zone itself offers potential businesses a range of benefits including simplified planning, reduced business rates and superior broadband. A more detailed masterplan for the site will shortly be available and we welcome enquiries from investors, developers and business occupiers. The first town masterplan to develop a new use of the water front to provide a mixed use development has also been approved for which both market testing will soon take place. I have no doubt that it will be another challenging year for many and a rewarding one for most. As always, we will continue to work with and listen to local businesses to help encourage and support growth and investment in West Norfolk.



A multi-million expansion of P&G Paper's site is just one part of the current



# Regenerating new life in Lynn

Regeneration in King's Lynn writes West Norfolk councillor Alistair Beesley.



There is so much happening in King's Lynn and West Norfolk at the moment it is difficult to capture it all.

One of the most noticeable projects is the multi-million pound, private sector-led redevelopment scheme in Lynn town centre, which will provide new retail units as anchored by an H&M store. We are delighted to have been able to support this project through a renegotiation of the lease and are pleased to see work is already well underway.

The riverfront master plan has

just been published, following consultation, for the potential development of the Boat Quay and South Quay area of the Lynn waterfront. This £120m mixed-use scheme is led by the borough council. Our next steps will be to progress a further phase of surveys and the design of infrastructure required for the site.

The key to this project will be attracting appropriate investors/developers, so we are at the very early stages of this scheme.

The Nar Ouse Business Park 'Space to Innovate' Enterprise Zone is a 15ha site of employment land. Utilities have already been provided to the perimeter of the site and a further £8.5m of infrastructure works will be undertaken to enable commercial development on-site from 2019.

The £5.5m King's Lynn Innovation Centre is already on the site and has become home to 17 businesses since it opened last June.

The council's 550-home major



housing project with a gross development value of £75m is certainly helping to meet housing need in the area and bring other benefits including local jobs and income on the site. The project also includes a new play area and butterfly shelters being refurbished and of course the installation of the Henry, La Strange statue – which received substantial funding from members of the community.

... Heritage Initiative.



## Local apprentices given a start with these starter homes

Three apprentices are kick-starting their construction careers through a major new homes development in King's Lynn. They will hone their practical skills as members of the team from housing developer Lovell, delivering the 100 homes which make up the Orchard Place development, off Marsh Lane. The development is being created through a new partnership between Lovell and West Norfolk Council which is bringing much needed new homes to the area, as well as an important sustainable legacy in the form of job and training opportunities. Newly recruited apprentices Harry Knight, from Torrington St Clement, Lukas Mirovic from Lynn and Josh Philip from Lynn and Josh Philip from Lynn are the first to benefit. Working

These young people will become the workforce of the future. It is vital that they can gain real life experience alongside their qualifications so that they can develop into fully skilled, much-needed tradespeople. Lovell regional managing director Simon Moller said: "Delivering training opportunities for local people is an integral part of our large-scale housebuilding programme in partnership with the Borough Council of King's Lynn and West Norfolk. We want the work we're doing in the area to bring about lasting long-term benefits, with investment in new jobs and training alongside the new homes now taking shape. We're delighted to welcome Lukas, Harry and Josh to the Lovell team and look forward to helping them progress in the next stages of their construction careers." Over the next two years, Josh and

advantage of being on a large development like this is that there are a lot of different issues types on site. It's getting a range of experience and discipline to learn different things. Lukas Mirovic, 23, is also making the most of the opportunity to work on site, having already completed his initial NVQ Level 2 carpentry qualifications. He says: "It's getting the experience I need that will help me get a job and feel confident about my work. I like the way that every day is different. Working for a company like Lovell also opens up other opportunities for me such as training to be a site manager in the future." Each of the three trainees will be working on their own, with Lovell providing tools and clothing for much of the work as well as funding their apprenticeships, inclusive of their tuition fees. Each



# Cautious optimism continues

Economy in West Norfolk writes West Norfolk councillor Peter Hodson.



Last year we said tourism and accommodation businesses

low indeed and many businesses are employing more people than they did last year.

This does not ignore the fact that there have been some notable redundancies recently, but it is hoped the low unemployment figures in this area and the demand for skilled workers will mean those who lost their jobs will soon find employment again.

Brexit uncertainty continues to create challenges for businesses across the country and West Norfolk is no different. On the whole, businesses are still cautiously optimistic and very much getting on with the job, while keeping an eye on the bigger picture.

anned investment is continuing to work now well under way. RAF Marham on its £400m project to provide new facilities to accommodate the F35 Lightning. A new combined heat and power plant is under way

and is expected to be operational in the first quarter of next year. Other big companies have undertaken major investment, including £40m at Bepak and £29m at Mars Food UK.

Investment in other parts of the town also help to give businesses confidence in the area. The is now established in the town's retail area. The former Seales department store has been demolished to make way for new retail units, anchored by H&M.

The Heritage Lottery Townscape pay dividends, with some major improvements to properties in St James Street, Market Place and homes and business uses in the historic area of town.

The King's Lynn Innovation Centre, based within the Nar Ouse Business Park 'Space to Innovate' to 17 businesses, which is a really

encouraging start. The Enterprise Zone itself offers potential businesses a range of benefits including simplified planning, reduced business rates and superfast broadband.

A more detailed masterplan for the site will shortly be available and we welcome enquiries from investors, developers and business occupiers.

The riverfront masterplan to develop a key area along the water front to provide a mixed use development of housing, a boutique hotel and some commercial development has also been approved and for which soft market testing will soon take place.

I have no doubt that it will be another challenging year for many of us, but always, we will continue to work with and listen to local business to help encourage and support growth and investment in West Norfolk.



## Social media

- Since our Twitter account opened in July 2010 we have attracted 5137 followers
- In 2017 alone we have posted 1221 tweets
- Those tweets have made 1,013,000 impressions
- On average each tweet is seen 829 times (some only 5 times some as many as 8939 times)
- Our Twitter activity is directly driving traffic to specific web pages
- Top tweets are generally event based – however info about high tides and the election last year also featured



## Social media (continued)

- Created borough council Facebook page in June 2017
- We have 288 likes and 306 followers – a small but growing, and engaged audience
- 33 posts on Facebook in the past month
- These 33 posts have reach 9,477 people and had 15,732 impressions. On average our Facebook posts are seen 477 times
- We have 17 times more followers on Twitter, but get only twice the impressions we get on Facebook.
- Over the next 12 months we will be concentrating on increasing our Facebook audience as it is clearly a more effective tool for promotion.



## Social media (continued)

- We developed a Geofilter for Snapchat to be used in The Walks during our firework display. This included our logo to ensure people knew who had organised the event.

Geofilters Create

METRICS Month To Date 

Swipes 	Uses 	Views 	Usage 
804	515	39.2K	64.1%

- For an investment of £23 awareness was raised with 39,000 views.



## A note about Graphics and Print

- Print room was relocated to the depot last November, with new equipment following a tender process. Annual lease costs reduced, space released in main building to accommodate DWP
- Graphics are in more demand than ever – print materials still require same amount of design even if fewer are printed. Requests for digital assets on the increase such as web graphics, Facebook banners, twitter images. Increasing number of requests for animation and video too.
- Floor copiers currently out to tender with current contract expiring in 2018.



# Coming up

- Undertake a review of media protocols with the portfolio holder and communicate any changes – this needs to encapsulate the need for a speedy response
- Review social media guidelines
- Support and assist other staff members who are establishing a social media presence – LILY, Town Hall, Stories of Lynn, Invest in West Norfolk and others
- A focus on internal communications

# Thank you

## Any questions?



## CORPORATE PERFORMANCE PANEL REPORT

<b>Ward Affected:-</b>	<b>Type of Report:-</b> Call-in
<b>Author Name:</b> Wendy Vincent	<b>Consultations:-</b>
<b>Tel:</b> 01553 616377	
<b>Email:</b> wendy.vincent@west-norfolk.gov.uk	
<b>OPEN</b>	<b>Portfolio:-</b> Development

**Committee:** Corporate Performance Panel  
**Date:** 18 December 2017  
**Subject:** Call-in of Cabinet Decision

### Summary

This report deals with the decision made by Cabinet, at its Meeting held on 28 November 2017, concerning Cabinet's recommendation to Council to approve the Planning Scheme of Delegation.

The decision has been called-in by Councillor J Moriarty with five supporters, and the Chief Executive, has determined that section 12.4 (b) of the call-in is valid.

The report outlines to Members how the call-in process may be used in this case and what the issues are relating to the matter.

### 1 Introduction

1.1 A decision was taken by Cabinet at meeting on 28 November 2017 concerning the approval of the Planning Scheme of Delegation. A copy of the report to Cabinet is attached.

1.2 The decision made in respect of this matter is as follows:

**“RECOMMENDED:**1) That applications due to go to Planning Committee (except those subject to the Member call-in right) be considered first by a Sifting Panel. The Sifting Panel may resolve that an application that would need to go to Planning Committee under 1.1.2 – 1.1.4 of the current Scheme of Delegation (attached to the report) can be determined under officer delegated powers.

2) That the current Member call-in right and the current timescale for it be retained but amended to ensure that Members only call-in applications within their own Wards (unless exceptional reasons dictate otherwise), and that reasons for calling-in the application are given.

3) That the operation of the Sifting Panel and the detail of “exceptional Circumstances” set out in the report be reviewed after 12 months of its commencement and the relevant Scrutiny Panel be invited to carry out the review.

### **Reason for Decision**

To allow a more proportionate use of the Planning Committee, both in terms of Members and officers time and resources.”

## **2 Grounds for Call-In**

2.1 Standing Order 12.3 (d) requires grounds to be given for calling-in an executive decision, and in his call in Councillor J Moriarty has given the following reasons. It should be noted that the call in was allowed under 12.4b set out in bold below:

“I would like the decision of the Cabinet of Tuesday 28th November 2017 “Planning Scheme of Delegation” to be called in for scrutiny by the Corporate Performance Panel, but am aware for you to even consider this request it must receive the support of at least three other councillors.

Part 2 of our Constitution states its purpose under seven headings. I believe that the current proposal, which has yet to be scrutinised, frustrates five of those aims. Scrutiny and possible amendment or clarification could ensure that such anomalies are removed. Namely,

b) to encourage the active involvement of local people in the processes of local government decision-making

This proposal removes a level involvement without consultation; and without explanation, consultation and clarification will harm the reputation of our tier of local government.

c) to help local councillors represent local people more effectively.

This proposal will have the opposite effect as councillors will not know whether a Parish Council’s view will be taken into account by the Planning Committee and might therefore have to ‘call-in’ every application which would be less efficient, more time consuming and expensive than the current arrangements.

d) to create effective means for decision-makers to be held to account publicly.

The majority of the trial steering committee meetings have been held

in secret. The one to which members of the planning committee were invited has no minutes or notes (I have asked to see them) and the cabinet decision gives no indication as to the manner in which the sifting meetings will be held. Reference in the Cabinet meeting was made to 'meetings behind closed doors.' !

Will SO 34 apply, will declarations of interest need to be made, will minutes or notes be kept, may recordings be made - we have no idea.

f) to ensure those responsible for making decisions are clearly identifiable by local people and will explain the reasons for those decisions.

Specifically, there is no indication in the Cabinet decision of at what stage the sifting will take place. If this is not clarified in the council's decision, the Executive Director and members of the sifting committee may be aware of the appropriate planning officer's view when making a decision and therefore, if the sifting committee says the application shall not go to the planning committee, they are de facto themselves making a planning decision, but not in a transparent manner.

g) to provide a means of improving the quality of services provided to the community.

It has been argued that Parish Council's do not always give planning reasons for their views and sifting will answer this problem. Actually, a strict adherence to our existing advice that planning reasons should be given, or must be given, would improve the quality of service in a cheaper (no extra meetings, expenses etc), and more efficient manner.

The constitution also states you are to have regard to the following when determining a call-in request.

12.4 a) Is the decision against declared policy.

The Localism Act 2011 (still on the state book) establishes an duty to co-operate with partner authorities and we specifically refer to that in our recently-adopted Statement of Community Involvement (SCI). Our SCI states that Town and Parish Councils are key partners in the planning application and plan making process and co-operation with these bodies represents an important element in the Council's approach to community involvement.

The minutes of the Local Plan Task Group quote an officer "The Planner explained that the Statement of Community Involvement (SCI) was a document which outlined how the Council would consult with the public as part of the Local Plan process, on planning applications, and also Neighbourhood Plans."

It is our declared policy to consult. To now not consult on this important element of how we interact with our partner authorities reduces our SCI to cynical virtue-signalling.

**12.4 b)**

**Is the decision contrary to the views of a key partner authority of the Borough. CALL IN UPHELD BY CHIEF EXECUTIVE – FOR CPP TO CONSIDER**

**We have no idea as we have not consulted. When the idea was first presented to the Planning Committee I told my parish councils what was being considered and the financial constraint the Borough Council was operating under but had no doubt they would be consulted. I was shocked when, after the Cabinet agenda was printed, to learn they they had not been consulted. Sometimes I do not recognise our Borough Council and am reminded more of the County Council of a few years ago.**

12.4 c) Has a relevant, material matter not been considered in reaching the decision or has a relevant material matter been overlooked in reaching the decision.

No flowchart of the decision-making process has been considered, no time-table, no consideration of whether just changing one word ("may" to "will" give planning reasons) will be equally effective. No consideration has been given to the possibility that Borough Councillors may have to call in all applications in their ward to avoid the possibility of an error of judgement being made by the three councillors on the sifting panel.

12.4 d) Have the views of Members requesting a call-in been fairly taken into account in arriving at the decisions. so making a call-in unnecessary.

The Leader of the Council will have his view, but I was prevented from making my presentation in full to Cabinet and was asked to sum-up only half way through. The reason given was that there were other issues for the Cabinet to consider and others wishing to speak. The Constitution was not referred to when I was effectively silenced, but I do know that the Chair's decision, whether unconstitutional or not, may not be challenged at said meeting. I therefore challenge it now.

12.4 f Is the matter one which has already been the subject to consultation or debate with relevant interested parties so making further debate through Scrutiny unnecessary.

No it has not.

Finally, we are actively encouraging Parish Councils to engage in the time and cost of Neighbourhood Plans whilst at the same time, in the name of efficiency, considering removing (on the QT) their automatic right, if their views are at variance with an unelected planning officer, for them to be heard by the planning committee. Parish Councils will certainly be confused by these mixed signals. In the end the final decision will be made by the full Council but I hope it will be after scrutiny and consultation so that the decision made by Cabinet last month can be improved."

### **Call-in Requisition**

The call-in was proposed by Councillor J Moriarty and indications of support received from the following:-

- Councillor C Joyce
- Councillor J Collop
- Councillor Mrs J Collingham
- Councillor T Parish.
- Councillor R Bird

### **Response to Call-in from Chief Executive**

I refer to your call in request, which as you will be aware is required to be considered in accordance with the Councils constitution, in particular section 12. The calling in of Cabinet recommendations and executive decisions. Your call in request meets the requirements of 12.3 and hence needs to be assessed against 12.4 In your call in request you do cite the following

12.4 a) Is the decision against a declared policy or budget provision of the Council.

I accept that the SCI identifies Parish and Town Councils as key partners in the context of considering planning applications and in the plan making process. However the proposal presented to Cabinet relates to the internal process and procedures of the Borough Council but does not propose to cease or limit the current practice of consulting with Parish and Town Councils. The cabinet decision cannot therefore in my view be considered to be against a declared policy of the Council. Indeed if it were to be interpreted in this way it would make it very difficult to amend any existing policy or procedure.

12.4 is the decision contrary to the views of a key partner authority to the Borough.

Clearly as indicated above Parish and Town Councils do fall within the definition of 'key partner authorities' in this context, given their integral role in the planning process as identified in the SCI. As you point out there has been no consultation on this proposed policy with Parish and Town Councils and therefore it is not possible to take an informed view as to whether the proposed would be contrary to their views. However it would be difficult to sustain an argument that they are key partners in the planning process on the one hand and give them no formal opportunity to make their views known with respect to a proposal which, is designed to alter in some

circumstances the consequences of their responses to individual planning applications.

12.4c Has a relevant material matter not been considered in reaching the decision, or has a relevant material matter been overlooked in reaching the decision.

The points made in respect of 12.4c do not themselves identify a 'relevant material matter; which has either not been considered or has been overlooked. Option 3 (para 3.3 in the report) reflects the consideration of alternative to the proposed changes that were considered in preparing the report. The sifting Panel Trial also provided the opportunity for alternatives to be considered.

12.4 d) Have the views of Members requesting a call in been fairly taken into account in arriving at the decision, so making a call in necessary.

I note that you were unable to complete your presentation to Cabinet but as you know I was on leave when the meeting took place. I am given to understand that you spoke in excess of 5 minutes which would not seem to be an unreasonable period of time.

#### Conclusion

Whilst I am unable to uphold your call in request with respect to 12 a,c and d I do believe that the points you make in respect of **12.4.b.** merit further consideration and I do therefore uphold your call in request with regards to this matter.

The report will therefore be remitted to the meeting of the Corporate Performance Panel on 18<sup>th</sup> December 2017 for consideration and debate of the call in request.

### **3 Validity of Call-in**

- 3.1 The Chief Executive is satisfied that the call-in is valid in accordance with Standing Order 12.4 (b) i.e Is the decision contrary to the views of a key partner authority to the Borough?

### **4 Call-in Process**

- 4.1 Standing Orders 15.33 and 15.34 set out the call-in debating procedure, as follows:-

- (a) The Proposer of the call-in and his supporters address the Corporate Performance Panel about the call-in and why it should be upheld;

- (b) The Panel Members receive a submission from the relevant Portfolio Holder;
  - (c) The Panel Members receive submissions from Officers;
  - (d) The Panel Members receive submissions from Members and, at the discretion of the Chairman, other interested parties;
  - (e) The Panel debates the call-in (in accordance with this Standing Order) during which they may question or seek further information from any of the four parties referred to in (a), (b), (c) and (d) above;
  - (f) The proposer shall exercise a right of reply after the debate.
- 4.2 Following the debate, the Panel will decide (in accordance with Standing Order 12) either to support the Cabinet's recommendation, or to uphold the call-in.
- 4.3 If the Panel upholds the call-in it may then take one of three courses of action:
- (a) Report to Council, Cabinet or the relevant Cabinet Member requesting that the Cabinet/Cabinet Member's/officer amend or substitute the recommendation(s) or decision(s) or,
  - (b) If the issue is considered urgent or straightforward, formulate a counter-recommendation or amendment; or
  - (c) Investigate the matter further at another meeting within thirty days (beginning with the day after the issue of the notification of the call-in) and then follow the same process as set out above (SO12.8 – 12.10).
- 4.4 If the Corporate Performance Panel:-
- (a) does not end a call-in within 30 days from the date of the decision which has been called in (and the recommendation or decision remains in dispute); or
  - (b) refers a call-in directly to Council under SO 12, the Council shall determine whether to approve the recommendation or decision that has been called-in or to revoke, vary, amend and/or remit it back to the Cabinet/ Cabinet Member for further consideration.

## REPORT TO CABINET

<b>Open</b>		Would any decisions proposed :		
<b>Any especially affected Wards</b>	Operational	Be entirely within Cabinet's powers to decide	NO	
		Need to be recommendations to Council	YES	
		Is it a Key Decision	YES	
Lead Member: Cllr Richard Blunt E-mail: cllr.Richard.Blunt@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted: Cllr Vivienne Spikings, Planning Committee		
Lead Officer: Stuart Ashworth E-mail: stuart.ashworth@west-norfolk.gov.uk Direct Dial: 01553-616417		Other Officers consulted: Geoff Hall		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment YES If YES: Pre-screening	Risk Management Implications YES

Date of meeting: 28 November 2017

### PLANNING SCHEME OF DELEGATION

#### Summary

The Planning Scheme of Delegation determines which applications go to Planning Committee, and which can be dealt with under powers delegated to the Executive Director - Environment & Planning. The Planning Committee should deal with the more contentious and often finely balanced applications, and those that require a particular level of public scrutiny.

The Scheme was last amended in March 2015, where it was updated in line with legislative changes and particular issues. However the impact of the high number of applications that are going to the Planning Committee, is an issue that needs to be resolved, and it is evident that we take more applications to Committee than any of our neighbouring Councils. As a result the officer and indeed Councillor time and resources that are currently going into the preparation and operation of the Committee is considered to be disproportionately high.

The preferred way forward is to amend the Scheme of Delegation through the creation of a Sifting Panel, reviewing those applications that would normally go to Planning Committee, to determine whether or not they should go. The Sifting Panel would be made up of the Chairman and Vice-Chairman of the Planning Committee, the Portfolio Holder for Development, a Member of the Planning Committee and the Executive Director and Assistant Director (Environment & Planning). The Sifting Panel has been the subject of a 3 month trial period, as well as a further trial in front of Planning Committee members, and was considered to be an acceptable way forward. Councillor rights to call-in a planning application within 28 days of its publication on the weekly list will however remain.

## **Recommendation**

- 1) That it be agreed that applications due to go to Planning Committee (except those subject to the Member call-in right) will be considered first by a Sifting Panel. The Sifting Panel may resolve that an application that would need to go to Planning Committee under 1.1.2 – 1.1.4 of the current Scheme of Delegation (attached to this report) can be determined under officer delegated powers.
- 2) That the current Member call-in right and the current timescale for it be retained but amend this to ensure that Members only call-in applications within their own Wards (unless exceptional reasons dictate otherwise), and that reasons for calling-in the application are given.
- 3) That the operation of the Sifting Panel be reviewed after 12 months of its commencement.

## **Reason for Decision**

To allow a more proportionate use of the Planning Committee, both in terms of Members and officers time and resources.

## **1.0 Background**

- 1.1 The Planning Scheme of Delegation should allow the balance to be struck between the Executive Director dealing with applications under powers delegated to him, and Councillors determining them at Planning Committee. It also ensures that the system operates in a timely and efficient manner. Generally those applications going to Committee should be the more controversial ones, or those that may be finely balanced thereby requiring further public scrutiny. There are considered to be issues with the current Scheme of Delegation and it is considered to be too blunt a tool at present, for determining which applications are to be determined by the Committee.
- 1.2 This Council determines more applications at Committee than any of our neighbouring Councils. This trend has continued post the large surge in applications evident during the 5 year land supply period (September '15 – April '16), which allowed sites to come forward that would not normally have come forward given local planning policy. It should be noted that there is of course no guarantee that the Authority will not return to a lack of a 5 year supply, and applicants are regularly looking to challenge this.
- 1.3 The predominant reason for applications going to Committee at present is through Parish Council call-in. For example in the 4 month period set out above 33 of the 57 applications went to Committee due to Parish

Council call-in rights. The remainder went to Committee for other reasons, including Member call-in, referred by the Executive Director/Assistant Director, previous appeal history and because the application was made by or on behalf by a Councillor.

- 1.4 The preparation of the officer reports, the preparation of the presentation, and all the other administration around Planning Committee takes a significant amount of time and resources. Members are also expected to read the extremely large agendas each month, which can be difficult. The Committee meetings can take from 9.30 through to mid- afternoon, and it can be difficult to maintain concentration for the whole of the meeting.
- 1.5 In addition the Council's performance in terms of speed and quality of decisions is assessed by Government. Taking such a large number of applications to Committee will potentially have an impact on the Council's speed in determining applications, as it can often be difficult to meet deadlines if an application needs to go to Committee. There is also the question of sufficient capacity to write the reports, and often applications will need to wait until a later Committee because there aren't the resources to prepare the reports.
- 1.6 In terms of quality, lesser numbers of applications going to Committee should improve this aspect. It will allow more focus on the reports and the presentation, hopefully helping members in their decision meeting at the Committee.

#### *Sifting Panel trial*

- 1.7 At the end of 2016 a 3 month trial was held into a Sifting Panel mechanism, which can be used to ensure the correct applications go to Committee for determination. This involved a small group of senior officers and Councillors (Executive Director, Assistant Director, Chairman, Vice-Chairman, Portfolio Holder) meeting to discuss in detail the issues around applications due to go to Committee, and deciding whether or not they should be determined by the Planning Committee. In the trial 50% of applications that were due to go to Committee were not considered necessary to go, and could be dealt with under delegated powers. If there were any potential doubts or issues then applications would be deemed to have to go to Committee. The trial was considered to work well, and sifted out those applications not considered appropriate for Committee.
- 1.8 Following consultation on the proposed sifting panel with the Planning Committee, it was agreed that an additional trial take place, in front of the Committee, so they could see first hand how the panel would operate. After that extra trial, the Planning Committee supported the use of the panel, but subject to:
  - a Member of the Planning Committee taking part in the Sifting Panel, and that this should be on a rotational basis for those that volunteer for it

- a defined set of criteria for the operation of the panel be agreed
- a record be kept of the individual meetings
- the operation of the Sifting Panel be reviewed after 12 months

1.9 Without this sifting mechanism it is difficult to think of a way of reducing numbers to a suitable level. At least with a Sifting Panel there is senior officer and member input into applications, which will consider Parish Council and other reasons for an application potentially going to Committee, and make a judgement on whether it needs to go or not.

1.10 Finally, there is a catch all in the current Scheme that Members have the right to call-in any planning application within 28 days of the publication of the weekly list. It is proposed to retain that right for Members, subject to Members only calling in applications in their own Wards (unless there are exceptional circumstances dictating otherwise), and Members must give a reason for calling-in an application to Committee. Members will also continue to be expected to attend and address the Committee if they call an application in (as set out in the current Scheme of Delegation).

## **2.0 Proposed amendments to the Scheme of Delegation**

2.1 Given the issues raised above the following changes are proposed to the Scheme of Delegation:

a) Applications due to go to Planning Committee (except those subject to the Member call-in right) will be considered first by a Sifting Panel. The Sifting Panel may resolve that an application that would need to go to Planning Committee under 1.1.2 – 1.1.4 of the current Scheme of Delegation (attached to this report) can be determined under officer delegated powers.

b) Retain the Member call-in right and the current timescale for it but amend this to ensure that Members only call-in applications within their own Wards (unless exceptional reasons dictate otherwise), and that reasons for calling-in the application are given.

2.2 The Sifting Panel will likely meet on a monthly basis but it could be more regular if necessary. The precise way of working of the Sifting Panel will be determined by the Director and Portfolio Holder but will be in accordance with the recommendations of the Planning Committee, as set out in 1.9.

## **3.0 Options Considered**

### *Option 1 – Make no changes to the current scheme of delegation*

3.1 The scheme could continue as at present. However the issue of 5 year land supply could come and go at various times, and the issue of large agendas and the problems associated with it will remain as an issue

going forward. As stated earlier the preparation for Committee is an intensive process, and currently takes up a disproportionate amount of both officer and Member time.

*Option 2 – Make the proposed changes to the Scheme of Delegation set out in section 2.0*

- 3.2 This would free up officer time, and use less resource, thereby allowing Planning Committee to take up a more proportionate amount of time. The full benefits of this are explained earlier in the report.

*Option 3 – Do not introduce the sifting panel but make other changes to the Scheme of Delegation dealing with other specific issues that have arisen*

- 3.3 This involves tweaking the Scheme so that some aspects will change, such as removing the need for applications above the financial threshold to automatically go to Committee, and removing the need for applications with a previously dismissed appeal decision from having to go. However this this will have a limited impact as it will not pick up the Parish call-ins, which are the majority reason for applications having to go to Committee.

#### **4.0 Policy Implications**

- 4.1 The changes to the scheme of delegation in relation to planning will result in a change to the policy relating to the delegation of powers to the Executive Director – Environment & Planning.

#### **5.0 Financial Implications**

- 5.1 There are no direct financial implications, although the proposed Scheme will free up officer time (and the costs associated with that) to deal with other applications.

#### **6.0 Personnel Implications**

- 6.1 As above the changes to the scheme as proposed should result in a reduced number of applications going to the Committee. This would allow more time to be spent in other aspects of the section's work. There are no other personnel implications associated with this application.

#### **7.0 Statutory Considerations**

- 7.1 The Council has statutory powers to determine planning and other related applications. The scheme of delegation clearly relates to that function.

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

8.1 An EIA pre-screening is attached to this report. This shows that there are no equalities issues linked to this report.

## **9.0 Risk Management Implications**

9.1 There are not considered to be any risk management issues.

## **10.0 Declarations of Interest / Dispensations Granted**

10.1 There are none.

## **Background Papers**

Existing Planning Scheme of Delegation  
National Planning Policy Framework (NPPF)  
Planning Policy Guidance  
Local Development Framework/Local Plan documents

# Pre-Screening Equality Impact Assessment

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



Name of policy/service/function	Planning scheme of delegation				
Is this a new or existing policy/ service/function?	Existing function				
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	Amendment to the scheme to remove unnecessary applications if possible, to allow the Committee to better concentrate on those applications that ought to be subject to that extra level of scrutiny.				
<b>Question</b>	<b>Answer</b>				
<p><b>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 <b>according to their different protected characteristic</b>, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</b></p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		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	
<b>Question</b>	<b>Answer</b>	<b>Comments</b>			
<b>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?</b>	No				
<b>3. Could this policy/service be perceived as impacting on communities differently?</b>	No				
<b>4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</b>	No				
<p><b>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</b> If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	No impacts identified	<b>Actions: None required</b>			
		<b>Actions agreed by EWG member:</b>  <b>Clare Dorgan</b>			
<b>Assessment completed by:</b> <b>Name STUART ASHWORTH</b>					
<b>Job title ASSISTANT DIRECTOR</b>	<b>Date: 16/10/2017</b>				

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	18 December 2017		
TITLE:	Corporate Performance Monitoring Q2 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**

<b>PURPOSE OF REPORT/SUMMARY:</b>
<p>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 Q2 2017/18.</p>
<b>KEY ISSUES:</b>
<p>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.</p> <p>The Q2 2017/18 monitoring report shows that 62% of targets have been met, and performance has improved against target for 20 indicators.</p> <p>In addition, at the Corporate Performance Panel meeting on 9 October the Panel resolved to obtain additional information in relation to planning applications. This information is included in the body of this report for further consideration by Panel Members.</p>
<b>OPTIONS CONSIDERED:</b>
<p>Not applicable.</p>
<b>RECOMMENDATIONS:</b>
<p>The Panel is asked to</p> <ol style="list-style-type: none"> <li>i. Review the performance monitoring report</li> <li>ii. Consider the introduction of additional indicators in relation to planning applications and agree:             <ol style="list-style-type: none"> <li>i) That these new indicators be included within the monitoring information for the 2017/18 year – for monitoring purposes only.</li> <li>ii) That the relevant Executive Director and Portfolio Holder be asked to include these indicators, with targets, as part of the 2018/19 performance monitoring report.</li> </ol> </li> <li>iii. Agree the actions outlined in the Action Report.</li> </ol>
<b>REASONS FOR RECOMMENDATIONS:</b>
<p>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.</p>

## 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 – Q2 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– Q2 2017/18

- 2.1 CO8 - number of residential houses built (NORA) and CO9 number of residential house sales completed (NORA) will not be monitored for the remainder of the 2017/18 financial year. An appeal during the tender process resulted in the need for a second tender, this has caused a delay of up to 9 months and therefore, no data will be available from 1/10/17–31/3/18. New indicators have been proposed for 2018/19 to monitor the number of residential houses started and completed at NORA, Marsh Lane and Lynnsport 4/5. These indicators will be considered as part of the annual performance target setting process in May 2018.
- 2.2 The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters. This enables comparison to previous quarters.
- 2.3 The percentage of indicators where performance has improved against the target for Q2 2017/18 has increased significantly to 50%, and the percentage of indicators that have has not improved against target has decreased to 18%.

		Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18
Performance has improved against target		13 (31%)	12 (28%)	16 (36%)	14 (33%)	20 (50%)
Performance has not improved against target		19 (45%)	19 (45%)	18 (41%)	8 (19%)	7 (18%)
Performance has met and continues to meet target		3 (7%)	4 (10%)	3 (7%)	7 (17%)	2 (5%)
Performance remains unchanged and below target		0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

Other: <ul style="list-style-type: none"> <li>• reported annually</li> <li>• new indicator</li> <li>• monitor only</li> </ul>	7 (17%)	7 (17%)	7 (16%)	13 (31%)	11 (27%)
Total number of indicators	42	42	44	42	40

- 2.4 There has been an increase in the number of indicators that have met the target for Q2 2017/18. Actions are in place for the 7 indicators that have not met the quarterly target.

	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18
Performance target met 	23 (55%)	20 (48%)	24 (54%)	22 (52%)	25 (62%)
Performance target not met 	10 (24%)	13 (31%)	13 (30%)	8 (19%)	7 (18%)
Other: <ul style="list-style-type: none"> <li>• reported annually</li> <li>• figure not available</li> <li>• monitor only (no target set)</li> </ul>	9 (21%)	9 (21%)	7 (16%)	12 (29%)	8 (20%)
Total number of indicators	42	42	44	42	40

- 2.5 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	4	1	6
Corporate Projects and Assets	4	2	2	0
Culture, Heritage & Health	0	0	0	0
Development	5	5	0	0
Environment	3	3	0	0
Facilities and ICT	5	4	1	0
Housing and Community	12	7	3	2
Performance	0	0	0	0
Total	40	25	7	8

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	7	5	0	2
Central and Community Services	11	5	4	2
Commercial Services	7	5	2	0
Environment and Planning	6	6	0	0
Finance Services	9	4	1	4
Total	40	25	7	8

### 3. Planning Performance Indicators

- 3.1 Panel Members have previously expressed an interest in gaining a better understanding of the planning performance indicators EP3a, EP3b, EP3c and EP3d. We have therefore, arranged for the Planning Control Manager to attend this meeting to give a more detailed overview of these indicators. This explanation will be covered under the next item on the agenda for this meeting.

### 4. Proposed additional planning application indicators

- 4.1 At the Corporate Performance Panel meeting held on 9 October 2017, Members reviewed the EP3d indicator which was noted as a government indicator and not locally determined.
- 4.2 Following discussions, it was agreed that additional indicators to 'record and provide information on planning applications refused; what percentage then went to appeal and the outcome of the appeal' be considered for inclusion in the suite of existing performance indicators monitored on a quarterly basis.
- 4.3 Proposed indicators have therefore been drafted as follows:
1. % of applications refused
  2. % of refused applications then appealed
  3. % of appeals lodged that are overturned

In addition, data for these proposed indicators has been collated for the 2017/18 year to date as follows:

Name	Q2 2017/18 cumulative performance
% of applications refused	11.30%
% of refused applications then appealed	25.51%
% of appeals lodged that are overturned	% *

\* Unfortunately the production of a meaningful quarterly indicator for the 'percentage of appeals lodged that are overturned' is not straight forward. This is because, whilst an appeal may be lodged within a particular time period (eg Q2) the Council will not receive a decision on the appeal from the Planning Inspectorate within the same period. Appeals can be dealt with in a number of ways, ie household fast track, informal hearing or public inquiry each of which is progressed on a different timescale.

- 4.4 The Planning Control Manager will be able to provide a more detailed explanation of the appeals process should Members have any queries. Panel Members may also wish to look at the quarterly appeals report (Appendix A) submitted to the Planning Committee which provides a range of information on current appeals. It is suggested that the Panel discuss with the Planning Control Manager how an indicator to capture information on appeals overturned could be developed, or alternatively the existing report to the Planning Committee may cover all the required information.
- 4.5 As no performance target has, as yet, been set for these indicators they have not been included in the full monitoring report or the summary statistics outlined in section 2 of this report.

- 4.6 It is proposed that, if agreed by the Panel, the proposed indicators will be introduced 'for monitoring purposes only' for the remainder of the 2017/18 year. The relevant Executive Director and Portfolio Holder should then be asked to review the data and set targets for the indicators as part of the 2018/19 target setting process.

## **5. 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.

## **6. Corporate Priorities**

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

## **7. Financial Implications**

None

## **8. Any other Implications/Risks**

None

## **9. Equal Opportunity Considerations**

None

## **10. Consultation**

Management Team, senior officers and Portfolio Holder

## **11. 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.

## **12. Background Papers**

Corporate Business Plan 2015/16 – 2019/20

# Performance Monitoring Action Report Q2 2017-18



This report highlights indicators that have not met target for Q2 2017-18 and is a supporting document to the Performance Monitoring Q2 2017-18 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

<b>Status</b>		This indicator has not met the target.
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## Performance Indicators Q2 2017-18

Ref	Name	Q2 2017/18 Target	Q2 2017/18 cumulative performance	Q2 2017/18 (July-Sept) performance	Status	Notes	Actions
CC2	Average no of working days lost due to sickness absence per FTE employee	4.00	4.28	1.91		Although this indicator has exceeded the cumulative target, the performance in Q2 was below the quarterly target. Sickness levels have reduced by more than 20% during Q2.	Continued monthly monitoring by Management Team.
CC6	% of Careline alarms installed within 10 days from date of enquiry	85.00%	81.50%	74.45%		During Q2 staff absence for training and annual leave has impacted on performance. However, only 4 installations were passed to the contractor for installation compared to 23 in Q1.	Continued monthly monitoring by Management Team.
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	20.0	25.0	28.2		35 cases exceeded the 20 week target during Q2 which were due to a delay with site surveys and contractors starting dates, this has been addressed.	A new framework contract which has built in contractor resource and training will allow them to pick up the demand on the technical side of the grant process.
CC11	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries	2.0%	0.2%	0.2%		My Account (OneVu), online forms, web chat and the website are in place to increase in customer take-up. The council has seen a reduction of face to face enquiries as well as an increase in the telephone calls to the Call Centre.	The advisors continue to direct and re-educate customers to use the authority's digital channels.
CO4	% of rent arrears on industrial estates	3.00%	3.47%	decreased by -1.81%		A tenant with a seasonal payment arrangement is in arrears, discussions have been held to recover the outstanding balance.	Terms have been agreed with another tenant to clear outstanding arrears over 3 years.
CO6	% rent arrears on retail/general units	3.00%	4.43%	decreased by -0.94%		This indicator has improved during Q2, however two tenants remain in arrears.	One tenant has an agreement for arrears to be paid by Christmas, and the other tenant is subject to a hardship request which is ongoing.
FS5	No of days to process changes of circumstances	12	14	19		The Q2 figure has not met the target due to the current workload being managed within available resources. This has increased the average number of days it takes to process a change.	The indicator is on track to meet the target of 12 days for 2017/18.

# Performance Monitoring Q2 2017-18

<b>Status</b>	Indicator has not met the target	18%	Indicator is on target	62%	New 2017-18 indicator	22%
<b>Trends</b>	The value of this indicator has improved	50%	The value of this indicator has worsened	18%	The value of this indicator has not changed	5%

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.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 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	–	–	<b>Q1</b> 0.50	–		Data will be available one quarter in arrears. 2016/17 Q4 0.51 (previously 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	37			
CE6	1	% of freedom of information requests given final response within 20 working days	Aim to maximise	86.0%	95.0%	96.0%			
CE7	2	% of allocated spend of Flexible Homeless Grant	Aim to maximise	–	50.0%	60.0%			New grant to replace the temporary accommodation subsidy

## Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	10.34%	–	5.50%	–		For monitoring purposes only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	10.35	4.00	4.28			Although this indicator has exceeded the cumulative target, the performance in Q2 was below the quarterly target. Sickness levels have reduced by more than 20% during Q2.

# Performance Monitoring Q2 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
CC3	1	% of short term sickness	Aim to minimise	42%	–	33%	–		For monitoring purposes only
CC4	1	Telephone satisfaction rates	Aim to maximise	99%	98%	98%			
CC6	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	66.1%	85.0%	81.5%			During Q2 staff absence for training and annual leave has impacted on performance. However, only 4 installations were passed to the contractor for installation compared to 23 in Q1.
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	30.0	35.0	34.0			
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	25.0			35 cases exceeded the 20 week target during Q2 which were due to a delay with site surveys and contractors starting dates, this has been addressed.
CC9	1	% of customer satisfaction with on-line forms	Aim to maximise	90.0%	80.0%	92.0%			
CC10	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%			
CC11	1	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries	Aim to maximise	–	2.0%	0.2%			My Account (OneVu), online forms, web chat and the website are in place to increase in customer take-up. The council has seen a reduction of face to face enquiries as well as an increase in the telephone calls to the Call Centre.
CC12	1	No of customers registered for OneVu account	Aim to maximise	2,999	8,000	9,525			

## Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 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	0.5			
CO2	3	Total of waste recycled and composted (tonnage)	Aim to maximise	–	15,340	15,379			
CO3	1	% of rent achievable on industrial estates	Aim to maximise	92.36%	90.00%	93.44%			

# Performance Monitoring Q2 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
CO4	1	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	3.47%			A tenant with a seasonal payment arrangement is in arrears, discussions have been held to recover the outstanding balance.
CO5	1	% rent achievable on retail units	Aim to maximise	96.36%	96.00%	96.56%			
CO6	1	% rent arrears on retail units	Aim to minimise	4.14%	3.00%	4.43%			This indicator has improved during Q2, however two tenants remain in arrears.
CO7	3	No of brown bins in use for composting	Aim to maximise	_	25,850	26,112			
CO8	2	No of residential houses built - NORA	Aim to maximise	58	_	_	_	_	An appeal during the tender process resulted in the need for a second tender. This has caused a delay of up to 9 months therefore, CO8 and CO9 will not be monitored for the remainder of the 2017/18 financial year.
CO9	2	No of residential house sales completed - NORA	Aim to maximise	38	_	_	_	_	

## Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
EP3a	2	Processing of <b>major</b> development applications	Aim to maximise	75.0%	50.0%	100%			
EP3b	2	Processing of <b>non-major</b> development applications	Aim to maximise	78.0%	65.0%	82%			
EP3c	2	% of decisions on applications for <b>major</b> development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	10.0%	10.0%	5.8%			
EP3d	2	% of decisions on applications for <b>non-major</b> development that have been overturned at appeal, measured against total number of non-major applications determined	Aim to minimise	1.0%	10.0%	1.0%			
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	97.0%	95.0%	97.0%			
EP5	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			

# Performance Monitoring Q2 2017-18

## Finance Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 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%	-	84%	-		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	14			The Q2 figure has not met the target due to the current workload being managed within available resources. This has increased the average number of days it takes to process a change.
FS6	1	% of Council Tax collected against target	Aim to maximise	97.70%	56.78%	57.99%			
FS7	1	% of Business Rates collected against target	Aim to maximise	99.10%	57.48%	57.81%			
FS8	1	No of residential dwellings subject to Council Tax	Aim to maximise	72468	-	72578	-		For monitoring purposes only
FS9	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48798	-	49400	-		For monitoring purposes only

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	18 December 2017		
TITLE:	Q2 2017/18 Corporate Business Plan Monitoring Report		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Becky Box		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
The Corporate Business Plan monitoring report has been developed to demonstrate progress against the Council's Corporate Business Plan. This report contains information on the progress made on the key actions up to the end of Quarter 2 2017/18.
<b>KEY ISSUES:</b>
There are currently 41 agreed actions being undertaken to progress the Council's Corporate Business Plan. The 2017/18 Q2 monitoring report indicates that 93% of the actions are progressing well and 7% are slightly behind schedule (23 actions have been completed from Q4 2015/16 to Q2 2017/18).
<b>OPTIONS CONSIDERED:</b>
N/A monitoring report
<b>RECOMMENDATIONS:</b>
The Panel is asked to review the Q2 2017/18 Corporate Business Plan monitoring report and identify where further information/clarification on progress is required.
<b>REASONS FOR RECOMMENDATIONS:</b>
The Corporate Business Plan sets out the broad framework for the Council's work for the period 2015/16 to 2019/20. Members should use the information within the monitoring report to review progress on agreed actions and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule Members can seek additional information as to the reason(s) that work is behind schedule.

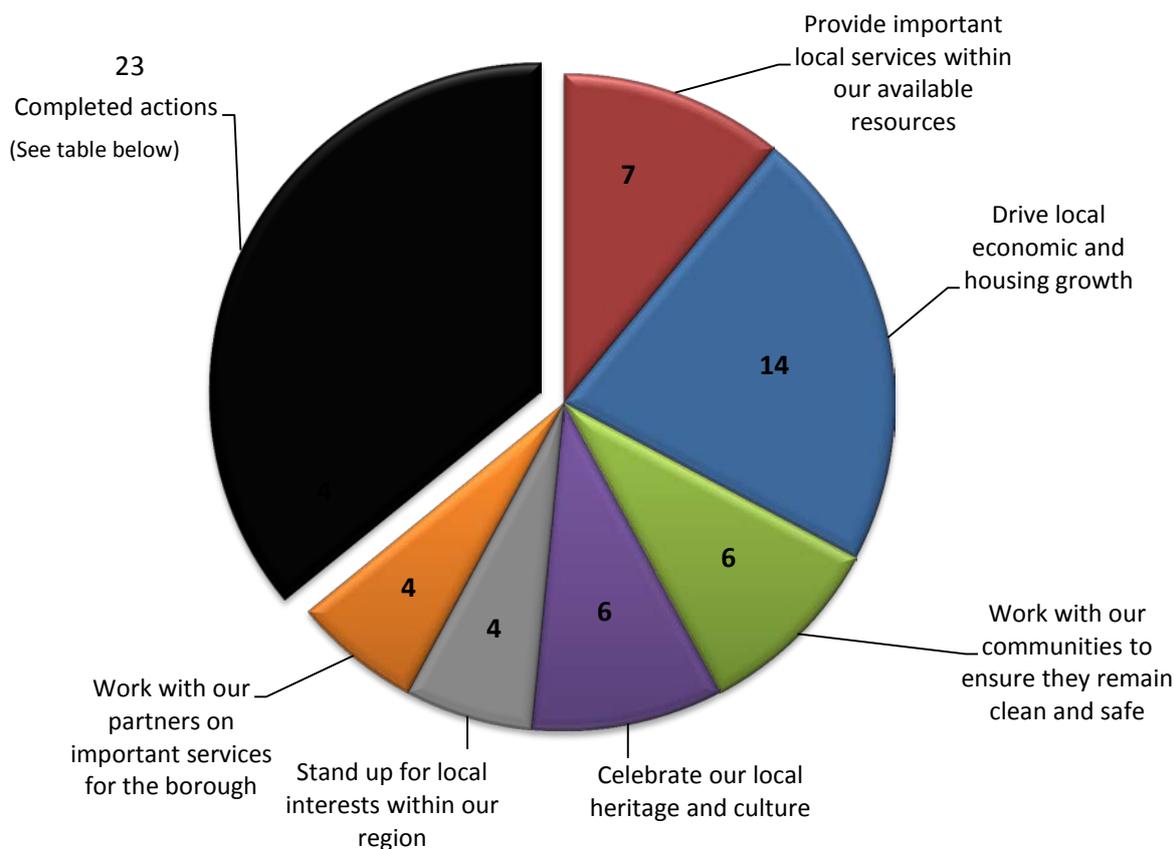
## **1. Introduction**

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

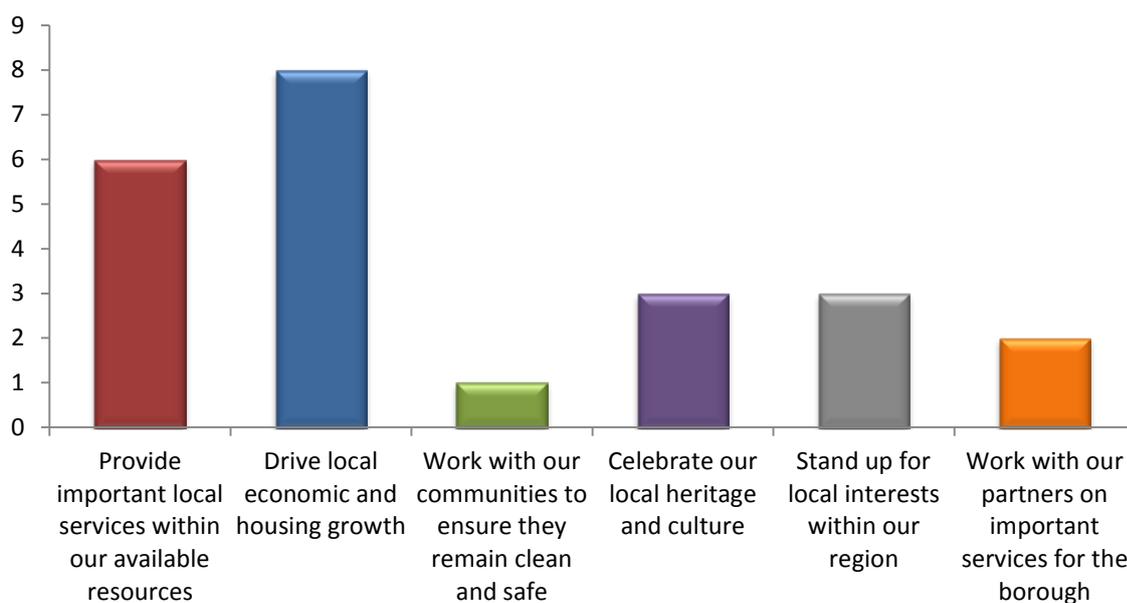
## **2. Monitoring Report**

- 2.1 The 2017/18 Quarter 2 report details progress on agreed actions as at the end of September 2017. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the 2017/18 Quarter 3 report (which will be available on Insite).
- 2.2 The Executive Summary for the 2017/18 Quarter 2 monitoring report indicates that 93% of key actions are progressing well and 7% are slightly behind schedule.
- 2.3 The chart below highlights the number of current key actions which underpin each corporate priority. Over the next four years the proportions of the chart will change at the end of each quarter, as key actions are completed or new key actions are added in reaction to specific corporate issues or priority areas.

2.4 Current key actions per corporate priority at the conclusion of Q2 2017/18



2.5 Breakdown of completed key actions by Priority



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

Members should review the full Corporate Business Plan monitoring report covering Q2 2017/18 (attached) noting the 'status' given for each key action, The 'comments' column provides details of specific actions which have been progressed during Q2 to enable Members to assess the work undertaken against each action during the specified quarter.

### **4. Corporate Priorities**

This report provides evidence of progress towards the achievement of the Council's corporate priorities.

### **5. Financial Implications**

None

### **6. Any other Implications/Risks**

None

### **7. Equal Opportunity Considerations**

None

### **8. Consultation**

Management Team, senior officers and Portfolio Holder

### **9. Conclusion**

Members should use the Q2 Corporate Business Plan monitoring report to assess performance during the period July to September 2017.

### **10. Background Papers**

Corporate Business Plan 2015/16 – 2019/20



# Corporate Business Plan Monitoring Report

Covering Q2 2017/18

<sup>74</sup> Detailing progress against the  
2015-2020 Corporate Business Plan



## Executive summary by Corporate Business Plan outcomes



Progress and performance overall is behind schedule



Progress and performance is within acceptable variance



Progress and performance is on track

### 1. Provide important local services within our available resources

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



### 4. Celebrate our local heritage and culture

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



### 2. Drive local economic and housing growth

Of the 14 actions in place for this priority, 2 actions are slightly behind schedule and the remaining 12 actions are progressing well.



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

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



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

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



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

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



Overall progress on Corporate Business Plan actions as at 30<sup>th</sup> September 2017 is deemed to be on track.

## Corporate Performance Indicators

The following corporate performance indicators have been introduced to capture key performance measures for each of the Council's corporate priorities.

Priority	Indicator	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18
1	Progress towards £3.1m savings required by 2019-20 identified in the Financial Plan for 2015-2020 (cumulative to the end of 2016/17)	£478,030	£486,460		
	Progress towards target savings for 2017/18 of £270,362			£3,550	£71,700
	No of customers registered for OneVu account (cumulative)		2,999	6,638	9,516
2	Growth in Business Rates (target £500,000)	£403,750	£1,236,707	£747,914	£266,668 *
	Number of new homes built (annual target 670)		395		
3	Number of households signed up to 'West Norfolk Recycling Rewards' (cumulative)	3,658	3,695	5,917	5,301 **
	Reduce contamination of recycling by 4.85% to 10.00% by 31 March 2018 (cumulative)	16.0%	18.6%	15.3%	15.8%
4	Footfall in King's Lynn Town Centre compared to same quarter in the previous year	+1.4%	+1.6%	-1.92%	-3.41%
	Number of Town Heritage Initiative buildings where work has commenced (cumulative)	6	6	7	7
5	Deliver an 8% increase in mobile coverage / superfast broadband of West Norfolk premises by June 2020 – recorded one quarter in arrears	4%	4%	4%	6%
6	Work with voluntary groups to recruit a minimum of 15 voluntary advisers for the LILY project	22	30	37	40

\* The Rateable Value (RV) for the Power Station was £2,280,000 but has been reduced by 95% due to the refurbishment works. It is likely to come back in at a higher RV once the works are completed in 2019 but in the meantime our income is reduced. The former Beales stores had a RV of £155,000 providing income of over £74k, as the property has been demolished we no longer receive this income, it is likely to have a higher RV when completed.

\*\* Q2 figure has dropped due to residents deciding to opt out of the scheme.

## Detailed progress by Corporate Business Plan priorities

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

### Note:

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

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

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

Cabinet Member: Cllr K Mellish

Status	Key Action	Progress	Target Date	Comment
	Undertake a programme of business process change workshops to map existing processes and identify areas which can be improved to achieve cost savings and/or improved levels of service	Ongoing	December 2017	The Corporate Lean Team have been working with Licensing to map their top 5 processes and to transfer the paper forms to e-forms. A new online payment function has been implemented and when the forms go live, customers applying for licences will be able to apply online, submit supporting evidence and pay for the service as an end to end transaction. Work is also continuing to integrate the service to the back office Uniform system to eliminate manual rekeying of the data. This is expected to be live during the Autumn.
	Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training	Ongoing	December 2017	A staff digital survey will be sent to all staff during October 2017. The survey focuses on the 'Basic Digital Skills Framework' as well as internal digital services to gauge existing knowledge and skills. A training and communication plan will be drawn up from the results of the survey.

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

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Develop and deliver a programme of training to enable employees to adapt effectively to new challenges and new ways of working and which support corporate priorities.	On track	December 2017	New training courses in relation to project management continue to be rolled out, receiving very positive feedback from delegates. Activities to support the delivery of our safeguarding training plan, developed to support the implementation of our new safeguarding policy, have been progressed, with training in two specialist areas already being planned for later this year.

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

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

Status	Key Action	Progress	Target Date	Comment
	Put in place a programme of works for increasing the use of Kings Court and other council buildings by third parties	Ongoing	March 2018	Works for the adaptation of Kings Court to accommodate the Department for Work and Pensions Job Centre Plus have commenced, the occupation date by DWP JCP is 26 <sup>th</sup> March 2018. The offices at Valentine Road, Hunstanton have received an expression of interest from health-related services. The Priory Centre offices have potential for letting, subject to the agreement of Norfolk County Council, as landlord.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme	Ongoing	December 2017	Work on the Hunstanton element of OPE is progressing well. Briefings have taken place with representatives from Hunstanton Town Council and the Coastal Communities Team, and a presentation was given to the Regeneration and Development Panel in October. Wider communications activities are planned in due course in line with the programme Communications Plan. Specific projects are being progressed and are on track with the project plans agreed with the OPE programme office.
	Implement the actions identified in the land review of sites owned by the Borough Council	Ongoing	March 2018	Units at Croft's Close, Burnham Market should be available for sale by November/December 2017. The other site in Burnham Market is still at Pre-App stage. The site at Alexandra Road, Hunstanton is being considered for development under the Major Housing contract.

### Priority 1 other actions

	<p>Monitor the Efficiency Plan, report progress achieved by developing/reviewing major projects and identify further opportunities for securing savings.</p>	<p>On track</p>	<p>December 2017</p>	<p>As reported in the monthly monitoring report at the end of September 2017, savings of £71,700 are reported against the target of £270,362, the target is 27% achieved. The targets will be reviewed by Management Team and EMT in early October 2017. The targets will be further reviewed as part of the budget process 2017-2022, to be reported to Cabinet on 6 February 2018. The DWP lease arrangements are still to be finalised, it is expected that annual rents and service charges will be achieved in excess of £250k. The monitoring arrangements for the corporate projects are being developed now the Performance and Information Officer in Property Services has been appointed.</p>
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### Priority 2 - Drive local economic and housing growth

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

Cabinet Member: Cllr A Beales and Cllr P Hodson

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Status	Key Action	Progress	Target Date	Comment
	<p>Work with Norfolk and Waveney Enterprise Services (NWES) and other partners on developing proposals to support the creation of new jobs and businesses at KLIC.</p>	<p>Ongoing</p>	<p>December 2017</p>	<p>A training course on 'how to deliver exceptional online customer experience' with UK consultancy Different Dimensions has been held at KLIC. NWES and NatWest Bank hosted a series of workshops for 'Small business advice week'.</p>
	<p>Prepare an outline proposal for the development of a Shared Technology Centre (STC) on the site opposite KLIC</p>	<p>Ongoing</p>	<p>December 2017</p>	<p>No further progress during Q2 2017/18</p>
	<p>Use the website as a platform for e-marketing for the Enterprise Zone as well as the promotion of West Norfolk to outside investors.</p>	<p>Ongoing</p>	<p>January 2018</p>	<p>The Inward Investment website has been updated to include the Enterprise Zone, Nelson Quay and the Heritage Action Zone. The Twitter account is live with tweets from the Economic Development team.</p>
	<p>Prepare a five-year marketing plan for the Nar Ouse Business Park</p>	<p>Progress is slightly behind schedule</p>	<p>December 2017</p>	<p>A development prospectus has been produced and the Enterprise Zone site features in the New Anglia LEP's Invest East brochure (investable opportunities in Norfolk and Suffolk).</p>

	Implement the King's Lynn town centre action plan	Progress is slightly behind schedule	December 2017	A new plan is currently being developed and will commence in Spring 2018.
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### 5. We will: Meet our housing growth targets

Cabinet Members: Cllr A Lawrence and Cllr A Beales

Status	Key Action	Progress	Target Date	Comment
	Commence the implementation of the Borough Council's approved Major Housing Scheme	Ongoing	December 2017	The sales suite at Marsh Lane opened in August as planned. 3 show homes are due to open in November 2017 and 11 properties have been reserved with a further 8 having an 'early bird' reservation. Works on Lynnsport 4&5 has commenced.
	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Ongoing	December 2017	All house sales are complete, and works on Phase 3 have commenced.
	Acquire strategically located sites to enable additional phases to proceed	Ongoing	December 2017	Ground monitoring wells have been installed and monitoring has commenced.
	To increase housing supply and provide investment opportunities, develop and establish a wholly owned Local Authority Company (LAC) to develop and acquire new affordable housing units in the Borough	On track	February 2018	The company is progressing registration as a Registered Provider with a target completion date of early February 2018.

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

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Ensure the Council responds effectively to new requirements in relation to apprenticeships	Ongoing	March 2018	Arrangements to ensure the payment and monitoring of the apprentice levy, which came into effect from May 2017, are now established as part of our monthly payroll processes. 13 employees will be enrolling on apprenticeships in October, with plans to start a second cohort in February.
	Co-ordinate and provide support to the West Norfolk Partnership's Strategy Group to bring together the main public sector service providers and the umbrella organisation for	Ongoing	March 2018	The next meeting of the Strategy Group is scheduled for mid-October at which time partners will receive an update on work towards the four key priority areas identified for 2017/18. Work has progressed in the past three months regarding the improvements to the Working In West Norfolk recruitment portal and developing a

	the voluntary sector to improve quality of life in West Norfolk			'brand west Norfolk' project.
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### Priority 2 other actions

	Respond to increasing levels of homelessness within the Borough by expanding the availability of temporary accommodation including consideration of available council buildings and development sites	On track	January 2018	Works to convert Broad Street in to temporary accommodation is out to tender with the project due to start in January 2018.
	Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015	On track	December 2017	Policy proposals are being considered by LDF task groups.
	Maximise the potential of the riverfront area – consultation phase	Ongoing	December 2017	The consultation phase has been completed. Cabinet agreed at the meeting held on 1 August 2017 to endorse the final King's Lynn Riverfront Delivery Plan and approved the next steps to progress and test the scheme further.

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

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

Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Target Date	Comment
	Find ways to raise awareness levels in the public arena to enhance the recycling scheme across the borough	Ongoing	December 2017	The Food Waste Challenge has been launched to encourage residents to reduce food waste and increase food caddy use. The council has seen a 4% increase in food waste between Q1 and Q2. The Norfolk Waste Partnership 'Love your recycling' campaign has been delivered during August and September and work commissioned as part of the Sainsbury's Discovery Communities in Downham Market will be delivered during Q3.
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	Ongoing	December 2017	With the total contamination rate currently at 15.8% staff have visited all areas of the Borough inspecting the contents of recycling bins, this area of work will be completed during Q3. Material Recycling Facility (MRF) data shows a reduction of bagged waste in August-September compared to April-May.

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

Cabinet Member: Cllr I Devereux and Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Streetscenes: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2017	Regular operational meetings are being held to identify opportunities for partnership working. Staff will continue to monitor output and customer feedback and adjust work patterns accordingly.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2017	Areas of adaption and priorities have been identified from reviewing the Public Open Space call register from the 2017 season. Quarterly meetings are being held with Downham Market Town Council on grass cutting regimes within local areas.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2017	The Green Flag awards for five sites have been maintained / awarded. All In-Bloom entrants were awarded Gold, with Hunstanton being nominated to represent the eastern region for the coastal category for Britain In-Bloom.

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

Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Target Date	Comment
	Proactively use data and intelligence to target action to prevent nuisance and anti-social behaviour	Ongoing	December 2017	The anti social behaviour team is working jointly with Police and other colleagues within the OPT (Operational Partnership Team) using data obtained to target people aggressively begging in King's Lynn town centre. Those causing ASB, in particular with nuisance drinking will be dealt with, while those requiring support, particularly if they are homeless will be assisted by the housing team.

**Priority 4 - Celebrate our local heritage and culture****10. We will: Deliver an annual programme of festivals and events to attract people into West Norfolk and showcase our area**

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Assist, facilitate and promote events in other parts of the Borough	Ongoing	December 2017	The latest tourism statistics are unavailable for Q2 due to the departure of the Tourism Manager. With effect from Q3, quarterly data will be provided by the Regeneration, Heritage & Economic Development Manager.

	Deliver and enable a range of events in King's Lynn to improve the attraction of the town as a sub-regional centre	Ongoing	November 2017	During the summer many successful events have been held to enhance the appeal of King's Lynn Town Centre with some events returning for the 2 <sup>nd</sup> or 3 <sup>rd</sup> year. During Q3, the event calendar will conclude with a children's Halloween event and trail, Fawkes In The Walks and the Christmas lights switch on.
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### 11. We will: Support the improvement of our built heritage, drawing in third-party funding wherever possible

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

Status	Key Action	Progress	Target Date	Comment
	Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate.	Good	December 2017	From the 5 priority cases currently being focused on by the Derelict Land and Building Officer Group, 1 case is pending a downgrade to the watch list. 32 residential properties and 20 commercial properties are currently on the watch list which has seen 3 properties addressed and removed. Work is progressing on the preparation of a Townscape Heritage 2 application to the Heritage Lottery Fund to address empty and derelict properties in the area around Railway Road.
	Implement key phases of the Hunstanton Regeneration Programme	Good	December 2017	The capital works for the Hunstanton Heritage Gardens project have been completed, and the activities programme has been launched and will run until 2019. An application to the Business Rate Pool for master planning and a feasibility study of key development sites has been submitted, a decision is due to be announced in October 2017.
	Develop proposals for refurbishment of the St George's Guildhall complex	Ongoing	December 2017	Work continues with partners to explore opportunities for the site in order to develop proposals that will attract future funding partners. This includes the development of a draft Cultural Strategy Positioning Document to underpin any proposals.

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

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Deliver the action plan of the 2016-20 West Norfolk Destination Management Plan	Ongoing	December 2017	The latest tourism statistics are unavailable for Q2 due to the departure of the Tourism Manager. With effect from Q3, quarterly data will be provided by the Regeneration, Heritage & Economic Development Manager.

## Priority 5 - Stand up for local interests within our region

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

Cabinet Member: Cllr B Long

No key actions

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

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

Status	Key Action	Progress	Target Date	Comment
	Work with Better Broadband for Norfolk (BBfN) with a view to achieving over 95% coverage for super-fast broadband for the West Norfolk area once the current 'roll-out' is complete	Ongoing	December 2017	The second contract has implemented 39 new fibre cabinets across the borough which have provided access to fast broadband for over 4,100 properties. The order of the rollout continues to be based on the most efficient possible to ensure as many properties as possible have access to Superfast speeds by minimising deployment costs. 11 more cabinets have begun implementation in the borough and a further 46 surveys have been completed.
	Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	March 2020	Preferred routes for RIS1 (road investment strategy) improvements including Guyhirn have been published in August 2017. A revised business case is being prepared by WSP consultants for Norfolk County Council for the Tilney – East Winch RIS2 improvements. The Wisbech Access Study consultation with proposals to improve the A47 Broadend Road and A1101 Elm High Road junctions has been delayed until October 2017.
	Work with partner members of the Ely Area Improvements Task Force to secure improvements to the King's Lynn – Cambridge – London King's Cross rail service	Ongoing	March 2019	Road Study - Engagement event on 14 September 2017 went very well. Responses have been sought by the end of September, finalised in October and will then be published. The next steps include: assess nos./comments, revisit Traffic Regulation Order possibilities, look at Network Rail work and consider other options e.g. new road. Rail Study - GRIP 1 (Governance for railway investment projects) is complete. Internal approvals have been given to progress GRIP 2 and 3a. The programme paused as unable to confirm the design contract until the LEP contracts are signed. Legal reviews are taking place and LEPs are working together on the agreements. First part of level crossing feasibility study is almost finished.

	Work with stakeholders in Snettisham, Heacham and Hunstanton areas which are affected by coastal flooding issues to develop options for flood prevention works	Ongoing	June 2018	Legal agreements with the Environment Agency, Community Interest Company and Anglia Water are still to be finalised. A Funding Group will be held on 25 October 2017. A newsletter was distributed in July and awareness raising door-to-door visits took place in August.
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**15. We will: Lobby to retain the core service infrastructure – such as the hospital, appropriate medical and judicial services, education and others – that reflects the needs of local people and the importance of West Norfolk in the sub-region**

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

No key actions

**Comment**

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

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

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

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Engage with partners and schools in identifying initiatives to address low levels of educational attainment and skills in the Borough	On track	December 2017	The recent round of small project grants has resulted in 13 new projects being supported, all of which commenced with the start of the new school year in September. Work to deliver a second West Norfolk University challenge conference in February 2018 is well underway.

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

Cabinet Member: Cllr E Nockolds

**Comment**

Over the course of the 2015 – 2020 Corporate Business Plan we will update actions within this section as and when activity in this area occurs. Examples of work undertaken previously are: working with Norfolk County Council to roll out a Community Clinic in west Norfolk and roll out the 'Living Independently in Later Years' (LILY) project with local partners

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

Cabinet Member: Cllr B Long and Cllr A Lawrence

Status	Key Action	Progress	Target Date	Comment
	Take an active role in the 'West Norfolk Early Help Hub' along with other partners, in order to identify and address issues with young people to prevent escalation to social care level	Ongoing	December 2017	A meeting was held on 19 September to address issues that are causing the Hub to lack effectiveness in west Norfolk. Agreements have been made to attempt to include adults within the Hub discussions (currently only children) and also to continue to discuss resolutions.
	Use the flexibility within the enhanced Better Care Fund / Disabled Facilities Grant (BCF/DFG) allocation and the Integrated Housing Adaptations Team (IHAT) approach to support and assist vulnerable people in the borough	Ongoing	December 2017	Work continues with the Locality Plans, focusing on the early discharge of cases, avoiding admissions and the community health referral pathway. All of these are working well in the west and will be undertaken in other districts across the County. The Handyperson service has been transferred to Care and Repair with focus on low level prevention and equipment.

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**Priority 6 other actions**

	Work with Norfolk County Council (NCC) to facilitate new housing solutions for people currently being accommodated in expensive inappropriate residential care. To include people with learning difficulties, enduring mental health problems, and Housing with Care for elderly people.	Progress is slightly behind schedule	December 2017	No progress during Q1 and Q2.
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**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	18 December 2017		
TITLE:	<b>Non Domestic Rates Discretionary Relief Policy Update 1.4.2018</b>		
TYPE OF REPORT:	Policy Development		
PORTFOLIO(S):	Resources		
REPORT AUTHOR:	Jo Stanton, Revenues and Benefits Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

**REPORT SUMMARY****PURPOSE OF REPORT**

The Council is able to award Discretionary Relief to its ratepayers to reduce or remit their Non Domestic Rates (Business Rates) bill.

The Council must approve any awards of Discretionary Relief. This is achieved by having a Discretionary Relief Policy agreed by Members, allowing Officers to award reliefs where the policy criteria are met. For many years the Council has operated a Discretionary Relief policy that gives help to charitable, not for profit and sporting organisations, based in the borough and whose work benefits the local community.

The Discretionary Relief Policy has been updated on an ad hoc basis over the years and now lacks a logical flow. Some reliefs have also ended. The policy has now been reviewed and refreshed and this report contains the updated policy and notes the changes which have been made.

There are no changes to the existing criteria for receiving relief, or to any of the Discretionary Reliefs already awarded to local organisations. However delegated authority to the Council Leader is requested to decide any applications not meeting the criteria in the relief policy.

**RECOMMENDATIONS:**

**The Panel agrees the changes and recommends to Cabinet that the new policy is adopted from 1 April 2018.**

**The Panel recommends to Cabinet delegated authority is given to the Council Leader to decide any applications not meeting the criteria in the relief policy.**

**REASONS FOR RECOMMENDATIONS:**

To ensure an up to date Non Domestic Rates Discretionary Relief policy is in place.

## **REPORT DETAIL**

### **1. Introduction**

The Council is able to award discretionary relief to organisations in the Borough to reduce or completely remit their business rates bill. For many years the Council has operated a policy that gives help to local charitable, not for profit and sporting organisations whose work benefits the local community.

The Council currently awards discretionary relief to over 690 such organisations, reducing their rates bills by nearly £630,000. The relief is spread over different organisations as below:

<b>Type</b>	<b>Number</b>	<b>Amount of Relief</b>
Local Charitable / Sporting Organisations	186	£204,804
National Charitable Organisations	15	£10,734
Community Amateur Sports Clubs	3	£1,102
Rural Businesses, including Post Offices and Shops	94	£134,390
Revaluation Relief <sup>1</sup>	377	£225,109
Others <sup>2</sup>	17	£51,524
<b>Total</b>	<b>692</b>	<b>£627,663</b>

The cost of some reliefs is met by Central Government. These are generally where a new relief is introduced and central government specify the criteria. Of the total cost, £339,173 is funded this way and there is no cost to the Council.

The remaining £288,490 is a reduction in the Council's business rates income. However many of these reliefs were already in place when the business rates retention scheme was introduced in April 2013 so have been taken into account in the Council's baseline. Only reliefs awarded after April 2013 directly impact on the council's income.

This report contains the updated and refreshed Non Domestic Rates Discretionary Relief Policy and details the changes made.

**There are no changes to the existing criteria for receiving relief, or to any of the Discretionary Reliefs already awarded to local organisations.**

### **2. Proposal**

The current Discretionary Relief Policy applies from April 2014 and is included for information at Appendix B. Since then some government funded reliefs have ended and some have been superseded by changes to regulations by central government. Council has agreed delegated authority for certain reliefs but this is not yet reflected in the document. The current policy has become somewhat disjointed and lacking a logical flow, having been updated piecemeal over the years.

The policy is refreshed and updated for April 2018 and is attached at **Appendix A**. Obsolete reliefs are removed and minor changes made to the wording for some reliefs. The format and layout are tidied up and the different relief criteria presented more logically. Delegated authority for the Council Leader to decide any applications not meeting the criteria in the relief policy is also requested

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<sup>1</sup> Fully funded by Central Government – approved by Council on 21 September 2017

<sup>2</sup> Some funded by Central Government

### 3. Changes to the Discretionary Relief Policy

The policy from April 2014 is attached at **Appendix B**. The following changes are made:

Section of 2014 Policy	Change	Reason
1-7 Charitable Organisations etc	Reordered	Changed to more logical order
8 – Sporting Organisations	Reordered / wording	Renumbered and wording clarified
9 – Post Offices	Removed	Superseded. Government have increased their mandatory rural rate relief to 100% from April 2017
10 – General Stores	Removed	Superseded. Government have increased their mandatory rural rate relief to 100% from April 2017
11 – Flood Relief	Removed	Ended in 2014
12 – Retail Relief	Removed	Ended in 2016
13 – Retail Reoccupation Relief	Removed	Ended in 2017
14 – Newly Built Empty Property Relief	Removed	Ended in 2017
16 – Individual Applications	Updated	Wording clarified and delegated authority for the Council Leader to consider applications
17 – Appeals	Updated	Clarified that appeals are to be heard by Cabinet
All	Wording	Wording clarified - shown in red text

Two new sections are added. One is for government funded Discretionary Reliefs reflecting the delegated authority agreed by full Council on 21 September 2017. The other is for Appeals. Notes accompanying the policy are also added at the end of the document.

### 4. Corporate Priorities

The Non Domestic Rates Discretionary Relief Policy supports Corporate Priority 2: Drive local economic and housing growth, as it supports local organisations.

### 5. Financial Implications

There are no financial implications as there are no changes to the criteria for any of the Discretionary Reliefs, and no new reliefs are added.

### 6. Any other Implications/Risks

None

### 7. Equal Opportunity Considerations

None

### 8. Consultation

None required

### 9. Conclusion

The revised policy is a refresh of the 2014 Discretionary Relief policy. Some sections have been tidied up and obsolete sections removed. There are no changes to the reliefs available or the relief criteria.

## **10. Background Papers**

None.

**Appendix A**  
**NON-DOMESTIC RATES DISCRETIONARY RELIEF POLICY**

**1 APRIL 2018 ONWARDS**

**CHARITABLE, VOLUNTARY AND NOT FOR PROFIT ORGANISATIONS**

*Reliefs listed in order of precedence*

**1. Voluntary Bodies**

20% discretionary charitable relief will be granted to **local**<sup>3</sup> voluntary bodies which are registered as charities for the premises they occupy and who receive the 80% mandatory charitable relief.

10% additional discretionary relief will be granted to **national** voluntary bodies which are registered as charities for the premises they occupy and who receive the 80% mandatory charitable relief.

Applications from non-registered organisations in this category who do not qualify for mandatory charitable relief will be considered for discretionary charitable relief on an individual basis. Generally 100% discretionary charitable relief will be granted to local organisations and 90% discretionary charitable relief will be granted to national organisations.

**2. Conservation and Cultural Organisations**

20% discretionary relief will be awarded to registered charities already receiving the 80% mandatory charitable relief. 100% discretionary relief will be granted to non-registered charitable groups in this category who do not qualify for mandatory charitable relief. Premises will include:

- Museums
- Rehearsal rooms for bands or dramatic societies
- Premises occupied for preservation projects
- Premises occupied by Norfolk based wildlife groups

No discretionary relief will be allowed to nationally based groups

**3. Village and Community Halls**

20% discretionary relief will be awarded to registered charities already receiving the 80% mandatory charitable relief. 100% discretionary relief will be granted to non-registered charitable groups in this category who do not qualify for mandatory charitable relief.

In both cases where there is a fully licensed bar on the premises, no discretionary relief will be granted.

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<sup>3</sup> A local voluntary body is one that receives no support or funding from a nationally based 'parent' body

#### **4. Young People's Activities**

20% discretionary relief will be awarded where the organisation is a registered charity receiving the 80% mandatory charitable relief. 100% discretionary relief will be granted to organisations in this category not registered as charities and who do not qualify for mandatory charitable relief. This category excludes any premises occupied for sporting activities which are covered in sections 8-12.

#### **5. Poster displays in shop windows**

Where a charitable organisation uses a shop window to display their own promotional material and they become liable for non-domestic rates. Where they receive the 80% mandatory charitable relief an additional 20% discretionary charitable relief will be awarded where the following criteria are met:

- The charity is a locally based charity (as per the description in Section 3);
- Their occupation of the shop window for displaying posters is 4 weeks or less;
- Where the shop window is re-used for displays there is a break of at least one week between displays; and
- The total time a unit is used for displays does not exceed 16 weeks in any rolling 52 week period

This relief is effective from 1 April 2014.

#### **6. Armed Forces Community Covenant: Organisations supporting Armed Forces Personnel and their Families**

The National Armed Forces Covenant was published in May 2011. One of its key initiatives is the development of local Community Covenants. A Community Covenant is a voluntary statement of mutual support between the civilian community and the serving members, veterans and families of their local Armed Forces community.

A Community Covenant has been developed by Norfolk County Council and all Norfolk authorities have signed up.

20% discretionary charitable relief will be awarded to organisations receiving the 80% mandatory charitable relief. 100% discretionary relief will be awarded to charitable or non-profit organisations who do not qualify for the mandatory charitable relief and whose work supporting Armed Forces veterans and their families supports the Norfolk Community Covenant. This is effective from 1 April 2013.

#### **7. Charity Shops**

No discretionary relief will be allowed.

## **SPORTING ORGANISATIONS**

### **8. Sports Grounds**

100% discretionary relief will be awarded to organisations where the use of the premises is solely as a sports ground

### **9. Sailing Clubs, Boating Clubs, Water Sports and Fishing**

25% discretionary relief will be awarded to organisations where the use of the premises is solely for the purposes of a sailing club, boating club, Water Sports Centre or fishing,

### **10. Bowls Clubs**

100% relief will be awarded where there is no bar, or bar takings are less than £10,000.

75% relief will be awarded where bar takings exceed £10,000 but membership is more than 50% sporting.

50% relief will be awarded where bar takings exceed £10,000 and membership is equally split between social and sporting.

25% relief will be awarded where bar takings exceed £10,000 and membership is more than 50% social but there is an element of sporting membership.

### **11. Other Clubs (including Boxing Clubs)**

100% relief will be awarded where there is no bar or bar takings are less than £10,000.

The existing policy provides for reliefs for the following specific clubs:

100% relief will be awarded to West Norfolk Squash Club.

80% relief will be awarded to West Norfolk Rugby Club.

### **12. Sports and Social Clubs**

75% relief will be awarded where membership is more than 50% sporting.

50% relief will be awarded where membership is equally divided between sporting and social membership.

25% relief will be awarded where membership is more than 50% social but there is an element of sporting membership.

Sporting membership does not include indoor social sports.

## **OTHER BUSINESSES**

### **13. Rural Businesses**

Members will consider individual applications from organisations in rural settlements with a Rateable Value of less than £16,500. Applications from Public Houses will be subject to an annual review of their trading position and relief will only be awarded for 12 months at a time.

### **14. Hardship Relief**

The Council operates a scheme for Hardship Relief for Non-Domestic Rates. A separate policy was agreed by Members on 4 June 2013.

### **15. Government Funded Discretionary Reliefs**

Delegated authority is given to the Council's s151 Officer, in consultation with the Leader of the Council, to agree any Non Domestic Rate Relief schemes where the eligibility criteria are specified by Central Government and the cost is met in full by Central Government through a Grant. These schemes will be set up and administered as announced and in line with central government requirements.

### **16. Individual Applications**

Applications will normally be considered within the Council's criteria, however, individual applications not fitting the criteria can be submitted on an individual basis for consideration by the Leader of the Council.

### **17. Appeals**

Where any organisation or individual is dissatisfied with the outcome of their relief application they may ask for their application to be reconsidered on an individual basis by the Council's Cabinet.

## **NOTES TO ACCOMPANY POLICY**

This Discretionary Relief policy applies to reliefs awarded under s47 Local Government Finance Act 1988.

This Policy was agreed by Full Council on xxxxxx

This Policy applies from 1 April 2018. Previous policies, and the reliefs contained in them, are still applicable for the dates they are shown as being in force.

## Appendix B

### NON-DOMESTIC RATES DISCRETIONARY RELIEF POLICY

S47 Local Government Finance Act 1988

1 APRIL 2014 ONWARDS

As agreed by Full Council 25 September 2014

#### 1. Conservation and Cultural Organisations

100% discretionary relief will be granted to non-registered charitable groups in this category, and a 20% additional relief to registered charities. Premises will include:

- Museums
- Rehearsal rooms for bands or dramatic societies
- Premises occupied for preservation projects
- Premises occupied by Norfolk based wildlife groups

No discretionary relief will be allowed to nationally based groups.

#### 2. Village and Community Halls

100% discretionary relief will be granted to non-registered charitable groups and 20% additional relief to registered charities in this category where there is no fully licensed bar on the premises.

Where there is a fully licensed bar on the premises, no discretionary relief will be granted.

#### 3. Voluntary Bodies

20% additional discretionary relief will be granted to **local** voluntary bodies which are registered as charities for the premises they occupy.

10% additional discretionary relief will be granted to **national** voluntary bodies which are registered as charities for the premises they occupy.

*(NB a local charitable body is one that receives no support or funding from a nationally based 'parent' body)*

Applications from non-registered organisations in this category will be considered for discretionary relief on an individual basis. Generally 100% discretionary relief will be granted to local organisations and 90% additional relief will be granted to national organisations.

#### **4. Armed Forces Community Covenant: Organisations supporting Armed Forces Personnel and their Families – effective from 1.4.2013 New**

The National Armed Forces Covenant was published in May 2011. One of its key initiatives is the development of local Community Covenants. A Community Covenant is a voluntary statement of mutual support between the civilian community and the serving members, veterans and families of their local Armed Forces community.

A Community Covenant has been developed by Norfolk County Council and all Norfolk authorities have signed up.

20% Discretionary Charitable Top-Up Relief, or 100% 'Not for Profit' Discretionary Relief, will be awarded to charitable or non-profit organisations whose work supporting Armed Forces veterans and their families supports the Norfolk Community Covenant. This is effective from 1 April 2013.

#### **5. Charity Shops**

No discretionary relief will be allowed.

#### **6. Poster displays in shop windows New**

Where a charitable organisation uses a shop window to display their own promotional material and they become liable for non-domestic rates they will usually qualify for 80% Mandatory Relief. Where this is the case an additional 20% top up relief will be awarded where the following criteria are met:

- The charity is a locally based charity (as per the description in Section 3);
- Their occupation of the shop window for displaying posters is 4 weeks or less;
- Where the shop window is re-used for displays there is a break of at least one week between displays; and
- The total time a unit is used for displays does not exceed 16 weeks in any rolling 52 week period

This relief is effective from 1 April 2014.

#### **7. Young People's Activities**

100% discretionary relief will be granted to organisations in this category not registered as charities, and 20% additional relief where the organisation is a registered charity. This category excludes any premises occupied for sporting activities.

## **8. Sporting Organisations**

### **(a) Sports Grounds**

100% discretionary relief

### **(b) Sailing/Boating/Boating Clubs/Water Sports/Fishing**

25% discretionary relief.

### **(c) Bowls Clubs**

100% relief where there is no bar, or bar takings are less than £10,000.

75% relief where bar takings exceed £10,000 but membership is mainly sporting.

50% relief where bar takings exceed £10,000 and membership is equally split between social and sporting.

25% relief where bar takings exceed £10,000 and membership is mainly social but there is an element of sporting membership.

### **(d) Other Clubs (including Boxing Clubs)**

100% relief where there is no bar or bar takings are less than £10,000.

100% relief to West Norfolk Squash Club.

80% relief to West Norfolk Rugby Club.

### **(e) Sports and Social Clubs**

75% relief where membership is mainly sporting.

50% relief where membership is equally divided between sporting and social membership.

25% relief where membership is mainly social but there is an element of sporting membership.

Sporting membership does not include indoor social sports.

## **9. Sole Rural Post Offices**

50% discretionary relief is awarded where a Post Office qualifies for 50% mandatory relief.

## **10. Sole Rural General Stores**

30% discretionary relief is awarded where a General Store qualifies for 50% mandatory relief.

## 11. Flood Reliefs **New**

100% relief will be awarded for up to three months to businesses adversely affected by the December 2013 floods who meet the following criteria:

- For any day between 1 December 2013 and 31 March 2014:
  - The property has been flooded in whole or in part as a direct result of the adverse weather conditions;
  - The business activity undertaken there has been adversely affected as a result of the flooding;
  - The property was occupied at the time of the flooding;
  - The rateable value is less than £10 million, and
  - The relief will not breach State Aid rules

The definition of 'Flood' is shown at Appendix A

An application process is in place but where the Council is satisfied the relief should be granted it will automatically be awarded.

*As agreed by full Council on 24 April 2014.*

## 12. Retail Relief **New**

A maximum £1,000 discount will be awarded to properties wholly or mainly used as a shop, restaurant or drinking establishment who meet the following criteria:

- The property must be occupied;
- The rateable value is £50,000 or less;
- The property is wholly or mainly used as a shop, café or drinking establishment; and
- The relief will not breach State Aid rules

There are no criteria as to the locality of a property and businesses need not be in a town centre or 'high street' type of location to qualify. The definition of 'Retail' is shown at Appendix B.

An application form must be completed to confirm the ratepayer does not breach State Aid limits.

The relief applies for 2014/2015 and 2015/2016 and will be awarded after all other reliefs have been applied.

*As agreed by full Council on 24 April 2014.*

### **13. Retail Reoccupation Relief New**

50% relief will be awarded for a maximum of 18 months to businesses who occupy retail premises which were previously empty for more than one year who meet the following criteria:

- The property must be a retail premises;
- The property must have been empty for more than one year; and
- The relief will not breach State Aid rules

There are no criteria as to the locality of a property and businesses need not be in a town centre or 'high street' type of location to qualify. The definition of 'Retail' is shown at Appendix B.

An application form must be completed to confirm the ratepayer does not breach State Aid limits.

The relief applies for 2014/2015 and 2015/2016.

*As agreed by full Council on 24 April 2014*

### **14. Newly Built Empty Property Relief New**

100% relief will be awarded to empty newly built non-domestic properties for up to 18 months after they are completed (subject to State Aid limits).

The relief applies to new properties completed between 1 October 2013 and 30 September 2016 whilst they remain empty.

*As agreed by full Council on 28 November 2013*

### **15. Other Rural Businesses**

Members will consider individual applications from organisations in rural settlements with a Rateable Value of less than £16,500. Applications from Public Houses will be subject to an annual review of their trading position and relief will only be awarded for 12 months at a time.

### **16. Hardship Relief New**

The Council operates a scheme for Hardship Relief for Non-Domestic Rates. A separate policy was agreed by Members on 4 June 2013.

### **17. Individual Applications**

Applications will normally be considered within the Council's criteria, however, individual applications not fitting the criteria will be submitted on an individual basis, and where any organisation is dissatisfied they may ask for their application to be considered on an individual basis.

**REPORT TO CABINET**

<b>Open</b>		Would any decisions proposed :		
<b>Any especially affected Wards</b>	Operational	Be entirely within Cabinet's powers to decide	NO	
		Need to be recommendations to Council	YES	
		Is it a Key Decision	NO	
Lead Member: Cllr Long E-mail: <i>cllr.brian.long@west-norfolk.gov.uk</i>		Other Cabinet Members consulted: Cllr I Devereux		
		Other Members consulted: Scrutiny Structures Task Group		
Lead Officer: Ray Harding E-mail: <i>ray.harding@west-norfolk.gov.uk</i> Direct Dial:01553 616245		Other Officers consulted: Exec Dir – D Gates, Dem Services Manager.		
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment NO	Risk Management Implications NO

Date of meeting: 9 January 2018

**REPORT OF SCRUTINY STRUCTURES AND POLICY DEVELOPMENT TASK GROUP**

**Summary**

This report presents the conclusions of the Scrutiny Structures Task Group over a year on from the re-structure which had taken place in 2016.

The report sets out the Task Group's response to the questionnaire on Scrutiny structures generally which had been issued to all Councillors, and elicited 31 responses. The proposals to change any of the current arrangements are included as recommendations to Cabinet and Council which seek to implement those changes for the 2017/18 Municipal year.

**Recommendation**

Cabinet is invited to recommend to Council the following:-

- 1) **That all the current arrangements continue with the exception of those items listed below**

**That the recommendations below be considered:**

- 2) **That the attendance of Audit Members for Audit training should be obligatory as it is for Planning and Licensing initial training.**
- 3) **That Panels be encouraged use the powers available to them and therefore make clear recommendations on items coming before them so they can be incorporated into reports in the progress of being prepared, or taken into account at the Cabinet meeting.**

- 4) That Panels should consider their own performance indicators and they be encouraged to monitor the progress in line with the Corporate Objectives through that route.
- 5) That the number of post implementation reviews undertaken be monitored by the Joint Chairs meetings.
- 6) That in working on policy development and reviews and project programme work, Panels be encouraged to have discussions with portfolio holders :
  - For example – Cabinet Members could attend a Panel meeting at the beginning of the year to discuss their plans for the year in order to incorporate potential items into work plans in accordance with the Business Plan.
- 7) That the Leader nominate the Panel/Committee Chairs for agreement at Council with the Vice-Chairs to be appointed by the Panels/Committee.
- 8) That terms of reference be approved for Chairs of Scrutiny bodies (set out as an appendix). (NB they include the points raised in question 15 set out in the report)
- 9) That the appraisal of Chairs be investigated.
- 10) That the amended arrangements be reviewed after a further 12 months of operation.

#### **Reason for Decision**

To seek to make the roles and functions of the Council's policy development and scrutiny panels more effective and thereby enhance the good governance of the Borough Council.

## **1. Background**

- 1.1 Following the review of the Council's scrutiny function by the Centre for Public Scrutiny in 2015, the cross party Scrutiny Structures and Policy Development Task Group made recommendations to Panels, Cabinet and Council on the structure of the Scrutiny and Policy Development Structure. Those recommendations were implemented and have been in operation for over a year.
- 1.2 The aims of the restructure and review were as follows:

## Aims

The following had been considered the primary aims of the changes to the arrangements, whilst also bearing in mind the reductions in the Council's budget and staffing capacity over the previous years and into the future:-

- achieve more effective scrutiny as opposed to 'more' scrutiny;
- secure a wider member influence on policy, practice and decisions made by the executive;
- carry out more effective, in depth work rather than 'more' work;
- enhance the skills of members involved in policy review and scrutiny;
- focus time and energy where it can have most impact, on strategic policy development and new project developments of significance;
- introduce rigorous post implementation reviews of major projects and initiatives and review progress in the implementation of the Corporate Business Plan;
- add value to the decision making process.

- 1.3 Following over a year of operation with the new arrangements the Task Group reconvened to review the operation and structures. A questionnaire based on the aims of the restructure and focusing on the changes which had been made was agreed upon and distributed to all Councillors. 31 responses were received.

## 2 Questionnaire

- 2.1 The Task Group considered those responses and comments made and agreed recommendations as follows:

### 2.2 Cabinet Scrutiny and Scrutiny Liaison Questions 1, 2 & 3

The Task Group agreed, in line with the majority of comments received that the abolition of the Cabinet Scrutiny Committee to the Corporate Performance Panel (CPP) had not impacted on the ability of Members to scrutinise. It was also noted that the abolition of the Scrutiny and Overview Liaison Committee had not impacted on the management of the Panels. **It was agreed that no change should be made to the current arrangements.**

### 2.3 Audit

#### Questions 4, & 5

The Task Group agreed with the clear majority of comments made that the splitting of the 2 bodies - Audit Committee and Resources and Performance Panel had been of benefit to the direction of travel for the Audit process. The majority also agreed that the smaller number on the Committee helped its operation. **It was agreed that no change should be made to the current arrangements.**

## 2.4 Question 6

The majority of Members who responded had agreed that attendance by Audit Members at Audit training should be compulsory. The Task Group noted that being an Audit member did not necessarily require a finance background, and the training provided gave a good overview of the processes, challenging questioning and the spotting of trends. **It was agreed that the attendance of Audit Members for Audit training should be obligatory as it was for Planning and Licensing initial training.**

## 2.5 Corporate Performance Panel Question 7

The question relating to the monitoring of the Medium Term Financial Plan gave a majority response that it should remain with CPP, rather than Audit. The Council's s151 Officer had indicated that it was better carried out under CPP as the Audit Committee would carry out the audit process further down the line. **It was agreed that no change should be made to the current arrangements.**

## 2.5 Question 8

The role of the CPP to carry out post implementation reviews was discussed as the majority of respondents had indicated they did not feel sufficient reviews were being undertaken. Suggestions were made as to potential types of reviews which could be carried out to learn lessons from projects completed for future projects. It was also noted that this matter was already being addressed by the CPP. **The position should be monitored.**

## 2.6 Question 9

The responses to the question on whether call in powers were being used effectively were mixed, as no call ins had been made. The Task Group acknowledged that although Call Ins weren't being made, Panels comments and recommendations to Cabinet on matters were generally acknowledged and incorporated into recommendations. **That Panels be encouraged use the powers available to them and make clear recommendations on items coming before them so they can be incorporated into reports in the progress of being prepared, or taken into account at the Cabinet meeting.**

## 2.7 Corporate Objectives Question 10

Members had indicated the opinion that they agreed that focus on progress with the Council's Corporate Objectives by the panels should be increased.

The clear majority of respondents had indicated that Panels should carry out the monitoring of their own PIs. **The Task Group agreed to make this recommendation and that Panels be encouraged to monitor the progress in line with the Corporate Objectives.**

- 2.8 Development of Policies initiative and projects  
Question 11  
The views expressed were split on whether the Panels were effectively engaging in Policy and Project Programme Development work. **The view was taken that it would be useful for the Panels to have discussions with portfolio holders on forthcoming potential policy reviews and project programme work in order to inform their work programmes.**
- 2.9 Logistical  
Question 12  
12a The majority of respondents had indicated that the change to 6 weekly meetings was either working well or hadn't made any real difference. The frequency of the Audit Committee meetings was in accordance with the timetable of issues for it to consider. **It was agreed that no change to the current arrangements be made.**
- 12b The feedback on the process whereby Panels appoint their own Chairs and Vice Chairs was very mixed with a slight majority showing it had not worked well. **It was agreed that the Leader should nominate Chairs for Council approval, and the Panel/Committee should appoint the Vice-Chairs at their first meeting.**
- 12c The clear majority of Members indicated that they were content with the revised minutes format. **It was agreed that no change to the current arrangements be made.**
- 2.10 Legislative updates  
Question 13  
A clear majority of respondents had indicated that they were happy with the delegation to Portfolio Holders as it relates to direct implementation of government legislation. **It was agreed that no change to the current arrangements be made.**
- 2.11 Opposition rights  
Question 14  
A clear majority of respondents indicated that the right for opposition members to place items on an agenda worked effectively. The Task Group acknowledged that although the process had not been greatly used, it was important to have the ability in place. **It was agreed that no change to the current arrangements be made.**
- 2.12 Panel Chairs  
Question 15  
The question related to the role and duties of Panel Chairs, high numbers of respondents had supported the attendance at Cabinet to present any recommendations from the Panel; Meeting regularly as Chairs of Panels; Proactively manage Panel agendas with the support of lead officers. Slightly fewer had supported the further scrutiny of public services delivered by other bodies. The Task Group discussed the issues and by majority supported the points made and encouraged further scrutiny of public bodies, particularly when members sat on

them as outside bodies. **It was agreed that terms of reference for Chairs of Scrutiny bodies be proposed (attached as an appendix). (including the points in the question, would be useful to aid the awareness of members particularly if they were asked to come forward as a new Chair).**

#### 2.13 Various

##### Question 16

The question invited respondents to indicate their support for the following points:

Cabinet members rather than officers to present reports to Panels; 1 - Closer Working with Cabinet members on Policy Development; 2 - Panel Chairs to be chosen by all members (not just the Panel); 3- Panel Chairs to be selected by the Leader and 4 - the introduction of performance review/appraisal of Chairs/Vice-Chairs. The highest responses were for the second and fourth suggestions, with slightly less support for 1, 3 and 4. The Task Group debated the issue of Cabinet Members presenting reports when it was noted that the line of accountability had to be clear, as Cabinet members were the directing minds for cabinet reports coming through and were the decision takers. It was agreed that where there was a strong political content Cabinet Members should present, whereas if technical, officers should also be on hand to answer technical questions.

**That research into the potential for appraisals of Chairs and Vice-Chairs be undertaken.**

#### 4. Options Considered

- 4.1 The Task Group considered options as set out in the questionnaire and made recommendations in accordance with the majority view expressed.

#### 5. Policy Implications

- 5.1 The proposals contained within this report seek to enhance the effectiveness of the Council's policy making process but do not seek to alter existing policies.

#### 6. Financial Implications

- 6.1 The proposals contained within this report will continue to contribute to the Council's need to reduce costs by the continued reduction of the number and frequency of meetings.

#### 7. Personnel Implications

As regards personnel implications there will be no adverse impact on staff currently in post.

#### 8. Statutory Considerations

It is a statutory function to have a Scrutiny function.

**9. Equality Impact Assessment (EIA)**

(Pre-screening report template attached)

- 9.1 An outline EIA is attached. There are no equalities implications arising from this report.

**10. Risk Management Implications**

- 10.1 The changes proposed within this report are designed to enhance the Council's policy and decision making process and therefore should help to reduce risk attached to the introduction of new policies or major projects by achieving an earlier more in depth and effective scrutiny of proposals.

**11. Declarations of Interest / Dispensations Granted**

None

**12. Background Papers**

- previous cabinet report 5 April 2016
- Minutes of Task Group
- Questionnaire



**Pre-Screening Equality Impact  
Assessment**

Name of policy/service/function	Scrutiny Review				
Is this a new or existing policy/ service/function?	Existing				
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	Governance of the Borough Council policy making, project and programme approval.				
<b>Question</b>	<b>Answer</b>				
<p><b>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 <b>according to their different protected characteristic</b>, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</b></p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			/	
	Disability			/	
	Gender			/	
	Gender Re-assignment			/	
	Marriage/civil partnership			/	
	Pregnancy & maternity			/	
	Race			/	
	Religion or belief			/	
	Sexual orientation			/	
	Other (eg low income)			/	
<b>Question</b>	<b>Answer</b>	<b>Comments</b>			
<b>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?</b>	No				
<b>3. Could this policy/service be perceived as impacting on communities differently?</b>	No				
<b>4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</b>	No				
<p><b>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</b> If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	N/A	<b>Actions:</b>			
		<b>Actions agreed by EWG member:</b> .....			
Assessment completed by: Name <b>Ray Harding</b>					
Job title <b>Chief Executive</b>	<b>Date</b>				

**BOROUGH COUNCIL OF KING'S LYNN AND WEST NOR  
ROLE PROFILE  
SCRUTINY REVIEW AND DEVELOPMENT CHAIRMAN**

**Audit Committee**

**Corporate Performance Panel**

**Environment and Community Panel**

**Regeneration and Environment Panel**

**Key Points**

1. To provide leadership of and direction to their particular Panel to fulfil the following roles:
  - a. Holding the Cabinet to account;
  - b. Policy development;
  - c. Performance and policy review; and
  - d. Scrutiny of public services delivered in West Norfolk by external organisations with their agreement.
2. To chair Panel meetings effectively (see Briefing note issued re Chairing of meeting in Members Mod Gov Library)
3. To understand the role of the Panel, and other Bodies their Terms of Reference and other aspects

**Duties and Responsibilities**

1. To lead on the development of an effective work programme, prioritising whenever necessary, to ensure that the work of the Panel has direction and focus and delivers effective outcomes, through the attendance of sifting meetings with officers.
2. To encourage and, where possible, ensure that Panel members obtain the necessary skills to carry out the scrutiny role
3. To work with officers in identifying training opportunities
4. To encourage all Non Executive members to engage with the scrutiny process
5. To meet and co-ordinate work with other scrutiny review and development Chairmen, sharing learning experiences where appropriate
6. To develop a constructive "critical friend" relationship with the Cabinet, especially with relevant portfolio holders
7. To develop a constructive relationship with the Chief Executive, Directors and Service Managers
8. To scrutinise, where appropriate, services and policies of the authority to ensure strategic objectives are met
9. To attend relevant Cabinet Meetings and present scrutiny recommendations from the Panel/Committee to the Meetings
10. To develop and maintain a working knowledge of the organisations, services, activities and other matters which affect and impact on the local community
11. For the Chairman of CPP – to manage the "Call In" process for any Cabinet decisions called in.
12. To promote and support good governance of the Council.

**Skills Required**

1. Good communication and interpersonal skills
2. Leadership and chairmanship skills
3. Project and time management skills
4. Ability to analyse complex information
5. Listening, Questioning and summarising skills
6. Clear understanding of the Council's budget and policies
7. Clear understanding of the Council's Call In process.
8. Ability to influence and work constructively with members, officers, the public and outside organisations
9. Ability to work as part of a team

## **Policy Development/project items**

Policy development item presented in early stages for Panel comments –

Scenario 1) When it is a workshop or information gathering session, Cabinet members would present their thoughts/ideas/report whereupon a discussion could take place, officers would facilitate that discussion.

Scenario 2) When it is a draft report in early stages - Cabinet Member to present report being put forward in their name and to be present to discuss the issue and any comments made – Officers to be present for detail and how it would be delivered. (examples of this have been Tuesday and Saturday Market Place, and Town Hall reports)

The Panel/Committee would make comments in recommendations which would then be taken into account/included in second drafting.

A Panel could request the review of the item at a later date when in operation for a period of time, or reviewing the project and lessons learned. – Added to work programme if agreed.

Second drafting – Cabinet Member to present report to Cabinet – attended by Officers for detail. Panel Chairman or representative should be there to present the views of the Panel to Cabinet when they are considering the item.

## **Cabinet reports**

If a Cabinet report is presented to a Panel or Committee it would be expected that the Cabinet Member would be in attendance to present the report as it is being put forward in their name. Officers to be present for detail.

If the Panel/Committee wishes to make comments on the report, particularly if they would like to see changes to the report, rather than just supporting the recommendations, it is expected that the Chairman or their representative attend the Cabinet meeting and put the points of the Panel or Committee across.

## CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2017/2018

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
7 June 2017	<b>MEETING CANCELLED</b>			
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.

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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	<u>Exempt Item</u> : King's Court Accommodation	Monitoring	M Henry	
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.

<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
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	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	Call In – Planning Scheme of Delegation – Cabinet 28 November 2017	Call-in		
18 December 2017	EXEMPT: 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.
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	Performance Targets relating to Planning		S Ashworth	

<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
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	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	Cabinet Report: Report of the Scrutiny Structures and Policy Review Task Group	Cabinet	R Harding	The Panel are invited to consider the Cabinet report and make any recommendations.
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.
19 February 2018	Pontoons, Riverfront	Evaluation of Project	O Paparega	
19 February 2018	KLIC	Evaluation of Project	O Paparega	
19 February 2018	Private Sector Housing Policy	Policy Development	J Russell	

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
5 April 2018	General Data Protection Regulations (May 2018)	Update	J Currier	To provide an update on the General Data Protection Regulations which come into force in May 2018.
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.

Monitoring of Corporate Projects/Evaluation:

- Refit Project (Cabinet Report presented 09.10.17)
- Channel Shift