

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



# **Corporate Performance Panel**

## **Agenda**

**Monday, 9th September, 2019**  
at 6.00 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**

Friday 30 August 2019

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 9th September, 2019 at 6.00 pm** in the **Council Chamber - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

**AGENDA**

**1. Apologies**

**2. Minutes (Pages 6 - 16)**

To approve the minutes from the Corporate Performance Panel held on 22 July 2019.

**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. Exclusion of Press and Public**

To consider passing the following resolution:

“That under Section 100(A)(4) 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 paragraph 3 of Part 1 of Schedule 12A to the Act”.

**8. Exempt Item: Hunstanton Sailing Club (To Follow)**

**RETURN TO OPEN SESSION**

**9. Corporate Business Plan 2020-2024 (Pages 17 - 20)**

**10. Equalities Update (Page 21)**

**11. Cabinet Forward Decisions List (Pages 22 - 25)**

**12. Panel Work Programme 2019/2020 (Pages 26 - 30)**

To note the Panel's Work Programme for 2019/2020.

**13. Date of Next Meeting**

To note that the date of the next meeting of the Corporate Performance Panel will take place on 21 October 2019 at 6 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

To:

**Corporate Performance Panel:** B Ayres, P Beal, J Collop, S Dark (Chair), A Dickinson, C Hudson, H Humphrey, C Manning, J Moriarty, D Pope, C Rose and D Tyler

**Portfolio Holders:**

Councillor B Long – Leader of the Council

Councillor E Nockolds – Portfolio Holder for Culture, Heritage and Health

**Management Team Representatives:**

Debbie Gates, Executive Director Head of Central & Community Services

Lorraine Gore, Executive Director

Ray Harding, Chief Executive

**Appropriate Officers:**

Becky Box, Policy, Performance and Personnel Manager

Ged Greaves, Senior Policy and Performance Officer

**By Invitation:**

Representatives from Hunstanton Sailing Club

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

**Minutes from the Meeting of the Corporate Performance Panel held on Monday, 22nd July, 2019 at 6.00 pm in the Council Chamber - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor S Dark (Chair)  
Councillors B Ayres, Miss L Bambridge, P Beal, J Collop, C Hudson, H Humphrey, C Manning, D Pope, C Rose, A Ryves and D Tyler

**Portfolio Holders**

Councillor B Long, Leader  
Councillor G Middleton, Business Development  
Councillor Mrs E Nockolds, Culture, Heritage and Health

**Officers:**

Becky Box, Policy, Performance and Personnel Officer  
Lorraine Gore, Executive Director  
Sarah Dennis, Partnerships and Funding Officer

CP13 **APPOINTMENT OF VICE-CHAIRMAN**

**RESOLVED:** Councillor D Pope be appointed Vice-Chairman for the meeting.

CP14 **APOLOGIES**

Apologies for absence were received from Councillors Mrs A Dickinson and J Moriarty and D Gates, Executive Director – Central and Community Services.

CP15 **MINUTES**

The Minutes of the meeting held on 10 June 2019 were agreed as a correct record and signed by the Chairman.

CP16 **DECLARATIONS OF INTEREST**

Councillor C Manning declared an interest in item 7: Called In Item - Portfolio Holders delegated decision on the Finance Assistance, Small Grant Scheme as the Bridge for Heroes was his chosen charity when he was Mayor in 2015/2016.

Councillor B Ayres declared an interest in item 7: Called In Item - Portfolio Holders delegated decision on the Finance Assistance, Small

Grant Scheme as he had previously raised funds for Bridge for Heroes charity.

Councillor G Middleton declared an interest in item 7: Called In Item - Portfolio Holders delegated decision on the Finance Assistance, Small Grant Scheme as he a volunteer at Bridge for Heroes, but received no monetary payment.

CP17 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP18 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor P Kunes for Agenda Item 7: Called In Item - Portfolio Holders delegated decision on the Finance Assistance, Small Grant Scheme.

CP19 **CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was no Chairman's correspondence.

CP20 **CALLED IN ITEM - PORTFOLIO HOLDERS DELEGATED DECISION ON THE FINANCE ASSISTANCE, SMALL GRANT SCHEME**

The Chairman, Councillor Dark invited Councillor Hudson to present the call in of Cabinet Members Delegated Decision – Financial Assistance Small Grants Scheme.

Councillor Hudson addressed the Panel and outlined the reasons why she had called the Cabinet Member's decision in as set out below.

"I submitted my call in of the grant to Bridges for Heroes (BfH) on the following points:

- We need to know more about the budget and overall funding.
- Who is running the project.
- Are the people involved properly qualified?
- Why is this project being limited to one particular group.
- To use a title of " Reminiscence Project" is misleading.
- To focus on Operation Banner brings in to question that this particular project is still under scrutiny.

The Chief Executive, Ray Harding, allowed the call in on the question of budget and funding. It was his thought that the other points had been answered by Cllr Nockolds email, dated 26 June. However, the Chairman asked that I comment on all points of the call-in.

The application for funding is unclear on how the scheme will operate. It states a fully qualified practitioner will run the groups. What does this mean. If BfH have run these sort of courses in the past, as is implied, they should know who will be leading and what their qualifications are.

No timetable has been presented for the project, although we are told that the volunteers receiving tutoring in how to conduct such sessions will receive 3 by 2 hour sessions over 6 months.

I would question the validity of this as full training.

I am also concerned about the aim of the project as it concentrates on Northern Ireland. According to the grant application 4050 persons will benefit from this course over a period of time. This figure, in my opinion, is suspect. Possibly a typing error?

My main concern is the finance applied for. They didn't apply for a grant towards costs but a grant for all of the money, being £2,307. This was reduced by the panel to £2,000.

We have been asked to pay for 73 hours of staff costs at £18 per hour; total £1,524.

When compared to National Wage Rate of £8.21 or Living wage - £9.00, this is double that amount.

The 9 hours training for volunteers is also charged at £18 per hour. Questions the type of training.?

Office expenses are charged at £20 per hour for 24 hours.

These charges are not justified. The application does not provide enough information and should the Council really be paying out this sort of money when we pay our own back office workers between £9.19 and £10.67.

In rebuttal to questions - It is seen that we all support the Armed Forces but we should know more about the working of the groups who apply for funding."

The Chairman thanked Councillor Hudson for presenting the reasons for the call-in and provided the Panel with an overview of Operation Banner who would be celebrating their 50<sup>th</sup> anniversary nationally on 14 August 2019 and also reminded Members that the Borough Council had signed up to the Armed Forces Covenant.

At the invitation of the Chairman, the Portfolio Holder, Culture, Heritage and Health commented that valid points had been raised regarding the funding. The Portfolio Holder advised that she attended the Armed Forces Norfolk Board meeting whose main aims were to encourage local communities to support the armed forces community in the area.



The project nurtured public awareness and recognised sacrifices and encouraged active integration of armed forces within the community. The Portfolio Holder reminded Members of the content of the email she had circulated to all Councillors and highlighted that the project was a continuation of the important work already undertaken by Bridge for Heroes charity. The Panel was informed that the proposed project was an Operation Banner supported project.

The Executive Director, Financial Services reminded Members that the Financial Assistance Small Grants Scheme report was attached at page 13 of the Agenda. The Executive Director explained that all applications were assessed by an external body – the Norfolk Community Foundation on behalf of the Borough Council prior to being evaluated by the Portfolio Holder, Culture, Heritage and Health, the Executive Director, Financial Services and the Partnership and Funding Officer. It was highlighted that all required checks were undertaken in relating to safeguarding.

The Chairman invited the Panel to ask questions/comment.

Councillor Bambridge referred to a family Prisoner of War experience and emphasised that talking to others in similar circumstances and reminiscing helped people. Councillor Bambridge commented that the Panel should look at the project and people it would assist rather than the organiser.

Councillor Humphrey commented on the word “reminiscence” and added that this could be misleading. Councillor Humphrey explained that after reading the details of the project and listening to the Portfolio Holder and the definition of “reminiscence”, he thought that the project would enormously help the service personnel. Councillor Humphrey stated that the proposal amount for the qualified practitioner was entirely justified and supported the grant to the Bridge the Heroes charity.

Councillor Tyler commented that he fully supported the project and the Cabinet Member’s decision.

Councillor Ryves stated that the meaning of reminiscence was confusing in the context of the project and also commented that the regiments in Northern Ireland had a close connection to the Royal Anglicans.

In response to a question on the exhibitions, it was noted that the aim of the exhibitions was to bring generations together to aid understanding of their lives, mental health issues and experiences of the British Armed Forces in Northern Ireland.

Councillor Collop advised that he had supported the call-in and that he had never heard of the Bridge for Heroes charity and added that there was not enough information provided and therefore it was correct to

call it in. Councillor Collop stated that he would have like to have seen a representative from the charity attend the Panel meeting.

Councillor Middleton informed the Panel that he was a volunteer/trustee but did not receive any monetary payment. In response to the comments made by Councillor Humphrey, Councillor Middleton provided background to the Bridge For Heroes charity and explained that the project provided an opportunity for service personnel who had served in Northern Ireland to share stories/experiences. Councillor Middleton referred to the response from the Portfolio Holder, Culture, Heritage and Health and commented that reminisce was the correct word for the project.

In response to questions and comments from the Panel, Councillor Middleton advised that “reminisce” was part of a therapy proven tool to treat PDST and mental health related problems. A qualified reminiscing practitioner would run the sessions and also train volunteers to gain skills to enable beneficiaries to share their stories through specific military resources. Councillor Middleton reiterated that the grant applications were initially assessed by the an external body, Norfolk Community Foundation and he was comfortable with the financial grant to be awarded to Bridge For Heroes.

Councillor Ayres commented that with any project there would be on costs and added that the word reminisce qualified a person to speak about, share their problem allow it to be recognised and receive advice to deal with it. Councillor Ayres thanked Councillor Middleton for the background information and providing a summary of the project.

Under Standing Order 34, Councillor Kunes asked that if the Council did not approve the grant what sort of message would it send out to the armed forces – that the Council was not caring. Councillor Kunes advised that he fully supported the project.

The Chairman reiterated to the Panel that the Borough Council had signed up to the Armed Forces Covenant. The Chairman also stated that the Panel had received more information on the charity from Councillors Mrs Nockolds and Middleton. Members were advised that the Bridge For Heroes worked in strict accordance within the criteria set out by the Charity Commission and concluded by saying that if the project helped support people readjust when leaving the armed forces then he supported the project.

The Chairman invited Councillor Mrs Hudson to summarise the reasons why she had called in the decision.

Councillor Hudson summarised her reasons and highlighted that it was proposed to pay £18.00 - £20.00 per hour for back office staff which was more than Borough Council back office staff received. Councillor Hudson emphasised that other charities sought a contribution not the whole cost of a project and felt that this would set a precedent.

Councillor Hudson advised that she had viewed the Bridge For Heroes financial report and quoted the following figures – income £137,600, expenditure £121,000 which left a significant reserve. In conclusion, Councillor Hudson quoted that she would like to see the budget for the project and how it would be spent.

The Chairman explained that the Charity Commission would expect to see a reserve being held by any registered charity.

The Chairman thanked Councillor Hudson for presenting the call-in.

The Panel voted on supporting the Cabinet Member's decision.

Councillor Collop abstained from voting on the following decision.

**RESOLVED:** The Panel supported the Cabinet Member's decision.

CP21 **EXCLUSION OF PRESS AND PUBLIC**

The Chairman advised that item 9 - Hunstanton Sailing Club would be deferred to 9 September 2019, so there was no requirement to exclude the press and public.

CP22 **EXEMPT REPORT: HUNSTANTON SAILING CLUB**

**RESOLVED:** The item be deferred to the next meeting on 9 September 2019. The Sailing Club be requested to provide details on:

- Background information on the two grants received from the Borough Council and how they had met the criteria for the grants received from the Borough Council, particularly in relation to events for children.
- Sailing weekend events to attract visitors – attendance numbers.
- What the Sailing Club did to encourage the public to use the facility including the bar.

CP23 **NOMINATIONS TO OUTSIDE BODIES AND PARTNERSHIPS - HUNSTANTON SAILING CLUB DEVELOPMENT SUB COMMITTEE (DEFERRED FROM PREVIOUS MEETING)**

The Chairman reminded the Panel of the concerns raised at the previous meeting on 10 June 2019 and invited comments as to whether the item should be deferred to the next meeting.

Previous representatives appointed explained that they had experienced difficulty with the Sailing Club communicating the dates of meetings.

Councillor Humphrey referred to grants the Borough Council had given to the Sailing Club and that monitoring of the expenditure and benefits was in place which was part of the conditions. The Sailing Club had attended previous Panel meetings to provide an update. It was highlighted that if there were issues to resolve then a stronger presence from the Borough Council was required and emphasised the necessity for a Borough Councillor to attend meetings in an observer role. Councillor Humphrey suggested that the Chairman write a letter to the Sailing Club setting out the Council's concerns.

Councillor Pope concurred with the comments made by Councillor Humphrey.

Councillor Collop provided an overview of the issues he had experienced whilst he was the Borough Council's appointed representative.

The Chairman outlined the options available to appoint a Borough Councillor Representative.

Following comments from the Panel, it was

**RESOLVED:** Councillor C Rose be appointed as the Borough Council's representative/observer.

CP24 **2018/2019 FULL YEAR CORPORATE PERFORMANCE MONITORING REPORT**

The Policy, Performance and Personnel Manager reminded Members that the corporate performance monitoring report was in place to monitor progress against agreed performance indicators for the year. The report contained information on the corporate performance monitoring undertaken during 2018/2019.

The 2018/19 monitoring report showed that 56% of targets had been met, and performance had improved against target for 20 indicators.

The Policy, Performance and Personnel Manager presented the report and drew Members' attention to the following sections:

- Section 1 – Introduction.
- Section 2.2 – The number of indicators which would be monitored for 2018/2019.
- Section 2.3 – The percentage of indicators that had met the target for 2018/2019 had increased by 7% compared to 2017/2018, and actions were in place for the 10 indicators which had not met the target as shown in the Action Report.
- Section 2.4 – i) Overview of Performance by Portfolio and ii) Overview of Performance by Directorate.

- Page 26 – Action Report Full Year 2018/2019.

In response to a question from Councillor Ryves on how the individual targets were calculated, the Policy, Performance and Personnel Officer explained that the methodology would be explained in the next report – agenda item 12.

Councillor Beal referred to indicator CO3 - % of rent achievable on industrial estates and commented that this appeared to be good news. The Policy, Performance and Personnel Manager explained that the performance had caught up and the target was set at 90%, but that 93.11% had been achieved.

In response to the Chairman on indicator CE6 - % of freedom of information requests given final response within deadline, the Policy, Performance and Personnel Manager explained that targets were set in discussion with the Executive Director and Portfolio Holder and targets were set taking into account the expectation with the resource available and to maintain the targets set.

**RESOLVED:** The Panel:

- 1) Reviewed the performance monitoring report.
- 2) Agreed the actions outlined in the Action report.

CP25 **CORPORATE PERFORMANCE MONITORING - TARGET SETTING FOR 2019/2020**

The Policy, Performance and Personnel Manager presented the report and explained that the Council's performance management framework included quarterly monitoring and reporting of performance. Each quarterly performance report was presented to the Corporate Performance Panel.

The Panel's attention was drawn to the following sections of the report:

- Section 1 – Introduction.
- Section 3 – Key changes to indicators for the 2019/2020 year.
- Page 37 onwards – Performance Target Setting 2019/2020.

Councillor Bambridge asked what the definition of a rough sleeper was and how the number of rough sleepers was calculated. The Policy, Performance and Personnel Manager undertook to liaise with the Service Manager and circulate a response to the Panel.

In response to a question from Councillor Ryes, if the Borough Council obtained comparative data from other councils, the Policy, Performance and Policy Manager explained that the Council did not specifically undertake a comparative exercise, because it would be

necessary to compare the Borough Council with a similar size authority who recorded data in the same way. However, if this was an area of interest to Members, research could be undertaken to see if there was a district council similar to the Borough Council. The Panel was advised that benchmarking exercises had been carried out.

The Leader explained that there was a national framework for key performance indicators which were benchmarked with other local authorities in the UK, this however, presented advantages and disadvantages and gave examples if King's Lynn was compared to a London borough, there were different issues with key performance indicators.

Councillor Ryes referred to indicator EV6 - % of food interventions achieved asked for an explanation what a food intervention was. The Policy, Performance and Personnel Manager undertook to liaise with the Service Manager and forward a response to the Panel.

In response to a question on HS3 – number of households with a homelessness declaration, the Policy, Performance and Personnel Manager undertook to seek clarification from the Service Manager on what was a homelessness declaration was or how this was defined and circulate a response to the Panel.

Following questions on indicators HS11 to HS15, the Policy, Performance and Personnel Manager explained that the indicators demonstrated good performance and a revised format would be included in the report in line with the new Corporate Business Plan.

The Chairman commented that it would be helpful if the notes could explain why an indicator had been identified as a priority indicator, for example, if it was a national indicator and why the indicator had been set.

Councillor Ryves referred to Indicator BD1 % of rent achievable on industrial estates and asked if the % could be shown in numbers. The Policy, Performance and Personnel Manager undertook to look at how the information was collated.

**RESOLVED:** The Panel reviewed and noted the Council's proposed performance indicators and targets for the 2019/2020 year. Performance against the indicators would be reported to the panels via the quarterly performance monitoring reports and associated action reports.

CP26

#### **Q4 2018/2019 CORPORATE BUSINESS PLAN MONITORING REPORT**

In presenting the report, the Policy, Performance and Personnel Manager explained 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 4 2018/2019.

The Panel's attention was drawn to the following sections of the report:

- Section 2.4 – Current key actions per corporate priority at the conclusion of Q4 2018/19.
- Section 2.5 – Breakdown of key actions by priority.
- Page 46 – Executive summary by Corporate Business Plan outcomes.
- Page 47 – Corporate performance indicators which had been introduced to capture key performance measures for each of the Council corporate priorities.
- Page 48 – Detailed progress by Corporate Business Plan priorities.

In response to a question from Councillor Pope on Priority 1 – Progress towards £3.1m savings per annum, the Policy, Performance and Personnel Manager explained that the figures shown were cumulative.

Councillor Humphrey commented that in the past targets which had only minimally failed the target were highlighted in red. Councillor Humphrey suggested that it would be helpful if, in future reports those targets could be highlighted in amber.

Councillor Ryves commented that from a corporate view the progress on targets was good and expressed concern that there were a significant amount of green flags and ask for an explanation. In response the Policy, Performance and Personnel Manager explained that there were a number of pieces of work which were ongoing and the commentary advised that the majority of targets were progressing on track.

The Leader advised that both Executive Directors and Portfolio Holders had to set challenging targets with the resource available. It was explained that new actions could be included when identified, but would need to link with the agreed corporate priorities. There would be the opportunity to re-focus on targets when drafting the new Corporate Business Plan.

**RESOLVED:** The Panel reviewed the Q4 2018/2019 Corporate Business Plan monitoring report.

CP27 **CABINET FORWARD DECISION LIST**

The Panel noted the Cabinet Forward Decisions List.

CP28 **PANEL WORK PROGRAMME 2019/2020**

Councillor Humphrey stated that the Panel received the annual complaints report and that there was an online form to submit a complaint, but he could not find a form on the website to submit a compliment and asked whether this could be achieved.

The Chairman commented that the Panel should look at both complaints and compliments received.

The Leader advised that there was a formal complaints process. He explained that he had received a letter from Festival Too thanking the Council for its support. The Leader explained that the letter had been scanned and copy to all staff involved and would be published in the staff magazine and the Member's Bulletin.

The Portfolio Holder, Commercial Services undertook to investigate how compliments received could be recorded.

CP29 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel would take place on 9 September 2019 at 6.00 pm in the Council Chamber, Town Hall, King's Lynn.

**The meeting closed at 8.03 pm**



**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	9 September 2019		
TITLE:	Corporate Business Plan 2020-2024		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Ged Greaves		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
The Corporate Business Plan sets the broad framework for the council's work over the next four years. . Following the borough elections, it is timely to review the four year plan and this report sets out the indicative process and timetable and a high level view of proposed priorities and objectives for the panel to consider.
<b>KEY ISSUES:</b>
<ul style="list-style-type: none"> <li>• Current Corporate Business Plan ends in 2019/20.</li> <li>• Member induction identified a range of potential issues.</li> <li>• Initial draft priorities and objectives developed for member consideration.</li> <li>• More detailed plan to be developed for consideration by the scrutiny panels.</li> </ul>
<b>OPTIONS CONSIDERED:</b>
Not applicable.
<b>RECOMMENDATIONS:</b>
The Panel is asked to: <ul style="list-style-type: none"> <li>i. Consider the draft priorities and objectives in Appendix A.</li> </ul>
<b>REASONS FOR RECOMMENDATIONS:</b>
To progress the development of the council's Corporate Business Plan.

**1. Developing the new Corporate Business Plan**

1.1 The Corporate Business Plan sets the broad framework for the council's work over the next four years. The current plan was developed at a time when the council faced severe financial challenges as the government continued with its austerity approach to addressing the nation's financial deficit. It also sought to enhance the economic and social prosperity of west Norfolk. The current plan has the following priorities:

1. Provide important local services within our available resources
2. Drive local economic and housing growth
3. Work with our communities to ensure they remain clean and safe
4. Celebrate our local heritage and culture
5. Stand up for local interests within our region
6. Work with our partners on important services for the borough

1.2 These priorities were further defined in 18 objectives and reflected in directorate and service plans and individual objectives set during staff appraisals. Monitoring reports are provided to Management Team and the Corporate Performance Panel and quarterly updates on performance indicators are provided to the three scrutiny panels.

1.3 A variety of potential priorities were identified during the member induction programme. Management Team and Cabinet have begun to shape these into high level priorities and objectives and seek wider member engagement in the development of the corporate business plan. The outline plan is at Appendix A.

## 2. Indicative process and timetable for developing the Corporate Business Plan

2.1 The indicative timetable below sets out 2 rounds of consultation with the scrutiny panels:

Consultation on <i>outline</i> plan with scrutiny panels	E&C – 3 September 2019 CPP – 9 September 2019 R&D – 10 September 2019
Consultation on <i>more detailed revised plan</i> with scrutiny panels	E&C – 15 October 2019 CPP – 21 October 2019 R&D – 29 October 2019
Cabinet consideration and approval	12 November 2019
Council approval	28 November 2019
Dissemination	January 2020

2.2 The first cycle of consultation will focus on the broad priorities and objectives for the council. The output from those discussions will be used to develop a more detailed draft plan to be considered in the second cycle of meetings in October 2019.

## 3. Issues for the panel to consider

3.1 It is proposed that the panel breaks into groups facilitated by officers. The notes from each of the panels will be used to further refine the priorities and objectives and, with support from service managers, develop a more detailed plan. The more detailed draft plan will be brought to panels in the following cycle of meetings.

## 4. Corporate priorities

The Corporate Business Plan sets the broad framework for the council's work over the next four years and corporate priorities.

## 5. Financial implications

None

## 6. Any other implications/risks

None

## 7. Equal opportunity considerations

None

## **8. Consultation**

Management Team, senior managers and portfolio holders.

## **9. Conclusion**

The Corporate Business Plan is actively monitored and reported to Management Team and Corporate Performance Panel. Following the borough elections, it is timely to review the four year plan. Members should use the report to consider the council's future priorities and objectives. A more detailed draft plan will be brought to the panel.

## **10. Background papers**

Corporate Business Plan 2015/16 – 2019/20

## **Appendix A – Draft Corporate Business Plan (outline plan)**

### **Our vision**

West Norfolk is a place where businesses and people can flourish; where communities are active and healthy; where residents and visitors can access fulfilling cultural, leisure and sporting activities; and where a good quality of life and environment are available to all.

As part of our vision, the council is committed to ensuring equality for all residents of and visitors to west Norfolk, and to its employees.

### **Our priorities and objectives**

#### **1. Focusing on delivery**

- a) Delivery of value for money services.
- b) Enhancing governance.
- c) Ensuring the council's financial sustainability.

#### **2. Delivering growth in the economy and with local housing**

- a) Promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination.
- b) Develop and facilitate the range and quality of business premises available.
- c) Promote, lobby and support infrastructure improvements across the district.
- d) Increase the supply of suitable housing in appropriate locations.

#### **3. Protecting and enhancing the environment including tackling climate change**

- a) Develop and implement the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact.
- b) Encourage sustainable living through our local plan and development policies.
- c) Work with partners and the community to improve our natural environment.
- d) Improve recycling levels.
- e) Support measures that protect our communities from flooding.

#### **4. Improving social mobility and inclusion**

- a) Continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to.
- b) Prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible.
- c) Work with partners to improve education attainment levels and the skills of local people.

#### **5. Creating and maintaining good quality places that make a positive difference to people's lives**

- a) Protect, promote and enhance the borough's natural and built environment.
- b) Maintain accessible, clean, pleasant and safe public places and communities.

#### **6. Helping to improve the health and wellbeing of our communities**

- a) Provide early help support to communities and individuals who are vulnerable.
- b) Support our local communities to be healthy and more active.

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	9 <sup>th</sup> September 2019		
TITLE:	Annual Equalities Update		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Leader of the Council		
REPORT AUTHOR:	Becky Box, Policy, Performance and Personnel Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
<p>The Council's Equality Policy was reviewed during 2017 and a new policy was agreed by Cabinet and Council in January 2018. As part of the review process, it was agreed that an annual equalities update should be reported to the Corporate Performance Panel. This will be the second annual update and will be made as a presentation covering the following points:</p> <ol style="list-style-type: none"> <li>1. A brief overview/re-cap of the Council's Equality Policy</li> <li>2. An overview/re-cap of the Council's six equality objectives</li> <li>3. A review of progress against each of the equality objectives. This will include providing examples of the actions we have agreed and progress with each of these to demonstrate the work we are undertaking to achieve each objective</li> <li>4. An update on the work of the Officer Equality Working Group in the year to date</li> </ol>
<b>KEY ISSUES:</b>
<p>The Council has a legal requirement to set specific, measurable equality objectives. This report will enable Members to monitor the work being undertaken to achieve the agreed objectives.</p>
<b>OPTIONS CONSIDERED:</b>
N/A – monitoring report delivered via a presentation.
<b>RECOMMENDATIONS:</b>
N/A – monitoring report delivered via a presentation.
<b>REASONS FOR RECOMMENDATIONS:</b>
<p>Members of the Panel were involved in the development of the new Equality Policy and have requested an annual update on equalities issues.</p>

**FORWARD DECISIONS LIST**

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
24 September 2019						
	Cinema Development Tender Results	Key	Cabinet	Culture, Heritage & Health Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Capital Strategy	Key	Council	Leader Deputy Chief Executive		Public
	CIL Governance	Key	Council	Development Exec Dir – G Hall		Public
22	Nelson Quay King's Lynn - Planning and Delivery	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Nar Ouse Enterprise Zone Implementation & Delivery	Key	Council	Projects Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

	Major Housing Phase 3 – Enabling Work for Lynnsport 1	Key	Council	Project Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Heritage Action Zone – Unlocking Brown Field Sites and Chapel Street - HAZ contract award for Chapel Street architect	Key	Cabinet	Project Delivery Exec Dir- C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
23	Endorsement of New Anglia LEP – Local Industrial Strategy for Norfolk and Suffolk	No	Cabinet	Business Development Dep C Ex - L Gore		Public
	Housing Delivery Test – Action Plan	Key	Cabinet	Development Exec Dir – G Hall		Public
	Norfolk Strategic Planning Framework	Key	Cabinet	Development Exec Dir – G Hall		Public
	Polling Station Review	Key	Council	Leader Chief Executive		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
12 November 2019						
	King's Lynn Area Transport Study	Non	Cabinet	Development Exec Dir – G Hall		Public
	Major Housing Project 2	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Waste Contract Procurement	Key	Cabinet	Environment C Bamfield – Exec Dir		Public
24	Parkway – Accelerated Construction Scheme	Key	Council	Project Delivery Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Strategic Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)



	Development Options - Hunstanton	Key	Council	Project Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
7 January 2020						
25	Future High Streets – Stage 2 bid for funding	Key	Cabinet	Business Development Exec Dir – C Bamfield		Public
	Hunstanton Coastal Management Plan	Key	Cabinet	Environment Exec Dir – G Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
17 March 2020						

## CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2019/2020

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
10 June 2019	Appointment of Vice-Chairman			
10 June 2019	Presentation on Freedom of Information Procedure	Presentation	C Jordan Eastlaw	To inform the Panel of the Council's Freedom of Information Procedure
22 July 2019	<b>Exempt Report</b> Hunstanton Sailing Club <b>DEFERRED TO 9 SEPTEMBER 2019</b>	Update		Tony Devenish from Hunstanton Sailing Club to provide an overview on how the Club have met their criteria for the funding previously granted by the Borough Council.
22 July 2019	Consideration of Called in item – Financial Assistance Scheme	Call in	L Gore and S Dennis	To consider the call-in.
22 July 2019	Nominations to Outside Bodies and Partnerships – Hunstanton Sailing Club Development Sub Committee	Operational		The Panel is invited to nominate a representative as an observer only to participate in the outside bodies and partnerships which fall within the Corporate Performance Panel's remit; Hunstanton Sailing Club Development Sub Committee.
22 July 2019	2018/2019 Full Year Corporate Performance Monitoring Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
22 July 2019	Q4 2018/2019 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2018/2019 Corporate Business Plan Monitoring Report.
22 July 2019	Corporate Performance Monitoring – Target Setting for 2019/2020	Monitoring	B Box	To review and suggest any new targets.
9 September 2019	<b>Exempt Report</b> Hunstanton Sailing Club <b>DEFERRED FROM 22 JULY 2019</b>	Update		Tony Devenish from Hunstanton Sailing Club to provide an overview on how the Club have met their criteria for the funding previously granted by the Borough Council.
9 September 2019	Corporate Business Plan 2020-2024	Monitoring	G Greaves	The Panel is invited to consider the draft priorities and objectives in Appendix A.
9 September 2019	Equalities Update	Update	B Box	To Panel to receive an annual update.
21 October 2019	Formal Complaints against the Borough Council 1 April 2018 – 31 March 2019  The number of compliments received also to be reported.	Annual	R Harding	Report to be published on the Borough Council's Website/Insite
21 October 2019	Employment Monitoring Figures – Annual Report	Annual	B Box	
21 October 2019	Annual Sickness Monitoring	Monitoring	B Box	To receive the annual monitoring report.

	Report			
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<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
21 October 2019	Q1 2019/2020 Corporate Performance Monitoring 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.
28 November 2019	Annual Communications Update	Annual Update	S Clifton H Howell A Howell	To provide the Panel with an annual update.
13 January 2020	Q2 2019/2020 Corporate Performance Monitoring 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.
13 January 2020	Q2 2019/2020 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q2 2019/2020 Corporate Business Plan Monitoring Report.
25 February 2020	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.
7 April 2020	Q3 2019/2020 Corporate Performance Monitoring 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**

- Procurement Strategy (Cabinet on 17 April 2018 – That the Corporate Performance Panel be invited to consider monitoring the performance of the policy going forward).
- Refit Project – N Gromett (ongoing monitoring on an annual basis – N Gromett to advise of date)
- Town Hall Bar Proposal – C Bamfield
- Corporate Business Plan – B Box
- Hunstanton Recreation Ground and Lawn Tennis Courts – Update – C Bamfield, Executive Director to advise of date