

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



# **Corporate Performance Panel**

## **Agenda**

**Monday, 19th February, 2018  
at 5.00 pm**

in the

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





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

7 February 2018

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 19th February, 2018 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 - 61)**

To approve the minutes from the Corporate Performance Panel held on 18 December 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. Private Sector Housing Policy - REPORT TO FOLLOW**

**8. Presentation on Improving Attainment in West Norfolk**

**9. Exclusion of Press and Public**

**RESOLVED:** 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 Part 1 of Schedule 12A to the Act.

**10. Exempt Item: Pontoons, Riverfront**

**11. Exempt Item: King's Lynn Innovation Centre (KLIC)**

**RETURN TO OPEN SESSION**

**12. Committee Work Programme 2018/2019 (Pages 62 - 70)**

To note the Committee's Work Programme for 2018/2019.

**13. Date of Next Meeting**

To note that the date of the next meeting of the Corporate Performance Panel will take place on Thursday 5 April 2018 at 6 pm in the Council Chamber, Saturday Market Place, King's Lynn.

To:

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

**Portfolio Holders:**

Councillor B Long, Leader

Councillor A Beales, Corporate Projects and Assets

Councillor P Hodson, Performance

Councillor A Lawrence, Housing and Community

Councillor Mrs E Nockolds, Culture, Heritage and Health

**Management Team Representative:**

Debbie Gates, Executive Director – Central and Community Services

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

Item 7: Jo Russell, Repairs and Adaptations Manager

Item 8: Becky Box, Policy, Performance and Personnel Manager

Items 10 & 11 Ostap Paparega, Regeneration, Economic Development and Heritage Manager

Jemma Curtis, Regeneration Programmes Manager

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**CORPORATE PERFORMANCE PANEL**

**Minutes from the Meeting of the Corporate Performance Panel held on Monday, 18th December, 2017 at 5.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor H Humphrey (Chairman)  
Councillors B Ayres, P Beal, R Blunt, J Collop, N Daubney, I Devereux, G Hipperson, P Hodson, G Howman, H Humphrey, B Long, A Morrison and D Tyler

**Portfolio Holders:**

Councillor B Long	-	Leader
Councillor R Blunt	-	Development
Councillor I Devereux	-	Environment
Councillor P Hodson	-	Performance

**Officers:**

Stuart Ashworth	-	Assistant Director Environment and Planning
Becky Box	-	Policy, Performance and Personnel Manager
Geoff Hall	-	Executive Director, Environment and Planning
Ray Harding	-	Chief Executive
Lorraine Gore	-	Executive Director, Finance Services
Jo Stanton	-	Revenues and Benefits Manager

**Councillors present under Standing Order 34:**

Councillor C Joyce – CP66  
Councillor Mrs V Spikings – CP66

CP59 **APOLOGIES**

Apologies for absence were received from Councillors R Bird, J Moriarty, T Parish and G Wareham.

CP60 **APPOINTMENT OF VICE-CHAIRMAN**

**RESOLVED:** That Councillor P Beal be appointed Vice-Chairman for the meeting.

CP61 **MINUTES**

**RESOLVED:** The minutes from the Corporate Performance Panel held on 13 November 2017 were agreed as a correct record and signed by the Chairman.

CP62 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP63 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP64 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Mrs V Spikings for Item CP66.  
Councillor T Parish for Item CP66.

CP65 **CHAIRMAN'S CORRESPONDENCE**

There was no Chairman's correspondence.

CP66 **SCRUTINY OF CABINET/PORTFOLIO HOLDERS' DECISIONS –  
PLANNING SCHEME OF DELEGATION**

The Chairman, Councillor Humphrey reminded Members of the call-in process to be followed set out on page 51 of the Agenda.

In the absence of the proposer of the call-in, Councillor Moriarty, Councillor Joyce read out a statement from Councillor Moriarty which set out why he had called in the decision and the reasons why it should be upheld.

The Portfolio Holder for Development addressed the Panel and explained that the Scheme of Delegation had been introduced to improve the planning process and enable better quality decisions to be made. The Portfolio Holder explained that nothing was being taken away from Parish Councils. It was explained that the purpose of the sifting panel was to review those applications that would normally go to Planning Committee, to determine whether or not they should go to the Committee or determined under officer delegation.

The Assistant Director, Environment and Planning advised Members that the introduction of the Sifting Panel had been an operational decision. The Council was continually looking to deliver services more efficiently and effectively as there were ever pressing targets to meet. The Assistant Director explained that with regard to the Community Strategy Involvement, it was a legal requirement to consult with Parish Councils on planning applications and that nothing would change as a result of these proposals.

The Chairman of the Planning Committee, Councillor Mrs Spikings informed the Panel that was an operational decision to introduce the Sifting Panel which comprised Chairman, Vice-Chairman of the Planning Committee, the Portfolio Holder for Development, a Member of the Planning Committee, the Executive Director and Assistant Director (Environment and Planning). Councillor Mrs Spikings explained that the Parish Council could still comment on planning applications as they currently did. The Panel was advised of the resource required to produce reports for the Planning Committee. It was highlighted that often Planning Committees could take up to 5 hours.

Councillor Joyce advised that he supported the call in and added that he appreciated the need for streamlining the planning process, but expressed concern that no notes or minutes were taken at the sifting meeting which could be used as evidence to defend any decision taken. In response, the Executive Director – Environment and Planning explained that the Sifting Panel was not a formal meeting of the Council. He explained that all decisions on planning applications were delegated to him as Executive Director within the Council's Scheme of Delegation. All decisions that were made (to either approve or refuse consent) were then accompanied by a report setting out the full reasons. Nothing would change as a result of this process. He explained that in the run up to every Planning Committee, decisions were currently taken on those applications that will go before the Committee and those that will be determined under delegated powers. He explained that the proposed changes were an extension to that process. The proposal to remove the automatic right of Parish Councils to insist that application go before committee would be balanced by a panel of Members that would oversee that process. The Executive Director emphasised that the Sifting Panel was not a Committee and would not discuss the merits or otherwise of an application. It would simply consider whether an application should be considered under delegated powers or by the Planning Committee. The process and rationale had been debated by Planning Committee who had agreed that a 3 month trial be conducted to assess what the possible impact might be. The Committee Members then sat in on a further trial sifting to understand the process and be satisfied with what was being proposed.

Councillor Daubney commented that it was a sensible decision to amend the Scheme of Delegation in order to streamline the planning process and added that any Member still had the right to call a planning application. Councillor Daubney explained that the Sifting Panel was not empowered to make any decisions, but provided a better quality planning and decision making service.

Councillor Collop read out a statement from Councillor Parish outlining the reasons why he had supported the call-in process.

The Chairman, Councillor Humphrey commented that all Panels held sifting meetings to discuss agenda items. No notes were taken, but officers noted what items would be considered to draft the agenda. It was explained that Parish Councils could in principle object to planning applications then await responses from key consultees. The Parish Councils could also seek assistance from their Ward Councillor.

The Chief Executive outlined the purpose of the call-in and advised the Panel that they were required to uphold the call in or not.

The Chairman, Councillor Humphrey invited the Portfolio Holder – Development to address the Panel.

The Portfolio Holder for Development explained that time and care had been taken to formulate the policy and a 3 month trial had been in operation to evaluate the sifting panel process. He added that training for both Members and Parish Council could be arranged and Councillor Blunt undertook to discuss training with officers.

Councillor Joyce outlined Councillor Moriarty's concerns and asked that a delay in the decision be considered in order that Parish and Town Councils could be consulted. In response, the Executive Director, Environment and Planning explained that this was not the first time that changes had been made in the Scheme of Delegation and reiterated that this was an operational decision to ensure that the Planning Committee considered those applications where there was a clear public interest. The Council was seven years into identifying efficiency savings and was therefore constantly looking to streamline process. It was therefore inevitable that changes would impact upon those who the Council served. The Executive Director advised that if the Borough Council consulted on every operational change in a service then this would have a major impact on conducting day to day business.

The Executive Director and Assistant Director, Environment and Planning responded to questions relating to:

- Reports produced for the Planning Committee.
- Delegated Decisions.
- Process of consultation with Parish Councils to remain as the current arrangement.
- Sifting meetings – held on a monthly basis, this approach was adopted by a number of other local authorities.
- Scheme of Delegation – varied in each local authority.
- Resource and financial cost.
- Councillor rights to call-in a planning application within 28 days of its publication on the weekly list would remain.

The Leader, Councillor Long commented that he had welcomed the call-in from Members and added that the preferred route would have

been for the Panel to input prior to the decision being considered by Cabinet.

**RESOLVED:** The Corporate Performance Panel determined not to uphold the call-in.

CP67 **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:** 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 Part 1 of Schedule 12A to the Act.

CP68 **EXEMPT ITEM: HUNSTANTON SAILING CLUB PROGRESS REPORT**

Councillor Collop provided a verbal update on the Hunstanton Sailing Club, a summary of which is set out below

- Councillor Collop had attended the Development Committee.
- Overview of planned activities.
- Youth activities/fees.
- Work with local schools, including those based outside of Hunstanton.
- Bar prices.
- Non-Members.
- Plans to build a balcony on the upper floor.

Councillor Collop advised that he would raise the concerns he had outlined at the next full committee meeting.

Councillor Collop responded to questions from the Panel relating to:

- Bar prices.
- Proposed balcony extension.
- Club being accessible to people in the Borough/activities.
- National and International Events.
- International Champion providing instruction – paddle boarding.
- Activities for school children/youth during term time and school holidays.
- Range of available memberships.

**RESOLVED:** The Panel to receive an update from the Borough Council's representative in six months' time (June 2018).

**RETURNED TO OPEN SESSION**

CP69 **2017/2018 Q2 PERFORMANCE MONITORING REPORT AND ACTION REPORT**

The Policy, Performance and Personnel Manager presented the Corporate Performance Monitoring Report which was in place to monitor progress against agreed performance indicators for the year. The report contained information on the corporate performance monitoring undertaken during Q2 2017/18.

The Panel was advised that 42 performance indicators for 2017/18 had been agreed by Portfolio Holders and Executive Directors as the key performance measures for the year, they covered all Directorates.

It was explained that the Q2 2017/18 monitoring report showed that 62% of targets had been met, and performance had improved against target for 20 indicators.

Members were reminded that at its meeting on 9 October 2017, the Panel resolved to obtain additional information in relation to planning applications. The information was included in the body of the report for further consideration by Panel Members.

The Policy, Performance and Personnel Manager responded to questions, a summary of which is set out below.

The Chairman, Councillor Humphrey referred to CC6 - % of Careline alarms installed within 10 days from date of enquiry and the notes explaining the reason for the target not being met. Councillor Humphrey commented that consideration be given to not undertaking training whilst staff were on annual leave.

In response to questions relating to CC11 - % of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries, the Policy, Performance and Personnel Manager explained that the introduction of the digital service and OneVu had been later in the year than anticipated. The Council was in the process of encouraging customers to use on-line services. The Chief Executive added that there was an increase in the number of customers using OneVu, but in some cases had been using OneVu and also contacting the Council thus creating dual traffic.

**RESOLVED:** The Panel:

- 1) Reviewed the performance monitoring report.
- 2) Considered the introduction of additional indicators in relation to planning applications and agreed:

- i) That these new indicators be included within the monitoring information for the 2017/18 year – for monitoring purposes only.
  - ii) That the relevant Executive Director and Portfolio Holder be asked to include these indicators, as part of the 2018/19 performance monitoring report.
- 3) Agreed the actions outlined in the Action Report.

CP70 **PERFORMANCE TARGETS RELATING TO PLANNING**

The Panel received a presentation from the Assistant Director, Environment and Planning (copy attached) in response to questions raised on the planning performance indicators relating to planning applications at its meeting on 9 October 2017.

The Assistant Director, Environment and Planning responded to questions relating to:

- Consultation on the Government White Paper.
- Pressure for local authorities to deliver more housing.
- Percentage of appeals allowed.
- Percentage of appeals overturned.
- Financial cost to the Council regarding appeals.
- National figures for major planning applications.

The Chairman, Councillor Humphrey commented that it would be useful for the Panel to receive information on the number of appeals allowed as a percentage in each quarter.

**RESOLVED:** The Assistant Director, Environment and Planning to provide the Panel with the number of appeals allowed as a percentage on a quarterly basis.

CP71 **2017/2018 Q2 CORPORATE BUSINESS PLAN MONITORING REPORT**

In presenting the report, the Policy, Performance and Personnel Manager reminded the Panel that the Corporate Business Plan monitoring report had been developed to demonstrate progress against the Council's Corporate Business Plan. The report contained information on the progress made on the key actions up to the end of Quarter 2 2017/18.

Members were informed that there were 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% were slightly behind schedule (23 actions had been completed from Q4 2015/16 to Q2 2017/2018).

The Panel was reminded that the Corporate Business Plan set out the broad framework for the Council's work for the period 2015/16 to 2019/20. Members should therefore use the information with 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.

Members were advised that key actions which had been completed prior to Q2 had been removed from the report and were contained in a separate archive report Completed Key Actions report 2016-2020

The Policy, Performance and Personnel Manager and the Chief Executive responded to questions relating to:

- Charts details at 2.4 and 2.5 providing an overall picture of completed actions and key actions that were progressing.
- Work to increase recycling levels.
- Target Dates being December 2017. The Policy, Performance and Personnel Manager advised that the target dates were set by officers.
- Town Centre Action Plan – The Policy, Performance and Personnel Manager to request further information from the relevant officer to report in the next quarter.

The Chairman, Councillor Humphrey referred to the Shared Technology Centre and asked that consideration be given to the position of the roof in order to allow the installation of solar panels.

The Portfolio Holder, Environment provided the Panel with information on the recent successful prosecutions which had been published in the Lynn News on 15 December 2017.

**RESOLVED:** The Panel reviewed the Q2 2017/18 Corporate Business Plan monitoring report.

CP72 **NON-DOMESTIC RATES - REVIEW AND UPDATE OF DISCRETIONARY RELIEF POLICY**

The Revenues and Benefits Manager reminded the Panel that the Council was able to award Discretionary Relief to its ratepayers to reduce or remit their Non Domestic Rates (Business Rates) bill.

Members were advised that the Council must approve any awards of Discretionary Relief. This was achieved by having a Discretionary Relief Policy agreed by Members, allowing Officers to award reliefs where the policy criteria were met. It was noted that for many years the Council had operated a Discretionary Relief policy that gave help to charitable, not for profit and sporting organisations, based in the borough and whose work benefitted the local community.

The Panel was informed that the Discretionary Relief Policy had been updated on an ad hoc basis over the years and now lacked a logical flow. It was highlighted that some reliefs had also ended. The Revenues and Benefits Manager explained that the policy had now been reviewed and refreshed and the report contained the updated policy and noted the changes which had been made.

The Revenues and Benefits Manager explained that there were 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 was requested to decide any applications not meeting the criteria in the relief policy.

The Revenues and Benefits Manager responded to questions relating to:

- Changes to the Discretionary Relief Policy.
- Relief awarded to Bowls Clubs.
- Local charitable organisations.
- Cost of some reliefs met by Central Government.
- 205 discretionary charitable relief awarded to organisations receiving the 80% mandatory charitable relief.
- Invitation to apply for discretionary relief relating to conservation and cultural organisations and village and community halls. It was noted that an application form was sent out with the rates bill.

**RESOLVED:** The Panel:

- 1) Agreed the changes and recommends to Cabinet that the new policy is adopted from 1 April 2018.
- 2) Recommends to Cabinet delegated authority was given to the Council Leader to decide any applications not meeting the criteria in the relief policy.

CP73 **CABINET REPORT: SCRUTINY STRUCTURES TASK GROUP**

The Chief Executive presented the conclusions of the Scrutiny Task Group over a year on from the re-structure which had taken place in 2016.

The report set 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 were included as recommendations to Cabinet and Council which sought to implement those changes for the 2017/18 Municipal year.

Councillor Daubney referred to Recommendation 7 – That the Leader nominate the Panel/Committee Chairs for agreement at Council with the Vice-Chairs to be appointed by the Panels/Committee and commented that he welcomed this recommendation and added that effective skills were required for the role of a Chairman. However, Councillor Daubney commented that he strongly opposed Recommendation 9 – That the appraisal of Chairs be investigated.

Councillor Morrison concurred with the comments made by Councillor Daubney.

Councillor Howman commented that he did not agree with the abolition of the Cabinet Scrutiny Committee which held Cabinet to account and worked effectively. Councillor Howman commented that he felt with the revised arrangements, Cabinet was not being held to account.

The Leader, Councillor Long advised that previously, the Leader proposed Chairman and Vice-Chairman of Committees and Panels which were agreed at Annual Council. Councillors could, if they so wished, debate the proposed Chairmen/Vice-Chairmen, but had not previously done so.

Comments were made regarding Recommendation 2 – That the attendance of Audit Members for Audit training should be obligatory as it is for Planning and Licensing initial training.

Councillor Collop commented that he was disappointed that only 31 responses were received when this was an important decision to make.

The Chairman, Councillor Humphrey concurred with the comments made by Councillor Daubney and invited the Chairman of the Scrutiny Structures Task Group to provide the Panel with information on how the Task Group had reached the recommendations set out in the report.

The Portfolio Holder, Environment and Chair of the Scrutiny Structures Task Group provided the Panel with an overview on how the Task Group reached the recommendations set out in the report.

**RESOLVED:** That the Corporate Performance Panel support the recommendation to Cabinet as set out below:

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

The Corporate Performance made the following comments on the recommendations to 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 to 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. **The Panel did not support this recommendation.**
- 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 appendix). (NB they include the points raised in question 15 set out in the report).
- 9) That the appraisal of Chairs be investigated. **The Panel did not support this recommendation.**
- 10) That the amended arrangements be reviewed after a further 12 months of operation.

#### CP74 **BUDGET**

The Executive Director – Finance Services gave an update on the Budget 2018 – 2022 (copy attached).

In response to questions on the Business Rates Pilot, the Leader explained that the announcement was expected on 19 December 2017.

In response to questions on the budget in future years, the Chief Executive reminded Members that there was a £2.6m gap in the 4<sup>th</sup> year of the current financial plan which was reported in 2016. The Council would continue to identify ways to fund its expenditure but the

there was no certainty on funding for Councils in future years. He also referred to the Fair Funding Review, the outcome of which was not yet known. Reference was also made to the reduction in New Homes Bonus and the threat of planning applications being refused for authorities without an adopted Local Plan. In summary, the Chief Executive advised that the concern of the Borough Council was that there was uncertainty in future years.

The Leader, Councillor Long agreed with the comments made by the Chief Executive and reiterated that they were so many unknowns relating to funding for Councils in future years. The Borough Council was continually looking for opportunities to deliver services in a more efficient way and also to identify income generating opportunities. The Council had taken a prudent approach over a number of years and had allocated reserves to fund the financial plan when required. The Council had also taken the opportunity to invest in housing and commercial premises which gave a better rate of return than traditional methods of investment.

CP75 **COMMITTEE WORK PROGRAMME 2017/2018**

The Panel noted the Work Programme for 2017/2018.

CP76 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on Monday 19 February 2018.

**The meeting closed at 7.55 pm**



# Performance targets relating to Planning

Stuart Ashworth



# Performance targets relating to Planning

- Currently 4 indicators reported to CPP, 2 based on speed and 2 based on quality
- EP3a) – Processing of **major** applications
  - Current national & local target is minimum of 50% determined within 13 weeks or another time agreed with the applicant.
  - Due to rise to 60% in 2018
  - 16/17 performance was 75% within 13 weeks or agreed timescale



# Performance targets relating to Planning

- EP3b) – Processing of **non-major** applications
  - Current national and local target is minimum of 65% determined within 8 weeks or other agreed timescale
  - This is due to rise to 70% in 2018
  - 16/17 performance was 78% within 8 weeks or within agreed timescale



# Performance targets relating to Planning

- EP3c) - % of decisions on applications for **major** development that have been overturned at appeal, measured against total number of major applications determined
  - Local target is a maximum of 10% major applications overturned at appeal measured against total number of major apps.
  - Current national target is maximum of 20% major applications overturned at appeal measured against total number of major apps.
  - National target due to be reduced to 10% in 2018
  - 16/17 full year performance is 10% but Govt. measures against a two year period every October. The most recent two year performance was 5.8%.



# Performance targets relating to Planning

- EP3d) - % of decisions on applications for **non-major** development that have been overturned at appeal, measured against total number of non-major applications determined
  - Local target is a maximum of 10% non-major applications overturned at appeal measured against total number of non-major apps.
  - No current national target for this but due to be 10% in 2018
  - 16/17 full year performance was 1% but Government measures against a two year period every October. The most recent two year performance was also 1%.



# Performance targets relating to Planning

- What happens if we don't hit national standards?
  - Could be designated a Standards Authority by Government. Put on an improvement plan.
  - Financial implications, as applicants would have the choice to pay PINS to determine certain types of application. In those circumstances we would have much of the work but none of the fee. Also removes local decision making.



# Performance targets relating to Planning

- Three further performance indicators requested by CPP
  - 1. % of applications refused**
    - Measured against total number of decisions made.
    - 16/17 performance was 12%. That is 225 applications refused against a total number of 1863 decisions made
    - National average of decisions refused is around 10%
  - 2. % of refused applications then appealed**
    - 16/17 performance was 28%. That is 63 applications appealed against 225 refusals
    - Not aware of any figures to compare against, as an appeal is a decision of the applicant, not the LPA



# Performance targets relating to Planning

## **3. % of appeals lodged that are overturned**

- A quarterly Appeals report is submitted to the Planning Committee, providing performance updates as well as a spreadsheet of all the appeals in the system
- The last report showed that cumulatively in a 12 month period 18% of appeals were allowed. National average used to be around 36% allowed.



- Questions?





# Revenue Estimates 2017-2022

**Lorraine Gore**  
**Executive Director – Finance Services**  
**(Section 151 Officer)**



The Budget 2018-2022 will be considered by Cabinet in February 2018.

The Budget presentations to the Environment and Community Committee, Regeneration and Development Committee and Corporate Performance Panel will provide details of the key areas of the 2018-2022 budget setting process.

Any recommendations from these meetings will be considered by Cabinet as part of the budget setting process.



# Revenue 2018/2022 - Headlines

- 2018/2019 will be third year of the 4 year offer announced – for BCKLWN applies to Revenue Support Grant and Rural Services Delivery Grant only
- Expectation that Revenue Support Grant will end from 2020/2021
- Assumed that no Rural Services Delivery Grant from 2020/2021 although fair funding review may address some of the funding pressures of delivery of services in rural areas

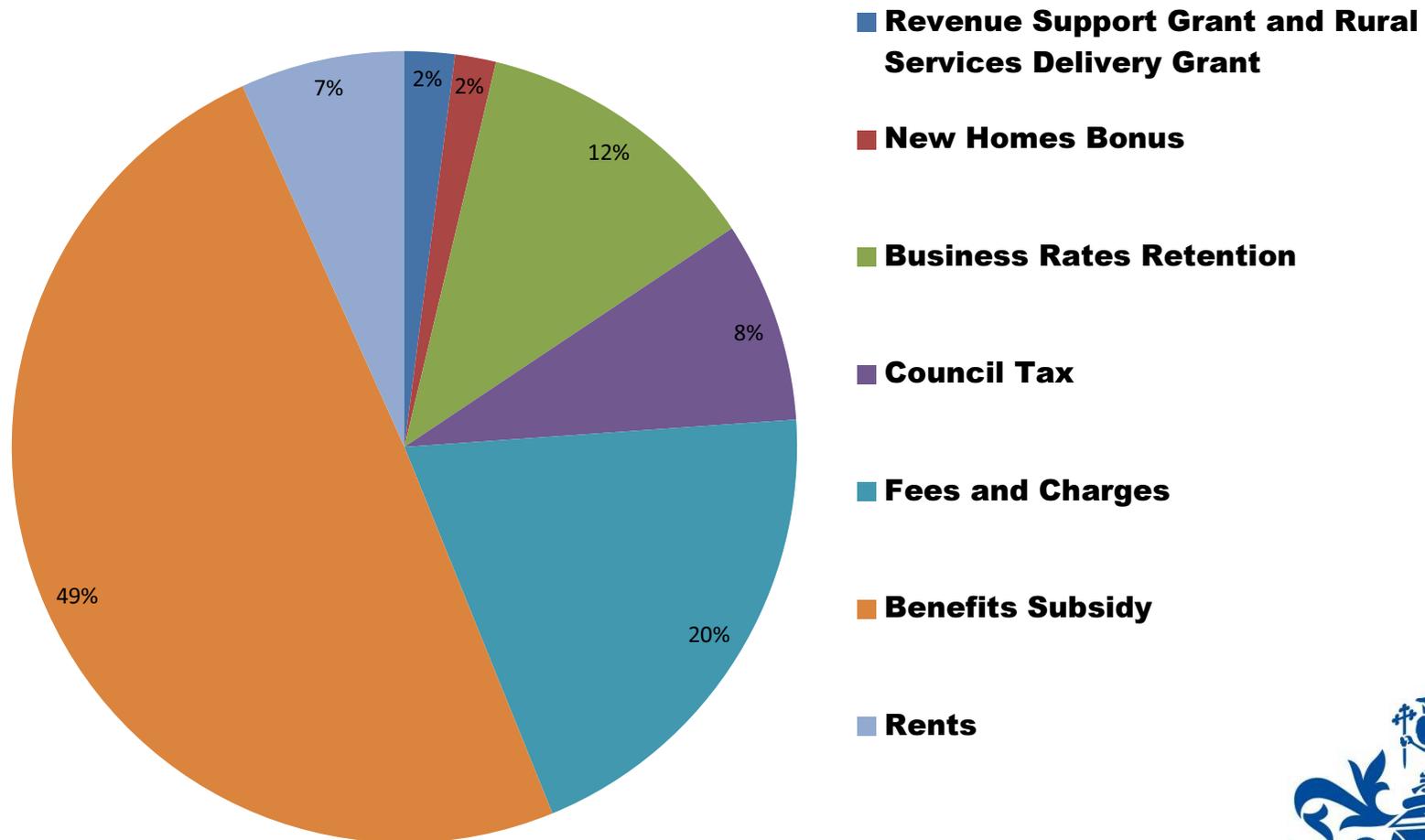


# Revenue 2018/2022 - Headlines

- Funding reliance in future on income raised locally
  - Council Tax
  - Business Rates
  - Fees and Charges
- Financing settlement for local government due to be announced in week before Christmas
- **Funding uncertainty from 2020/2021 presents significant risk**



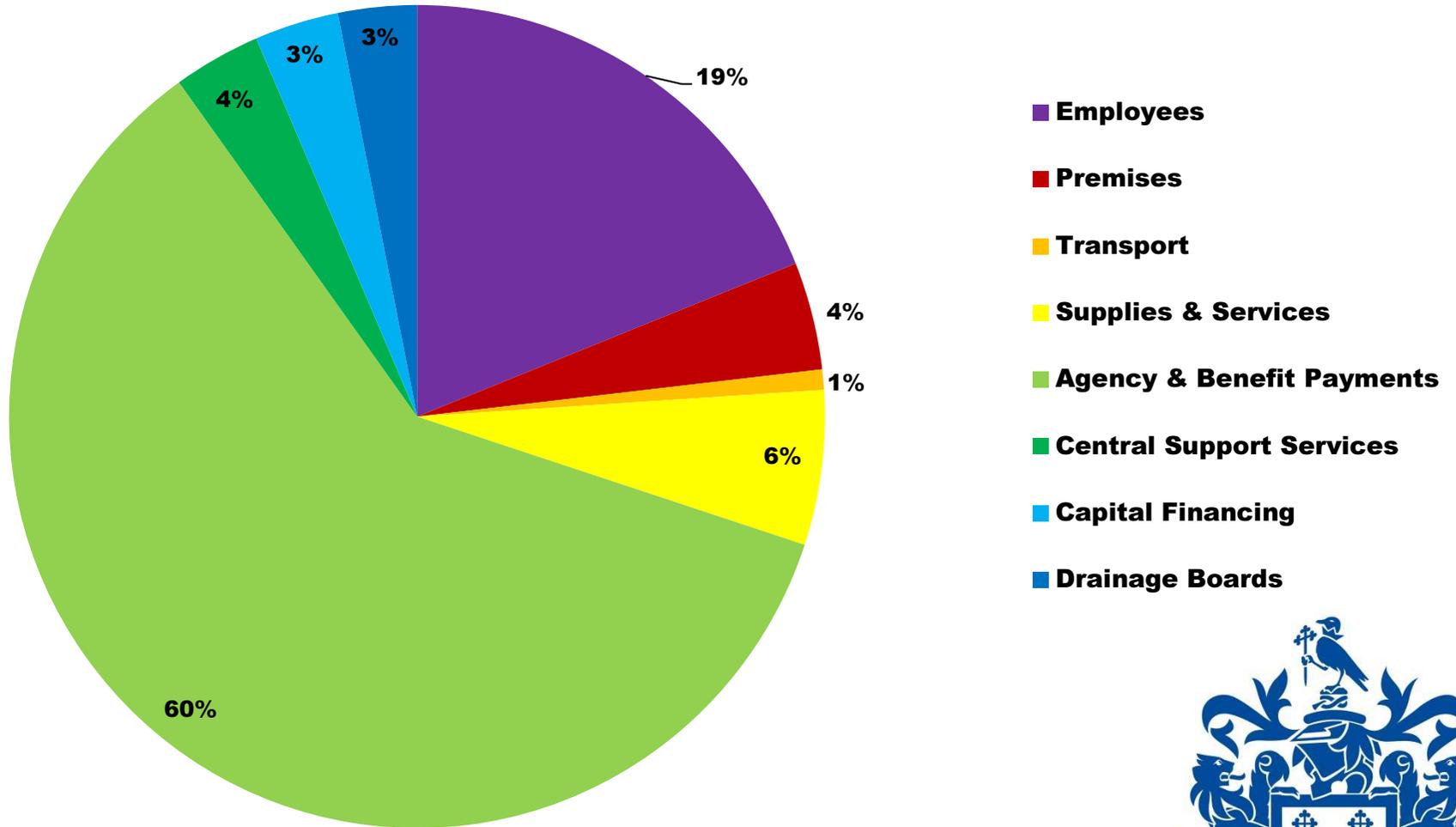
# Council Funding 2018/19



31  
26



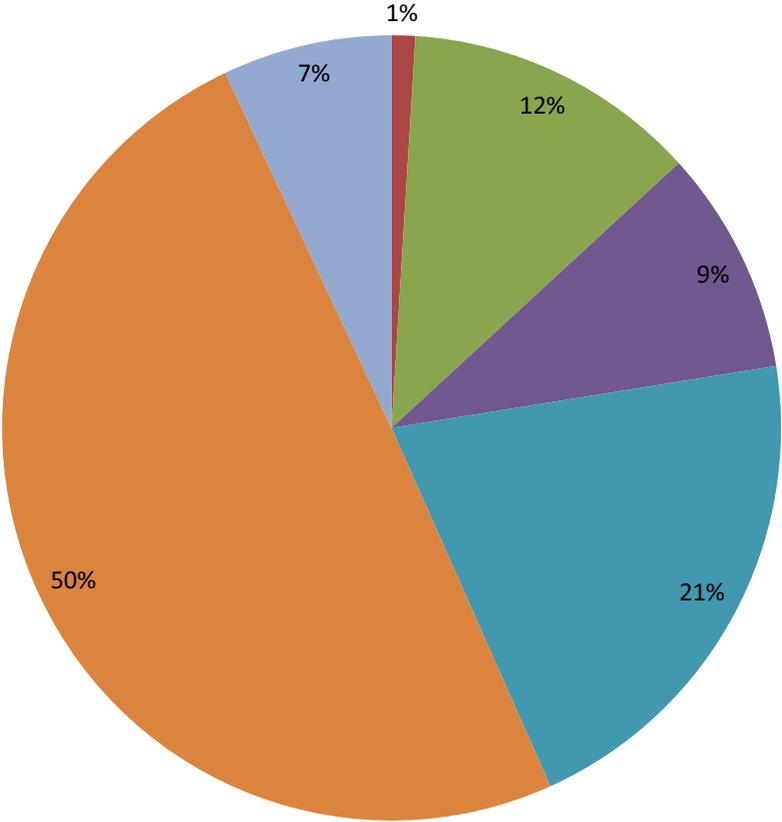
# Council Expenditure 2018/19



27  
32



# Council Funding 2021/22

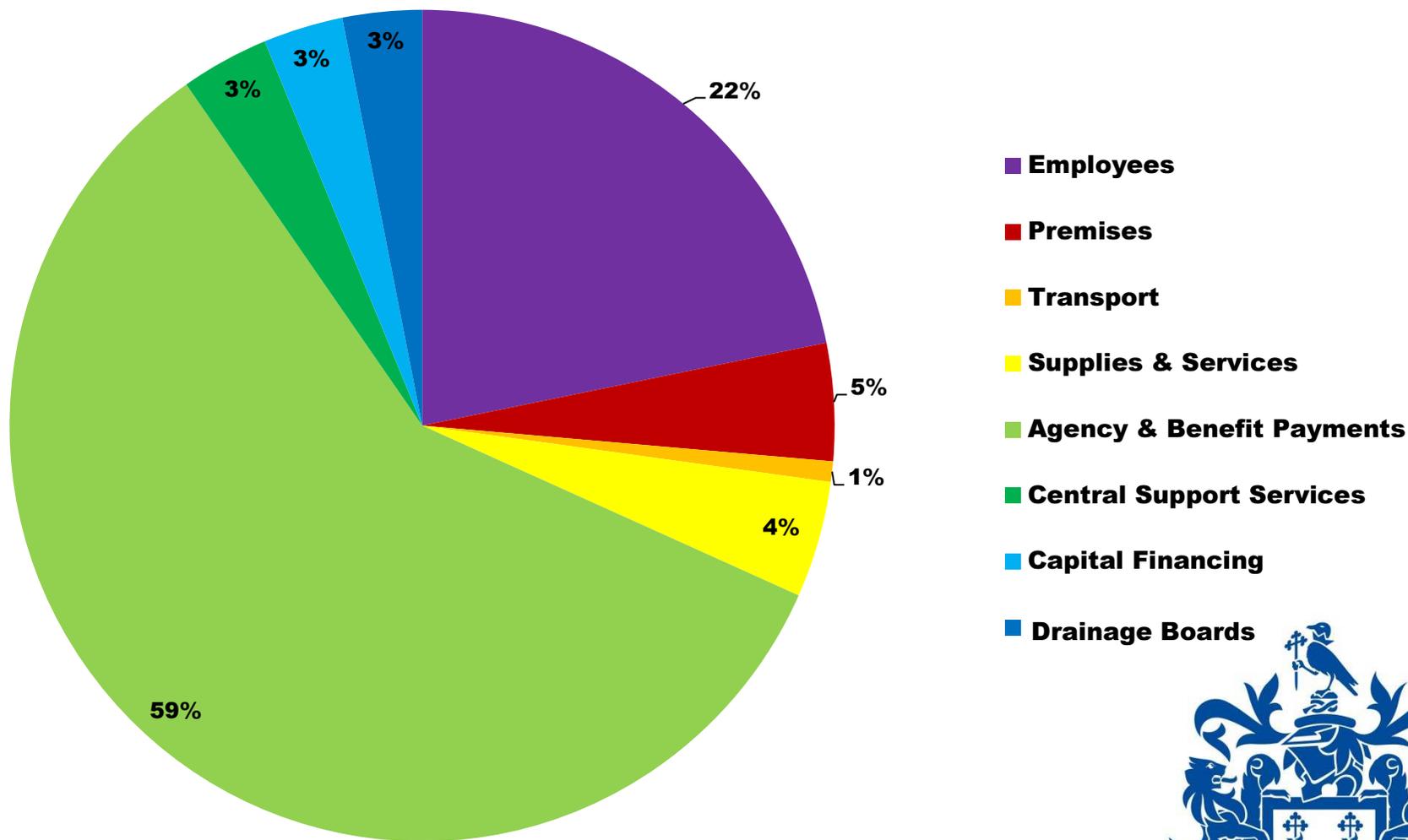


- Revenue Support Grant and Rural Services Delivery Grant
- New Homes Bonus
- Business Rates Retention
- Council Tax
- Fees and Charges
- Benefits Subsidy
- Rents



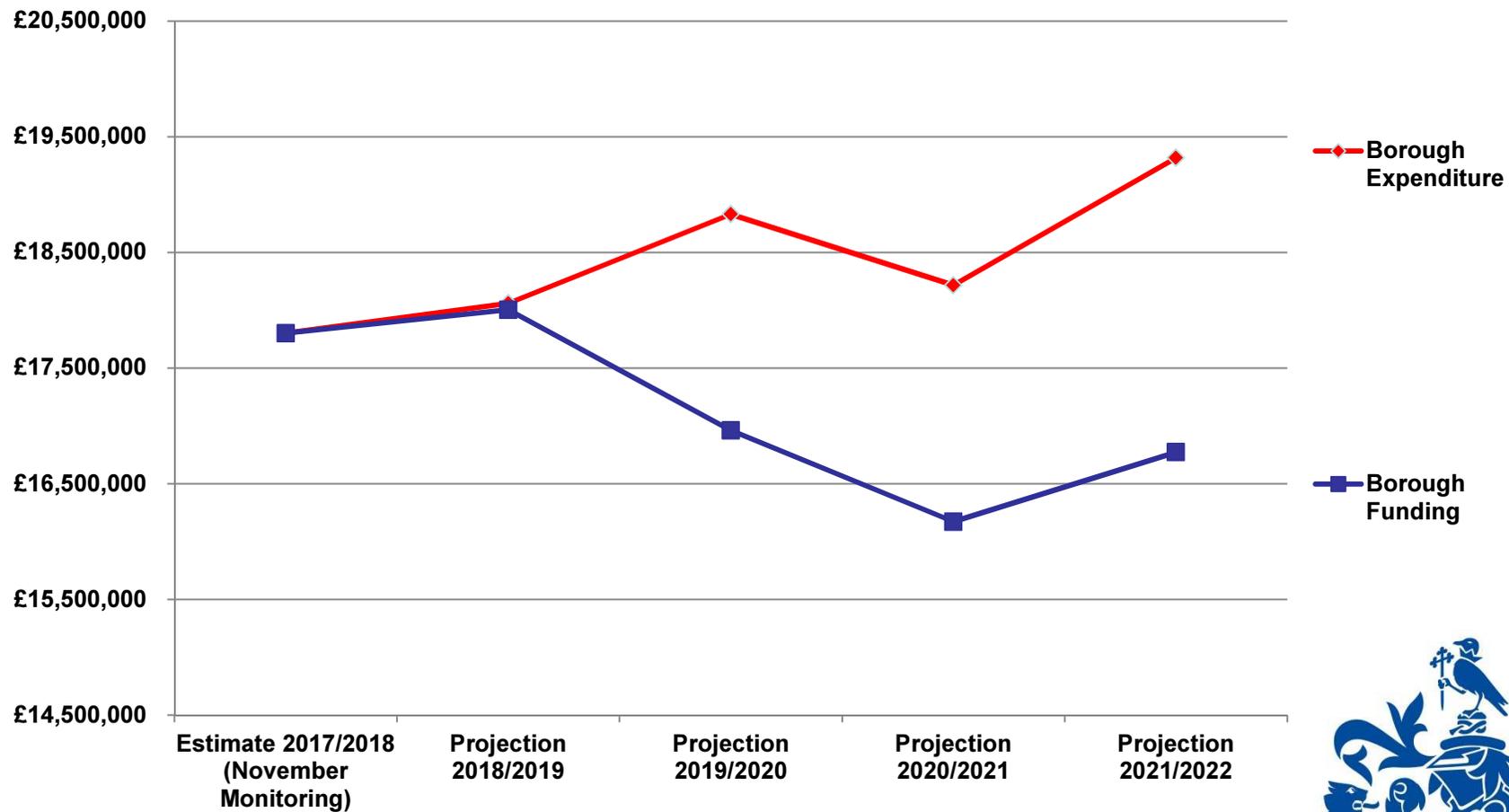
33  
28

# Council Expenditure 2021/22



29 34

# Council Expenditure vs Funding



# 100% Business Rates Retention

Still uncertainty around the implementation of 100% business rates retention

- What additional responsibilities will transfer
- Reset of baseline – how much current growth will be removed
- Will 100% of renewable energy growth be retained
- What date will be used for the initial baseline reset and impact for ‘new’ growth
- How much will be ‘top sliced’ to address economic differences across the country and particular pressures eg adult social care



# 100% Business Rates Retention

- Frequency of resetting of baseline
- Impact of Valuation Office delays and decisions
- No new money
- Further pilots in 2018/2019
- Implementation still expected in 2020/2021
- Taken cautious approach for later years of medium term financial plan
- Significant uncertainty and risk



# 100% Business Rates Retention Pilot

- Norfolk authorities have submitted an application to operate a 100% Business Rates Retention Pilot application for 2018/2019 – no detriment clause included
- Estimated additional one off gain for this Council of circa £800k
- Propose that these funds be invested in schemes which will generate on-going revenue income/savings
- Actual gain depends on growth achieved and will not be confirmed until July 2019



# Fair Funding Review

- Outcome of Fair Funding Review not yet known
- Expect winners and losers
- Aim to make more transparent and simple!
- Expect income which can be generated locally to be taken into account; council tax, fees and charges
- Still uncertainty on how IDB funding will be reflected
- We await further information



# New Homes Bonus

- The 2018-19 Local Government Finance Settlement proposals include further revisions to distribution of New Homes Bonus
- In 2017/2018 revisions made:
  - reduce the number of years for which legacy payments are made from 6 years to 5 years in 2017-18 and then to 4 years from 2018-19 and
  - set a national baseline for housing growth to sharpen the incentive for councils to deliver more new homes. The Government chose to set the initial baseline in 2017-18 at 0.4% below which the Bonus will not be paid.
- Expectation that further funding will be directed to adult social care



# New Homes Bonus

- The Government decided not to take forward proposals linking the New Homes Bonus to planning reforms in 2017-18 but confirmed that it would consider withholding the part of the Bonus from authorities not planning effectively for new homes from 2018-19.
- Under the current scheme, councils receive the same reward for homes granted permission by the authority as they do for development granted on appeal by the Planning Inspectorate (PINS).



# New Homes Bonus

- The Government is considering an alternative approach which looks at the quality of decision making by planning authorities. This approach would link New Homes Bonus allocations to the ratio of successful appeals to residential planning decisions (major and minor) over an annual period using data collected by the Planning Inspectorate (PINS).

37  
42



# New Homes Bonus

Calculation basis:

the number of successful appeals/appeals allowed by PINS

**divided by**

the number of decisions made

equals a percentage reduction to be applied to the New Homes Bonus allocation

- Based on the previous 12 months this would result in an estimated 1% reduction for this Council. For every £100k of new home bonus a reduction of £1k.
- **However ...**

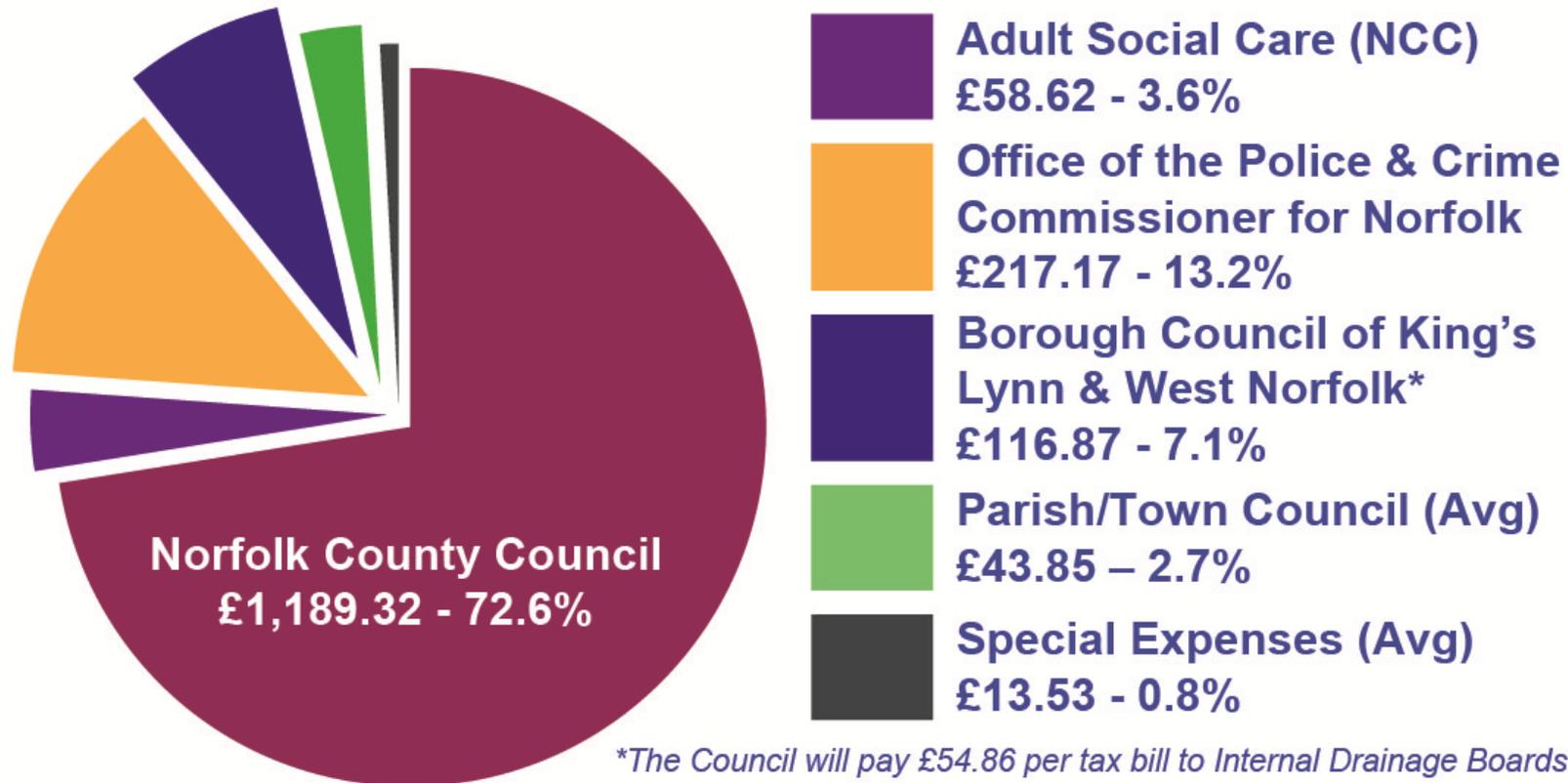


# New Homes Bonus

- The number of units involved in the decisions is not considered in this methodology, nor is there a link drawn with specific appeal outcomes on specific developments, rather it is a more general approach to link the quality of decision making within the authority over a period of time.
- The Government has stated that:
  - reducing the New Homes Bonus payment in line with the number of homes allowed on appeal, is still under consideration.



# Council Tax 2017/2018



45  
40



# Council Tax

Proposed referendum principles for council tax for 2018/2019

- a continuation of the Adult Social Care precept of an additional 2% with additional flexibility to increase the precept by 1% to 3% in 2018-19, provided that increases do not exceed 6% between 2017-18 and 2019-20.
- shire district councils would be allowed increases of less than 2% or up to and including £5, whichever is higher

This will apply to the overall increase in general council tax and special expenses



# Council Tax

It is proposed that council tax is increased by £4.50 on a Band D property for 2018/2019. This increase complies with the referendum principles which also includes any increase in special expenses.

BAND	2018/2019	BAND	2018/2019
	£		£
A	80.91	E	148.34
B	94.40	F	175.31
C	107.88	G	202.28
D	121.37	H	242.74



# Council Tax

For future years of the financial plan it is proposed to apply annual increases of £4.50 in council tax where these comply with the referendum principles which also includes any increase in special expenses.

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**Tax base for 2018/2019 is 49,466**

48

Financial Plan 2016-2021 included 49,124 for 2018/2019.

This is an increase of 342



# Council tax referendum principles for town and parish councils

Government expects town and parish councils to:

- demonstrate restraint when setting precept increases that are not a direct result of taking on additional responsibilities
- make precept decisions more transparent to local tax-payers
- consider all available options to mitigate the need for council tax increases, including the use of reserves where they are not already earmarked for particular purposes or for “invest to save” projects which will lower on-going revenue costs.

Any revised proposals will be set out at the time of the provisional local government finance settlement later in the year.



# Fees and Charges

Fees and Charges – general increase in line with RPI

Proposed that car parking charges are increased from 1 April 2018, last increase was 1 April 2016.

Council has absorbed the increase in business rates on car parks from the 2017 revaluation which will be circa £100k in 2018/2019

Planning fees – Government white paper in February 2017 proposed 20% increase to be ring fenced to planning – yet to be implemented



# Autumn Budget

- Universal Credits rollout for this Council moved back from July 2018 to November 2018
- 50% council tax levy on long term empty homes increased to 100%, requires primarily legislation so expectation that can be applied from April 2019



# Internal Drainage Board Levies

Future funding of IDB levies charged to the Council still uncertain

Fair funding review needs to address IDB funding

King's Lynn IDB advised 2% increase for 2018/2019

Remaining boards not yet advised levies for 2018/2019



# Revenue 2018/2022 - Headlines

Budget monitoring for 2017/2018 – budget overall on track (as at October monitoring £103k favourable variance)

Budget currently being updated for report to Cabinet in February 2018

Will reflect any know changes and revised inflationary factors

Impact of universal credit roll out and re-tender of refuse and recycling contract not yet known



# Revenue 2018/2022 - Headlines

Expectation of delivery of 'funded' budget for 2018-2022

Requires estimated draw from reserves of £6.5m over the period

Proactive approach by this Council to secure savings early means holding sufficient general fund balance to fund the estimated budget gap through to 2022

The outcome of the fair funding review and 100% business rates retention process is significant risk



# Budget Gap/Target Savings

Cost reduction/additional income targets will be reviewed as part of budget process

Target savings/additional income of £2.6m will be required by 2021/2022

Revenue target savings of £0.9m have been identified by 2020/2021 which have still to be delivered.

Focus of corporate capital projects to achieve new income streams – achieved circa £325k DWP relocation and H&M investment which are included in the updated budget 2017-2022



# Capital Programme - Objectives

- Provide assets (acquisition, construction or enhancement)
  - to deliver the Council's key priorities
  - to deliver against the Council's Efficiency Plan
  - appropriate to the delivery of the Council's services



# Capital Programme - Challenges

- Limited capital resources
- Need to reduce revenue costs, prioritise schemes which:
  - Reduce revenue expenditure
  - Increase or generate new revenue income
  - Increase council tax base
- Statutory requirements and managing demand
  - private sector housing assistance
- 'Maintain - reduce – improve' existing service levels
- Take advantage of technology and digital strategy
- Opportunity cost of decisions



# Capital Programme - Challenges

- Prioritising competing schemes
- Funding arrangements
  - Use uncommitted resources
  - Take out additional borrowing
- Review current programme v new opportunities
- Ageing assets and systems eg Oasis, IT hardware and software
- Promote innovation
- Delivery timescales and lead in times
- Deliver enhancements

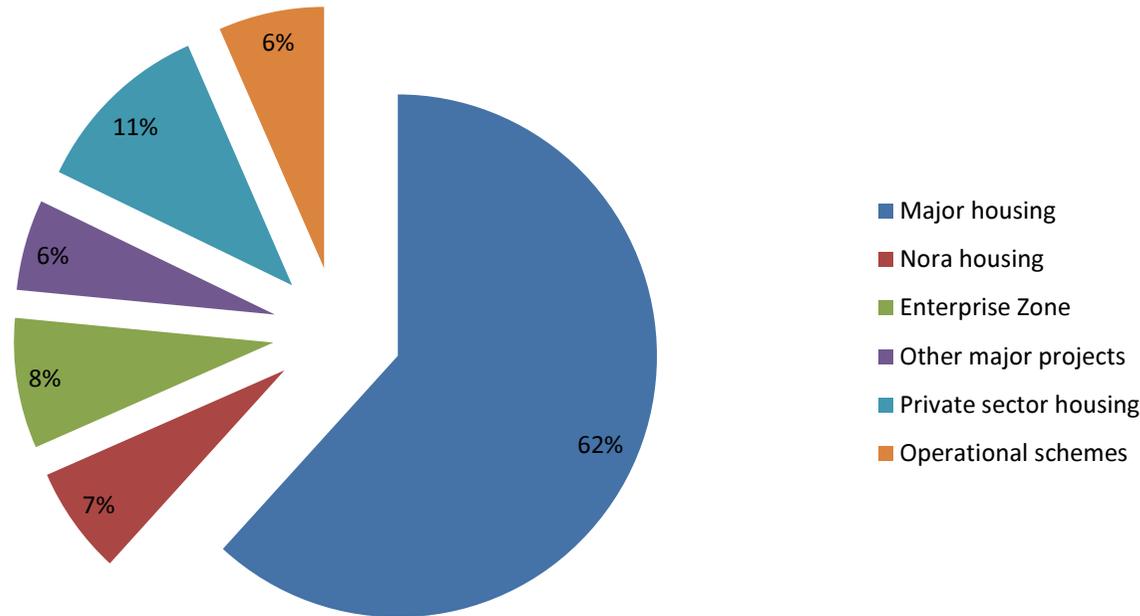


# Capital Expenditure

Capital Outturn Report to Cabinet June 2017

2017/2021 total expenditure £101m

2017/2021 Expenditure



59  
54

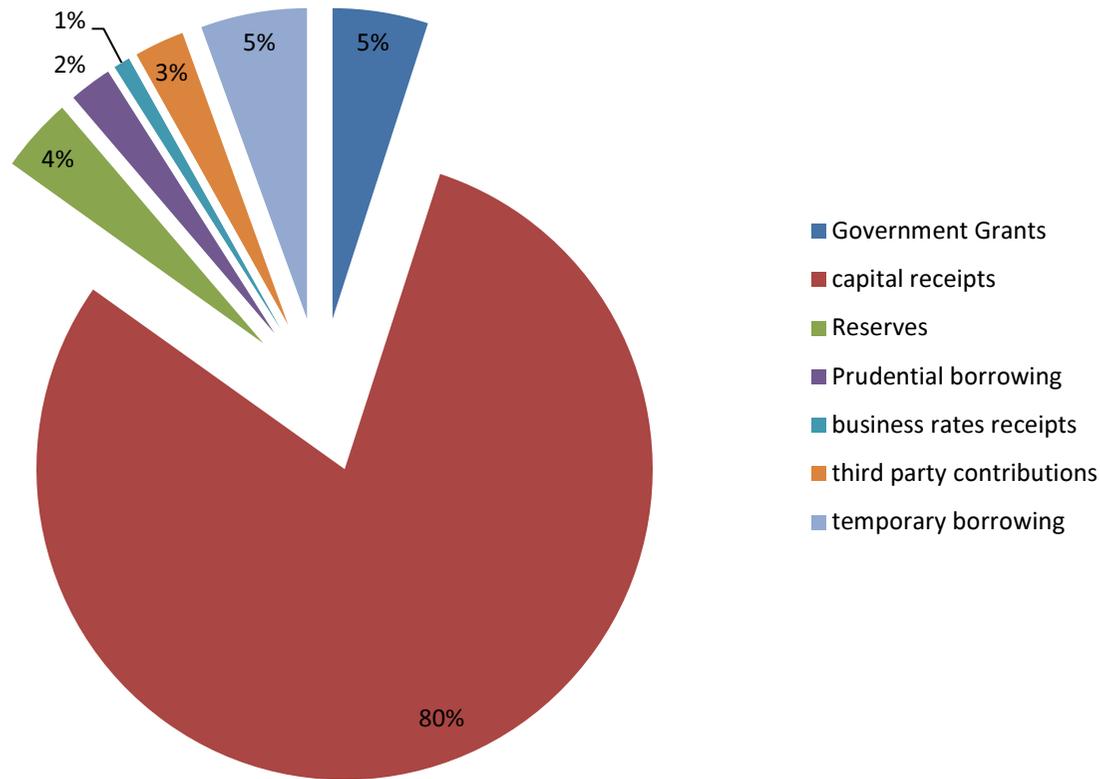


# Capital Programme - Funding

Capital Outturn Report to Cabinet June 2017

2017/2021 total resources £108m

2017/2021 Funding



55  
60



# Questions?

61  
56



## 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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Agenda Item 12

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**

June 2018 – Hunstanton Sailing Club – 6 month update (Councillor J Collop)

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

## CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2018/2019

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
21 May 2018	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
17 July 2018	Performance Management Framework	Update	B Box	To provide the Panel with an update.
17 July 2018	2017/2018 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.
17 July 2018	Corporate Performance Monitoring – Target Setting for 2018/2019	Monitoring	B Box	To review and suggest any new targets.
17 July 2018	2018/2019 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 2018	Review of effect of closure of Downham Market and Hunstanton Area Offices	Review	H Howell	

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
3 September 2018	Employment Monitoring Figures – Annual Report	To note only	B Box	
15 October 2018	Q1 201/2019 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.
15 October 2018	Formal Complaints against the Borough Council 1 April 2017 – 31 March 2018  Compliments received by the Borough Council	For Information only	R Harding	Report to be published on the Borough Council's Website/Insite
26 November 2018	Council Tax Support: Final Scheme for 2019/2020	Policy Development	J Stanton	Update following consultation period. To agree the final Council Tax Support Scheme for 2018/2019.
26 November 2018	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.
26 November 2018	Budget		L Gore	

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
14 January 2019	2018/2019 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.
14 January 2019	2018/2019 Q2 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2018/2019 Corporate Business Plan Monitoring Report.
25 February 2019	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.
8 April 2019	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**

Monitoring of Corporate Projects/Evaluation:

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