

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



# **Corporate Performance Panel**

## **Agenda**

**Tuesday, 26th November, 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**

18 November 2019

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 26th November, 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 5 - 13)**

To approve the minutes from the Corporate Performance Panel held on 21 October 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 Chair of their intention to do so and on what items they wish to be heard before a decision on that item is taken.

**6. Chairman's Correspondence (if any)**

**7. Annual Communications Update**

**8. Council Tax Support: Final Scheme for 2020/2021 (Pages 14 - 20)**

**9. Corporate Business Plan 2020-2024 - Consultation on Revised Plan (Pages 21 - 32)**

**10. Cabinet Forward Decisions List (Pages 33 - 36)**

**11. Panel Work Programme (Pages 37 - 41)**

To note the Panel's Work Programme.

**12. Date of Next Meeting**

To note that the date of the next meeting of the Corporate Performance Panel will take place on 13 January 2020 at 6 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

To:

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

**Portfolio Holders:**

Councillor B Long – Items 7 and 9

Councillor A Lawrence – Item 8

**Officers:**

S Clifton – Communications Manager

D Gates, Executive Director – Central and Community Services

L Gore – Chief Executive

Andrew Howell – Web Team Manager

Honor Howell – Assistant Director

J Stanton – Revenues and Benefits Manager

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

**CORPORATE PERFORMANCE PANEL**

**Minutes from the Meeting of the Corporate Performance Panel held on Monday, 21st October, 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 Mrs A Dickinson, C Hudson, C Joyce, C Manning, J Moriarty (Vice Chair), C Morley, S Patel, D Pope and C Sampson

**Portfolio Holders**

Councillor B Long, Leader

**Officers:**

Becky Box, Policy, Performance and Personnel Manager

Lorraine Gore, Chief Executive

Honor Howell, Assistant Director

Noel Doran, Senior Solicitor, Eastlaw

**Under Standing Order 34:**

Councillor N Nash for Item CP50

CP43 **APOLOGIES**

Apologies for absence were received from Councillors B Ayres, J Collop and H Humphrey.

CP44 **MINUTES**

The Minutes of the meeting held on 9 September 2019 were agreed as a correct record and signed by the Chair.

CP45 **DECLARATIONS OF INTEREST**

Councillor S Nash was present under Standing Order 34 for Item 8 and declared an interest as he was currently taking legal action against the Council.

CP46 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP47 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor S Nash for Item 8.

**CP48 CHAIR'S CORRESPONDENCE**

There was no Chair's correspondence.

**CP49 CORPORATE COMPLAINTS POLICY**

The Assistant Director presented the report and explained that the borough council strived to provide excellent services to its customers, visitors and businesses, and to deliver those services right first time. It was explained that occasionally, customers may be dissatisfied with council services and would make a complaint about the service they had received. It was highlighted that the council's current process focussed on the administration of complaints so a thorough review of the process had been conducted to drive greater consistency, reflect best practice, improve customer experience, and to ensure all complaints were dealt with appropriately.

The key issues were outlined as set out in the report.

Members' attention was drawn to the following sections of the report:

- Section 7 – Complaints that cannot be considered under this policy.
- Section 9 – Timescales for making a complaint.

The Panel was informed that the Local Government and Social Care Ombudsman offered training to Councils to assist the administration of their complaints processes. The council had booked the training for spring 2020 and all members of staff involved in the administration of complaints would be attending.

The Panel was invited to consider the draft corporate complaints policy and recommend approval to Cabinet.

The Assistant Director responded to questions in relation to the various stages of the complaints process and timescale to respond to complainants as set out in section 3 of the report.

Councillor Joyce asked what the level was of experienced officers dealing with complaints. In response, the Assistant Director explained that the complaint was initially considered by a Service Manager at Stage 1. However, if the complaint required specialist advice, for example, business rates, the complaint would be dealt with by a Service Manager with the relevant expertise. Members were advised that there were currently 15 staff processing complaints and would receive training in spring 2020.

Councillor Moriarty suggested that the Chair of the Standards Committee attend the training in spring 2020. In response, the Assistant Director advised that there was space on the training course.

In response to questions from Councillor Joyce on section 6 – Accessibility, the Assistant Director explained that written consent was required from any other third party to act on behalf of an individual.

Following questions from Councillor Morley on complaints where it was not possible to respond in the required timescale, the Assistant Director explained that the relevant department would be informed of the number of days the response had exceeded the timescale. Democratic Services sent out reminders to officers when a response was due and this would be escalated to service managers if necessary.

The Assistant Director provided clarification on MP enquiries received and explained that they were not processed as a corporate complaint.

In response to questions from the Chair regarding performance and how the data was analysed to identify trends, etc, the Assistant Director explained that the Council received an annual report from the Ombudsman and that this was reported to the Corporate Performance Panel. However, the Assistant Director undertook to include an annual monitoring report to be presented to the Corporate Performance in future years.

**RESOLVED:** 1) The Panel considered the report and recommended that the Chair of the Standards Committee attend the training in spring 2020.

2) An annual monitoring report on Corporate Complaints be presented to the Panel.

2) The Panel recommended approval of the report to Cabinet subject to the above points being inserted into the policy.

## CP50 **MANAGING UNREASONABLE COMPLAINANT BEHAVIOUR**

In presenting the report, the Assistant Director explained that a recent review of corporate complaints and the Unreasonably Persistent Complaints Policy had highlighted a review of the policies was required to reflect best practice and to provide clarification on key points. It was explained that the report related to the policy on persistent complainants and had been renamed the Unreasonable Complainants Policy.

The Panel was advised that a tracked changes version of the policy was attached to the report. Members were invited to review the proposed changes and approve the revised policy.

Councillor Joyce referred to 4 – Implementation of the policy on page 42 and the proposal for the Executive Director in consultation with the Chief Executive or Monitoring Officer to authorise staff to terminate

contact with the complainant on the subject of the complaint(s) and discontinue any further investigation. Councillor Joyce outlined the benefits and disadvantages of the proposal and suggested that Members be involved in the internal appeal process. The Chief Executive agreed to look at the wording on page 42 section 4.

Under Standing Order 34, Councillor Nash addressed the Panel and commented on the draft policy:

- Reference was made to the complaints section of the council's website and Councillor Nash commented that the information published penalised the Councillor.
- Reference to the Local Government Ombudsman and the "scattergun approach" when raising a complaint. The Assistant Director explained that this was a standard part of the Ombudsman advice and undertook to provide a more detailed definition on the policy.
- Page 43 – there was no mention where the complainant could raise a new complaint and this was unacceptable. The Assistant Director to revise the wording to include that the introduction of new evidence would be considered.
- Potential conflict of interest.
- Decision to go to Standards Committee for determination to invoke the policy.
- Councillor Nash stated that he had been on the unreasonably persistent complainants register for 3 years and 9 months.

Following further questions and comments from the Panel, the Assistant Director emphasised that the policy would only be invoked if the complainant had exhausted the council's corporate complaints policy and the Local Government Ombudsman. Councillor Moriarty referred to the last paragraph on page 42 and asked if the wording could be looked at to include – if the complainant had exhausted the council's corporate complaints policy and the Local Government Ombudsman, the complainant should as a last resort contact their MP or a Councillor.

Councillor Moriarty made further comments on page 42 of the policy and suggested that the Monitoring Officer together with the Chair or the entire Standards Committee may authorise staff to terminate contact with the complainant. The Assistant Director informed that Panel that Councillors, such as the Ward Councillor could be involved in the decision to invoke the policy rather than the entire Standards Committee, but his suggestion was not supported.

Following a discussion on the effect on staff dealing with complex complaints, the Panel was reminded of the Council's duty of care to look after employees.

Comments were made on the appeals process and it was recognised that an independent view would be beneficial. The Assistant Director



outlined the appeals process and highlighted that the appeal would be reviewed by a separate officer who had not been involved in investigating the complaint. The Chief Executive explained that she would make the decision to invoke the policy after an investigation had been undertaken by an Executive Director and added that an independent person or Chair and Vice- Chair of the Standards committee could be included.

The Chair suggested that the first line of the policy be amended to read:

“This policy sets out our approach to the exceptional circumstances when complainants who complain in a way that is unreasonable.” In response the Assistant Director reiterated that the policy was rarely invoked and undertook to amend the policy.

Councillor Sampson commented that consideration should be given to an acceptable timescale, for example, six months when a complainant submitted new evidence so that the complaint did not go on for a significant amount of time. Under Standing Order 34, Councillor Nash stated that the Local Government Ombudsman (LGO) policy was clear about a time limit and added that the relevant text could be taken from the LGO policy and inserted into the council's policy. However, Councillor Nash commented that it was not satisfactory to impose a time limit. Councillor Sampson did not disagree with Councillor Nash but raised concern that a line needed to be drawn somewhere to conclude a complaint. In conclusion, Councillor Dark reminded those present that the Panel should consider how new evidence should be submitted into the complaints process when determining the decision. The Assistant Director added that the main principle of the policy was to allow fairness and flexibility throughout the stages of the complaints process. The Leader highlighted the importance of allow new evidence to come forward when a complaint was being determined.

Councillor Tyler commented that professional officers were employed to determine the decision to invoke the policy so why would you wish to bring Councillors in to be included in the decision making process. Councillor Hudson concurred with the comment made by Councillor Tyler but highlighted the importance of an independent view.

Councillor Morley suggested that a flow chart be included to supplement the Policy to which the Panel agreed. The Assistant Director undertook to include a flowchart in the policy before being presented to Cabinet.

The Chair concluded that the consensus of the Panel was that a degree of independence was required when making the decision to invoke the policy and sought the view of Members as to whether this should be an Independent Person or the Chair and Vice Chair of the Standards Committee.

Councillor Joyce explained that there was a potential risk if one individual took the decision to invoke the policy and stated that the Standards Committee should be involved comprising two to three Members.

The Chief Executive added that two or three Members from the Standards Committee could be involved dependent on availability.

Councillor Mrs Dickinson commented that as the policy was rarely invoked, why was there a need to be so prescriptive on the involvement of the Standards Committee.

Following comments on Section 5 – Appeals procedure, point 6, the Assistant Director provided an overview of the appeal procedure and explained that if a complainant was placed on the register, this did not prevent the complainant from submitting a new complaint. The Chair suggested that this reassurance did not appear in the policy. In response, the Assistant Director agreed to clarify the point raised in the policy.

Councillor Moriarty suggested the following amendments:

- Page 43: Paragrap1: Add - unless the complaint contained new evidence/ information.
- Page 45: Appeals Procedure: Add – in consultation with the Standards Committee.
- The Policy to be reviewed on an annual basis by the Corporate Performance Panel.

The Leader commented that he welcomed the views of the Panel prior to the policy being considered by Cabinet.

The Chair thanked the Assistant Director for presenting the report and the Panel for their input into the draft policy.

**RESOLVED:** The Panel reviewed the proposed changes and recommended the approval of the policy subject to the amendments set out above.

CP51 **FORMAL COMPLAINTS AGAINST THE BOROUGH COUNCIL 1 APRIL 2018 TO 31 MARCH 2019 AND COMPLIMENTS RECEIVED**

The Chief Executive presented the formal complaints annual report circulated with the Agenda.

**RESOLVED:** The Panel noted the formal complaints annual report from 1 April 2018 to 31 March 2019.

CP52 **Q1 2019/2020 CORPORATE PERFORMANCE MONITORING REPORT**

The Policy, Performance and Personnel Manager presented the report that contained information on the corporate Performance monitoring undertaken for Q1 2019/2020.

The Panel was reminded that performance indicators for 2019/20 had been agreed by portfolio holders and executive directors as the key performance measures for the year; they covered all directorates. The monitoring report highlighted specific performance issues; where indicators had not met agreed targets they were drawn out into an action report, which provided additional detail on what actions were being taken to correct performance that had a variance to target.

Members were informed that the Q1 2019/20 monitoring report showed that 44% of targets had been met, and performance had improved against target for 19 indicators. All calculations and analysis in the report was based on 52 indicators not the agreed 54, this was due to unavailable data for performance indicators EV3 and EV4.

In response to questions from Councillor Pope as to why the date was not available for performance indicators EV3 and EV4, the Policy, Performance and Personnel Manager explained that there was a delay due to additional commitments of the new refuse contract, update figures would be available in Q2.

Councillor Pope referred to HS7, asked for an explanation as to why the number of rough sleepers had increased. In response the Policy, Performance and Personnel Manager undertook to obtain an explanation from the Housing Manager.

Councillor Mrs Dickinson commented that some areas for comparison were not meaningful and gave HS8 as an example. In response, the Policy, Performance and Personnel Manager explained that some indicators were for monitoring purposes only and referred to the guidance circulated to the Panel for information. The Policy, Performance and Personnel Manager undertook to cross reference future reports to the Performance Indicators guidance document. Councillor Sampson stated that the figures had been comprehensively explained at a recent Environment and Community Panel by the Housing Services Manager. The Chief Executive advised that the presentation was available to view on Mod Gov.

Councillor Manning referred to HS8 and the cost of temporary accommodation. The Leader, Councillor Long explained that the Council had invested in converting a building into temporary accommodation to reduce the amount spent in B and B accommodation. Councillor Morley added that the cost of the temporary accommodation should be costed for the year and taken into account. The Policy, Performance and Personnel Manager undertook to email a direct response to the Panel.

The Policy, Performance and Personnel Manager informed Members that the Panel could request the Housing Services Manager to attend a future meeting and give a presentation. The Leader, Councillor Long advised that any items with specific housing enquiries should be directed to the Environment and Community Panel but any financial enquiries should go to the Corporate Performance Panel.

In response to a question from Councillor Joyce on HS11 and what was defined as the first contact, the Policy, Performance and Personnel Manager undertook to clarify the request.

Following a further question from Councillor CS! – Freedom of Information (FOI) requests, the Policy, Performance and Personnel Manager explained that the information requested was not held in a central file. The FOI process was managed by Eastlaw who would send requests to relevant officers and if required send reminders to ensure the information was available within the deadline.

**RESOLVED:** The Panel:

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

CP53 **PANEL WORK PROGRAMME 2019/2020**

The following item to be added to the Panel's work programme:

- Review of the Planning Sifting Process – The chair undertook to invite the Environment and Community Panel to attend for this item at a future meeting on 7 April 2020.

CP54 **CABINET FORWARD DECISIONS LIST**

The Panel noted the Cabinet Forward Decisions List.

CP55 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel would take place on 26 November 2019 at 6 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

CP56 **FOR INFORMATION ONLY: EMPLOYMENT MONITORING FIGURES - ANNUAL REPORT**

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

CP57 **FOR INFORMATION ONLY: ANNUAL SICKNESS MONITORING REPORT**

The Panel received the Annual Sickness Monitoring Report for information only.

**The meeting closed at 8.13 pm**

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	26 November 2019		
TITLE:	<b>Council Tax Support Scheme 2020/2021 – Final Scheme</b>		
TYPE OF REPORT:	Policy Development		
PORTFOLIO(S):	Housing		
REPORT AUTHOR:	Jo Stanton, Revenues and Benefits Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

**REPORT SUMMARY/COVER PAGE**

**COUNCIL TAX SUPPORT SCHEME 2020/2021: FINAL SCHEME**

<b>PURPOSE OF REPORT/SUMMARY:</b>
<p>The council must review and agree its 2020/2021 Council Tax Support (CTS) scheme for working age people by January 2020. It must first consult with the major preceptors then publish a draft CTS scheme for public consultation. The draft CTS Scheme was agreed by delegated decision and the public consultation ran from 7 October 2019 to 15 November 2019. The final CTS Scheme must then be agreed by full Council.</p> <p>This report details the results of the consultation and the recommended final CTS scheme for working age people for 2020/2021.</p>
<b>KEY ISSUES:</b>
<p>The council is free to design its own CTS scheme for working age people. CTS for pension age people is paid based on a national set of rules but the council must cover the cost. As CTS is a discount it reduces the council's taxbase.</p> <p>The draft CTS scheme for 2020/2021 has been agreed by delegated decision and open to public consultation. This paper details the outcome of the consultation. 8 responses were received and no changes are proposed to the draft CTS scheme as a result of the consultation.</p>
<b>OPTIONS CONSIDERED:</b>
NA
<b>RECOMMENDATIONS:</b>
The Panel agree that the draft CTS scheme for 2020/2021 which went to public consultation is recommended to Cabinet and Council as the final CTS scheme for 2020/2021.
<b>REASONS FOR RECOMMENDATIONS:</b>
To ensure a CTS scheme for working age people for 2020/2021 is agreed by Council by 11 March 2020.

## **REPORT DETAIL**

### **1. Introduction**

Council Tax Support (CTS) is a reduction awarded to people on low incomes to help with the cost of their council tax bill. The council must review and agree a CTS scheme for working age people in its area each year. The CTS Scheme for 2020/2021 must be agreed by full Council by 11 March 2020, although in practice it needs to be agreed by January 2020 as it forms part of the taxbase and budget setting process.

The draft CTS scheme was agreed by delegated decision earlier in the year and has been open to public consultation. This report details the results of the consultation, the comments made and the recommended final CTS Scheme for 2020/2021.

Details on the CTS scheme can be found on the council's website at [https://www.west-norfolk.gov.uk/info/20019/council\\_tax\\_support](https://www.west-norfolk.gov.uk/info/20019/council_tax_support).

### **2. Background**

The council has to review, consult on and agree its CTS scheme for working age people for each financial year. The CTS scheme for 2020/2021 is currently under consideration.

The draft CTS scheme to go out to consultation is agreed under delegated powers. The final CTS scheme must be agreed by full Council.

### **3. Council Tax Support Scheme 2019/2020**

The principles of the current CTS scheme for 2019/2020 are included at Appendix B.

The CTS scheme uses the same calculation method as the old Council Tax Benefit scheme (which ended in 2013) and the CTS scheme for pension age people. A person's total household income is assessed against an allowed amount which is based on their circumstances. If their income is less than the allowed amount, they receive the maximum amount of CTS payable under the scheme. If their income is more than the allowed amount, the maximum CTS is reduced by 20p for every £1 over the amount allowed.

There are a number of people who are in a protected group and receive a higher amount of CTS due to their circumstances, including those receiving a Disability Premium, Carer's Allowance or who are responsible for a child under the age of five. Pension age people are paid under a national set of rules and are unaffected by any changes to our CTS scheme.

### **4. Proposed Changes for 2020/2021**

The CTS scheme for 2020/2021 is a continuation of the 2019/2020 scheme with some minor changes to keep it in line with other welfare reform amendments, both of which are beneficial to customers. The changes are:

- disregarding any income from the Windrush Compensation scheme, and
- disregarding any lump sum payments from the Windrush Compensation scheme

The draft CTS scheme was open for consultation between 7 October 2019 and 15 November 2019. The consultation responses are reviewed at section 5.

## **5. Council Tax Support Consultation**

The CTS Consultation was primarily available via the council's website and as a paper form if requested. Online responses were encouraged as data can be electronically logged and collated. A CTS entitlement calculator was included so people could calculate the impact of the proposals on their own CTS award if appropriate.

The consultation opened on 7 October 2019 and was publicised as below:

- The link to the CTS Consultation webpage was emailed to all Parish Clerks so they could encourage their residents to respond;
- An article was included in Members' Bulletin;
- A press release was issued;
- An article appeared in the Lynn News on 22 October 2019;
- The link was tweeted and included in the Council's 'Stay Updated' email;
- A piece was included in Internal Affairs.

The consultation closed on 15 November 2019. 8 responses were received, down from 14 responses last year. The responses are included in full at Appendix C. There were no comments made about the scheme in any of the consultation responses and the majority of people felt we should make the proposed changes to the scheme.

No changes to the draft CTS scheme are proposed as a result of the consultation. A report on the proposed final CTS scheme for 2020/2021 will be taken to Cabinet on 7 January 2020 and Council on 23 January 2020. The CTS scheme must be agreed before the council taxbase and the overall budget can be set.

## **6. Corporate Priorities**

The CTS scheme supports Corporate Priority 1 – Provide important local services within our available resources.

The council must agree a CTS scheme for its working age people for the forthcoming year by January 2020. CTS is a discount so it affects the taxbase in the same way as any other council tax discount. The taxbase forms part of the Financial Plan so the CTS scheme must meet the required budgetary constraints and the projections in the plan, or any shortfall will have to be found from elsewhere.

## **7. Financial Implications**

CTS is a discount and reduces the council's taxbase. Because of this the CTS scheme must be agreed before the final taxbase can be agreed, and the council's budgets finalised.

As at 1 October 2019 the overall cost of the CTS scheme for 2019/2020 is £9,360,386. This cost is split between the preceptors in proportion to their share of the council tax demand.

CTS reduces the council's taxbase by 5,187 band D equivalent properties. The current Band D charge for 2019/2020 is £116.87, so the reduction in income for the borough council for 2018/2019 is £606,205. £322,911 of this reduction is due to the CTS scheme for pension age people, paid under the national regulations. We have no powers to alter this element of the scheme or the associated costs.

9,903 people claim CTS, of which 5,109 are of pension age (so are unaffected by changes to our local scheme) and 4,794 are working age. The number of people claiming CTS, and therefore the cost of the CTS scheme, are gradually declining.



The taxbase impact of the CTS scheme for 2020/2021 is within the projections in the Financial Plan 2018/2023.

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

The CTS scheme for 2020/2021 is designed to meet the taxbase projections as detailed in the Financial Plan 2018/2023. However any increases in demand, changes in the composition of the caseload, for example an increase in the number of pension age claimants or a sudden economic shock, could represent a financial risk by increasing the cost of the CTS scheme and reducing the taxbase further.

The impact of the CTS scheme is, and will continue to be, reviewed monthly and is reported in the Members Bulletin in October each year.

## **9. Equal Opportunity Considerations**

The pre-screening Equality Impact Assessment (EIA) is included at Appendix A. A full EIA was completed as part of the Cabinet Report of 7 September 2016. As the changes to the scheme since then and for 2020/2021 are minor no further assessment has been completed.

## **10. Consultation**

The draft CTS scheme for 2020/2021 was open to public consultation from 7 October 2019 to 15 November 2019. The full results are summarised at section 5 and included in full at Appendix C.

## **11. Conclusion**

The Panel is asked to agree that the draft CTS scheme for 2020/2021 which went to public consultation is recommended to Cabinet and Council as the final CTS scheme for 2020/2021.

# Appendix A Pre-Screening Equality Impact Assessment



Name of policy/service/function	Local Council Tax Support Scheme 2020/2021				
Is this a new or existing policy/ service/function?	Continuation of an Existing Policy				
Brief summary/description of the main aims of Policy being screened.  Please state if this policy/service is rigidly constrained by statutory obligations	Council Tax Support is a discount given to residents on a low income. The Council is free to agree its own local scheme for the discount for working age people.				
<b>Question</b>	<b>Answer</b>				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups <b>according to their different protected characteristic</b>, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age	√			
	Disability	√			
	Gender			√	
	Gender Re-assignment			√	
	Marriage/civil partnership			√	
	Pregnancy & maternity			√	
	Race			√	
	Religion or belief			√	
	Sexual orientation			√	
	Other (eg low income)	√	√		
<b>Question</b>	<b>Answer</b>	<b>Comments</b>			
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No				
3. Could this policy/service be perceived as impacting on communities differently?	No				
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	There are protections for those who have a disability, caring responsibilities, children under 5 or are pension age.			
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</p> <p>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	N/A	<b>Actions:</b>			
		<b>Actions agreed by EWG member:</b> .....			
<b>Assessment completed by:</b>	Joanne Stanton				
<b>Job title</b>	Revenues and Benefits Manager				
<b>Date</b>	11 October 2019				

## Appendix B: Principles of the Current CTS Scheme

Our current CTS scheme assesses people's income against an allowed amount, called an 'applicable amount'. If their income is less than the applicable amount they receive full CTS, subject to a 25% contribution if they are working age and not in a protected group. If it is more than the applicable amount their CTS is reduced by 20p for every extra £1.

### Our current CTS Scheme Principle:

An equal cut is made to everyone apart from those in a protected group.

The key points are:

- Working Age people have their CTS calculated based on 75% of their weekly CTS bill
- A weekly £10 deduction is made for each non-dependent regardless of their income
- The maximum amount of Capital allowed is £6,000
- No Tariff Income is assumed for capital under £6,000
- Self Employed people are assumed to have an income of at least the minimum wage
- There is no Second Adult Rebate

To fulfil the requirement to consider vulnerable groups, CTS will be paid based on the national, more generous scheme for the following groups:

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

The CTS scheme also includes incentives to find work. People are allowed to keep an extra £10 (above the national limit) before their CTS is affected. This is known as a disregard and the amounts are:

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

We also have a local income disregard as below:

- War Pensions will be fully disregarded in the income calculation

### General CTS Scheme Rules

- In all other areas the CTS Scheme rules will follow the rules for working age Housing Benefit claims

## Appendix C – Council Tax Support 2020/2021 Consultation Responses

Question	Responses	Comments/Alternatives												
Should we keep the current Council Tax Support scheme?	<table border="1"> <thead> <tr> <th>Yes</th> <th>No</th> <th>Don't Know / Blank</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>4</td> <td>1</td> <td>8</td> </tr> <tr> <td>38%</td> <td>50%</td> <td>13%</td> <td></td> </tr> </tbody> </table>	Yes	No	Don't Know / Blank	Total	3	4	1	8	38%	50%	13%		No comments were made
Yes	No	Don't Know / Blank	Total											
3	4	1	8											
38%	50%	13%												
Should we disregard any income received from the Windrush Compensation Scheme?	<table border="1"> <thead> <tr> <th>Yes</th> <th>No</th> <th>Don't Know / Blank</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>4</td> <td>1</td> <td>8</td> </tr> <tr> <td>38%</td> <td>50%</td> <td>13%</td> <td></td> </tr> </tbody> </table>	Yes	No	Don't Know / Blank	Total	3	4	1	8	38%	50%	13%		No comments were made
Yes	No	Don't Know / Blank	Total											
3	4	1	8											
38%	50%	13%												
Should we disregard any lump sums received from the Windrush Compensation Scheme?	<table border="1"> <thead> <tr> <th>Yes</th> <th>No</th> <th>Don't Know / Blank</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>4</td> <td>1</td> <td>7</td> </tr> <tr> <td>38%</td> <td>50%</td> <td>13%</td> <td></td> </tr> </tbody> </table>	Yes	No	Don't Know / Blank	Total	3	4	1	7	38%	50%	13%		No comments were made
Yes	No	Don't Know / Blank	Total											
3	4	1	7											
38%	50%	13%												
Do you think that we should make the changes proposed to the CTS scheme?	<table border="1"> <thead> <tr> <th>Yes</th> <th>No</th> <th>Don't Know / Blank</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>3</td> <td>1</td> <td>8</td> </tr> <tr> <td>50%</td> <td>38%</td> <td>13%</td> <td></td> </tr> </tbody> </table>	Yes	No	Don't Know / Blank	Total	4	3	1	8	50%	38%	13%		No comments were made
Yes	No	Don't Know / Blank	Total											
4	3	1	8											
50%	38%	13%												
Any other comments	No comments were made													

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	26 November 2019		
TITLE:	Corporate Business Plan 2020-2024		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Leader of the Council		
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 a summary of feedback and a final version of the 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>• Panels consulted in October cycle of meetings.</li> <li>• Final version of the priorities for consideration ahead of approval by Cabinet.</li> </ul>
<b>OPTIONS CONSIDERED:</b>
Not applicable.
<b>RECOMMENDATIONS:</b>
The Panel is asked to: <ul style="list-style-type: none"> <li>i. endorse the draft Corporate Business Plan 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 shaped these into high level priorities and objectives. Consultation with the 3 policy development panels provided members across the council with an opportunity to engage in the development of the corporate business plan and a summary of feedback is included in this report.
- 1.4 The outline Corporate Business Plan is at Appendix A.

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

- 2.1 The proposed timetable below sets out the remaining stages of development:

Consultation with scrutiny panels	CPP – 26 November 2019 E&C – 3 December 2019 R&D – 17 December 2019
Cabinet consideration and approval	7 January 2020
Council approval	23 January 2020
Dissemination	February 2020

## **3. Issues for the panel to consider**

- 3.1 A composite of feedback from the three policy and development panels is attached at Appendix B. An article in Members Bulletin provided an additional route for comment although no responses were received.
- 3.2 In overall terms, the proposed corporate business plan priorities were supported. Suggestions for new and adapted services and activities were put forward and these will be considered as part of more detailed service planning that will take place after January 2020 and in the development of key documents and initiatives such as the Local Plan, climate change policy, ongoing regeneration work, etc.

## **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**

Policy and Development Panels, portfolio holders, Management Team and Extended Management Team.

## **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.

## **10. Background papers**

[Corporate Business Plan 2015/16 – 2019/20](#)

## **Appendix A – Draft Corporate Business Plan**

### **The borough we serve**

The Borough of King's Lynn and West Norfolk extends from the north Norfolk coast, along the eastern side of The Wash, through the Marshlands, Fens and Brecks to the borders of Lincolnshire, Cambridgeshire and Suffolk. King's Lynn is a service centre and economic driver to a sub-region with in excess of 200,000 population. It is the fourth largest district in England covering an area of some 550 square miles (142,879 hectares) with a population of 151,900 (2017 estimate). The main population centre is King's Lynn (41,590) though the borough also includes the market town of Downham Market (9,994), the coastal resort of Hunstanton (4,210) and more than 100 villages of varying sizes.

By 2036 some 29% of the population will be over retirement age, with 17% of residents aged over 75; while the proportion of those under 25 will be below the national average.

Main transport routes include the A47(T) trunk road (Leicester to Lowestoft), three principal roads (A10, A17 and A134), a direct electrified rail service to Cambridge and London, sea links to northern and eastern Europe and an extensive system of navigable waterways.

The Borough has a large rural area with a diverse landscape. Tracts of unspoilt coast, attractive countryside and numerous historic settlements and buildings form major attractions to the area and there are many examples of national and internationally important designations protecting aspects of the built and natural environments.

West Norfolk has extensive tracts of high quality and productive agricultural land, meaning agriculture is a key sector in the Borough's economy. A low-wage economy stemming from relatively low skills levels and associated low aspiration levels is a significant economic challenge. Pockets of isolation and deprivation are real issues, both in King's Lynn and in some of the more rural parts of the borough. Nevertheless, the economic base is changing and the borough is now home to world-leading businesses in pharmaceuticals, precision and aerospace engineering and advanced manufacturing sectors including commercial refrigeration, robotics, electronics and specialist chemicals. The key employment sectors now fall within advanced engineering and manufacturing, added value food activity and tourism.

Access to high quality communications technology is important for our communities. However, the borough currently lacks consistent access to quality broadband services, even in urban areas, such as King's Lynn.

The coastal areas of the borough are a major asset in terms of providing tourism, employment, homes, recreation, and habitats for species. Nevertheless these assets also introduce significant challenges in the management of visitor related development, environmental and ecological assets, and physical processes including erosion.

### **The services we provide**

The Council provides a wide range of services to residents, businesses and visitors. We have a legal duty to provide many of these services such as community safety, elections, emergency planning, environmental health, housing and homelessness, internal audit, licensing, planning control, planning policy, revenue and benefits and waste collection and recycling.

In addition to our statutory services, we provide a comprehensive range of discretionary services to help meet and support community needs such as business operations, corporate projects, economic development, events, leisure, parks and open spaces, regeneration and tourism.



To support the effective delivery of our services we have corporate functions such as communications, the council information centre, democratic services, finance, information technology, legal, personnel, policy and performance, procurement and property services.

We continue to face ongoing financial challenges, demands and new pressures. Insightful planning, collaboration with partners, prioritization of core functions, innovation and the encouragement of commercial approaches have enabled us to maintain our services and will be necessary for the future.

Our corporate business plan is underpinned by key documents such as our Medium Term Financial Plan, directorate and service plans and a performance management framework.

### **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.

## Appendix B – Composite of feedback from the Policy and Development Panels

Proposed priority and objectives	Panel feedback	Response
<b>1. Focusing on delivery</b>	<ul style="list-style-type: none"> <li>• OK</li> <li>• Home working/flexible working – has it been applied to council staff, has a study been undertaken by council staff?</li> <li>• General principle of working closely with NCC and partners to achieve our aims.</li> <li>• Need more detailed actions.</li> <li>• Need to define what we mean by available resources and the things that we will prioritise or are not priorities.</li> </ul>	<ol style="list-style-type: none"> <li>1. A limited number of roles involve home working.</li> <li>2. Collaborative working referred to in the business plan introduction.</li> <li>3. Detailed actions will be developed in service plans and reported within quarterly monitoring reports.</li> </ol>
<b>1a) Delivery of value for money services</b>	<ul style="list-style-type: none"> <li>• Revise to say “ensuring delivery of value for money services”.</li> <li>• Need to understand how we measure /compare /benchmarking our services.</li> <li>• VFM is important.</li> </ul>	<ol style="list-style-type: none"> <li>4. Wording has been revised.</li> <li>5. Scheduled review of the council’s performance management framework to follow publication of the corporate business plan.</li> </ol>
<b>1b) Enhancing governance</b>	<ul style="list-style-type: none"> <li>• Better legal coverage – as we become more commercial we need business oriented legal support.</li> <li>• Lifeblood of good management</li> <li>• How do these objectives take forward the 7 principles of public life (Nolan principles)?</li> </ul>	<ol style="list-style-type: none"> <li>6. To be considered as part of a Commercialisation Plan.</li> <li>7. Nolan principles taken forward via Code of Corporate Governance and Member/Officer Code of Conduct and assessed by Annual Governance Scheme, Monitoring Officer’s report, internal audit and external reports etc.</li> </ol>
<b>1c) Ensuring the council’s sustainability</b>	<ul style="list-style-type: none"> <li>• OK.</li> <li>• Searching for new funding streams.</li> <li>• Exploring potential from new government policy and legislation and available funding and resources to find new funding and start up projects.</li> <li>• Need to be looking for innovative projects which are supported with due diligence and controls when implemented.</li> <li>• Resources to promote the borough and raise our national / international profile.</li> <li>• Maximise rental of existing business units and dispose of those that are difficult to let.</li> <li>• Ensure business units are fit for</li> </ul>	<ol style="list-style-type: none"> <li>8. To be considered within future plans such as commercialisation, destination management plan, Future High Streets Fund, adopted Local Plan, etc.</li> <li>9. We will continue to maintain our strong track record of attracting external funding. This will be progressed through existing opportunities such as the Future High Streets Fund and new opportunities that arise.</li> <li>10. Due diligence enhanced by application of project management principles, new boards, ongoing reviews, etc.</li> </ol>

	<p>modern usage – internet access, power supply.</p> <ul style="list-style-type: none"> <li>• The Borough Council is involved with provision of infrastructure. Such as doctors surgeries, open spaces, etc.</li> <li>• Need to define what we mean by infrastructure.</li> <li>• Ensure co-operation on CIL operation.</li> <li>• Increase supply application houses in suitable locations supporting neighbourhood plans.</li> <li>• Can we lobby government regarding scale and impact of development. Large parts of West Norfolk are in a flood zone and cannot be built upon. Government should take this into consideration with targets.</li> <li>• What is happening with the CITB site?</li> <li>• Develop relationships with parish councils.</li> </ul>	
<b>2. Delivering growth in the economy and with local housing</b>		
<b>2a) Promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination.</b>	<ul style="list-style-type: none"> <li>• OK</li> <li>• Need to stimulate people to move into the borough who work in key occupations to ensure public services are provided and for commerce.</li> <li>• Technology hub/manufacturing/agricultural</li> <li>• Encourage agricultural economy/diversification.</li> </ul>	<ol style="list-style-type: none"> <li>11. West Norfolk Strategy Group commissioned activities such as LoveWestNorfolk, updating the Destination Management Plan, working with West Norfolk Tourism Forum, maintaining Visitwestnorfolk website, tourism apps and seeking inward investment.</li> <li>12. Explore as part of industrial strategy with New Anglia LEP.</li> <li>13. Consider as part of Future High Streets Fund activities and explore potential of Towns Fund.</li> </ol>
<b>2b) Develop and facilitate the range and quality of business premises available.</b>	<ul style="list-style-type: none"> <li>• OK</li> <li>• Support for small businesses to access 3 phase electricity supplies.</li> <li>• Building business premises away from King’s Lynn for local people.</li> </ul>	<ol style="list-style-type: none"> <li>14. Part of Local Plan review – allocation of commercial space.</li> <li>15. Consider within ongoing regeneration activities such as the Enterprise Zone and explore potential of Towns Fund.</li> </ol>
<b>2c) Promote, lobby and support infrastructure improvements across the district.</b>	<ul style="list-style-type: none"> <li>• OK</li> <li>• Lobby and pressure for improvements to road systems e.g. northern relief road/road bridge.</li> </ul>	<ol style="list-style-type: none"> <li>16. Continue lobbying work.</li> <li>17. Take forward via CIL, planning processes, ongoing regeneration activities.</li> </ol>

	<ul style="list-style-type: none"> <li>• Invest in infrastructure e.g. healthcare, schools, etc.</li> <li>• Better local shopping facilities including villages.</li> </ul>	
<b>2d) Increase the supply of suitable housing in appropriate locations.</b>	<ul style="list-style-type: none"> <li>• OK</li> <li>• “Affordable” housing – need more help for young residents who are unable to afford to raise deposits. Shared ownership and involve private landlords.</li> <li>• Housing figures – Government needs to recognise amount of land which is flood risk.</li> <li>• Sustainable housing and in areas that can serve the local community not just second homes.</li> </ul>	<p>18. Take forward via ongoing regeneration activities.</p> <p>19. Subject to planning processes.</p> <p>20. Business plans and work programmes for West Norfolk Housing and Property companies.</p>
<b>3. Protecting and enhancing the environment including tackling climate change.</b>		
<b>3a) Develop and implement the council’s carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact.</b>	<ul style="list-style-type: none"> <li>• Need to define our policy and approach regarding renewables and links with use of brownfield sites.</li> <li>• Can we do more with water such as generation of power (tidal barrage, hydro-electric schemes).</li> <li>• Education on energy usage – climate change strategy.</li> <li>• Support for small businesses with climate change adaptations and access to 3 phase electricity supplies.</li> <li>• New builds should have solar panels, ground source heat pumps, air source heat pumps.</li> <li>• Retro-fitting energy efficiency in homes/buildings/social housing resulting in reductions in running costs.</li> <li>• Scrutiny of council contracts to assess environmental impact.</li> <li>• All our policies have affect. Develop a way of assessing decisions relating to climate change, bio-diversity, disability and equal opportunities.</li> <li>• Reduction carbon footprint – borough council needs to get involved with other bodies.</li> </ul>	<p>21. Climate Change Officer Working Group established to develop carbon footprint and strategy and the council’s Chief Executive will be chairing a new county-wide group addressing climate change.</p> <p>22. Liaison with New Anglia LEP on climate change.</p> <p>23. Implementation of existing Tree and Woodland Strategy.</p> <p>24. Local Plan review considering climate change policy approach.</p> <p>25. Wider policy influences and changes e.g. sector responses to net zero by National Farmers Union, Confederation of Passenger Transport, car manufacturers, potential changes to national policy on building regulations, domestic and commercial energy, etc.</p> <p>26. Revised Cabinet report template introduces “Environmental consideration” section.</p>

	<ul style="list-style-type: none"> <li>• Promote tree planting</li> <li>• Improve council’s carbon footprint education/awareness events to influence others.</li> <li>• Encourage renewable energy production.</li> <li>• Reduce environmental impact of all of our own buildings e.g. solar panels.</li> <li>• Energy efficiency.</li> <li>• Working with local bus companies to reduce environmental impact.</li> </ul>	
<b>3b) Encourage sustainable living through our local plan and development policies.</b>	<ul style="list-style-type: none"> <li>• We are promoting Hunstanton which only encourages day trips from visitors – idling vehicles in traffic jams resulting in air pollution, CO2 emissions.</li> <li>• Park and ride.</li> <li>• Parking in West Lynn to encourage use of the ferry.</li> <li>• Improve infrastructure for the ferry.</li> <li>• Buses – improve bus routes and availability.</li> <li>• Issues with transport, especially in rural areas and access to services. What do we mean by sustainable living?</li> </ul>	<p>27. Local Plan review considering climate change policy approach.</p> <p>28. King’s Lynn Transport Study and Strategy to consider a variety of options that aim to provide a safe environment for travel by all modes, encourage town centre accessibility by all modes, whilst conserving and enhancing King’s Lynn’s rich historic environment, support sustainable housing and economic growth, reduce the need to travel by car through development planning, manage traffic congestion in King’s Lynn, increase active travel mode share for short journeys, promote and encourage the use of public transport and reduce harmful emissions and air quality impacts.</p> <p>29. Carbon audit and related strategy will refer to active travel, use of public transport, etc.</p> <p>30. Explore potential of the Towns Fund to contribute towards local transport improvements.</p>
<b>3c) Work with partners and the community to improve our natural environment.</b>	<ul style="list-style-type: none"> <li>• OK</li> <li>• Promote tree planting.</li> <li>• Need for wildlife corridors.</li> </ul>	<p>31. Implementation of existing Tree and Woodland Strategy.</p> <p>32. Climate Change strategy to be developed.</p> <p>33. Local Plan review.</p> <p>34. Continued support to the Norfolk Biodiversity Partnership and implementation of its Action Plan (BAP).</p> <p>35. Continuing to encouraging volunteers.</p>

<p><b>3d) Improve recycling levels.</b></p>	<ul style="list-style-type: none"> <li>• Education – promoting a clean borough, civic pride, more responsible behaviour with recycling, energy use, etc.</li> <li>• Engagement with schools, community groups, etc.</li> <li>• Need to consider ways of improving recycling by commercial sector.</li> <li>• Need to research why businesses sign up to our competitors for commercial waste services, what incentives may attract business to the council?</li> <li>• Ask explain recycling principles to wider community to encourage recycling and reduce contamination.</li> <li>• Can we improve the recycling facilities available in town centres? Some councils provide different facilities to ours.</li> <li>• Issues with recycling of paper, plastics, food, packaging. Need to encourage people to reuse and reduce more.</li> </ul>	<p>36. Continued collaboration with Norfolk Waste Partnership on behaviour change and recycling awareness.</p> <p>37. Response to changes within national policy on waste collection and recycling.</p> <p>38. Commercialisation plan to refer to measures such as increasing income generated by commercial waste services.</p>
<p><b>3e) Support measures that protect our communities from flooding.</b></p>	<ul style="list-style-type: none"> <li>• OK</li> <li>• Don't build on flood plains.</li> </ul>	<p>39. Planning processes.</p> <p>40. Existing policies/plans on shoreline management and emergency planning.</p> <p>41. Continued liaison with IDBs.</p>
<p><b>4. Improving social mobility and inclusion</b></p>		
<p><b>4a) Continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to.</b></p>	<ul style="list-style-type: none"> <li>• OK</li> <li>• Social mobility – public transport in rural areas is an issue and can prevent people from attending events such as evening classes.</li> <li>• Improve transportation with rural areas (NCC function).</li> </ul>	<p>42. Liaison with and lobbying of NCC to seek improvements to rural transport services.</p> <p>43. Currently fund West Norfolk Community Transport and community car schemes.</p>
<p><b>4b) Prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible.</b></p>	<ul style="list-style-type: none"> <li>• Homelessness not just about providing housing. People need help!</li> <li>• Define what is meant by accessible.</li> <li>• Homelessness is often caused by issues such as mental health and addiction – need to ensure these services and support are available.</li> </ul>	<p>44. Continue work with local agencies on response to homelessness and root causes.</p> <p>45. Emerging Homelessness and Rough Sleeping Strategy.</p>
<p><b>4c) Work with</b></p>	<ul style="list-style-type: none"> <li>• OK.</li> </ul>	<p>46. Liaison with Norfolk County</p>

<p><b>partners to improve education attainment levels and the skills of local people.</b></p>	<ul style="list-style-type: none"> <li>• Is there anything we can do to support older people and access to education?</li> <li>• Rural areas have issues with access to opportunities due to lack of local provision and transport issues.</li> <li>• Educational attainment – need opportunities for those leaving education – work with local businesses.</li> <li>• Show what is possible in the Borough.</li> <li>• Practical skills/ambition/life skills</li> <li>• Work with NCC.</li> <li>• Need to inspire young people.</li> <li>• Opportunities for higher education locally.</li> <li>• How to encourage people back to the area after university. Imaginative ways to involve students.</li> </ul>	<p>Council and funding of community transport and car schemes regarding rural transport services.</p> <p>47. Ongoing activities with the Local Cultural Education Partnership to raise attainment via culture.</p> <p>48. Explore potential of Towns Fund.</p> <p>49. Explore via Inclusive Growth Framework and Norfolk Inclusive Growth Coalition.</p>
<p><b>5. Creating and maintaining good quality places that make a positive difference to people’s lives</b></p>	<ul style="list-style-type: none"> <li>• Access to 5G and 4G mobile services.</li> <li>• Closing amenities – forcing people to travel. Requirement to invest in doctors surgeries and dentists.</li> <li>• Already doing lots under these but we need to promote it more.</li> </ul>	<p>50. National initiative led by Dept of Culture, Media and Sport working with mobile providers to improve mobile service coverage in not spots.</p> <p>51. Ongoing regeneration and housing growth related activities will lead to improvements in physical spaces and raise funding to invest in new facilities.</p>
<p><b>5a) Protect, promote and enhance the borough’s natural and built environment.</b></p>	<ul style="list-style-type: none"> <li>• Tree planting – appropriate types of trees in planned locations.</li> </ul>	<p>52. Deliver Tree and Woodland Strategy.</p> <p>53. Consider within Climate Change Strategy and InBloom activities.</p>
<p><b>5b) Maintain accessible, clean, pleasant and safe public places and communities.</b></p>	<ul style="list-style-type: none"> <li>• OK</li> <li>• Improve (not just maintain) accessibility and cleanliness/look of public spaces.</li> </ul>	<p>54. Future High Streets Fund, Anglia In Bloom, Green and Blue Flag awards driving standards.</p>
<p><b>6. Helping to improve the health and wellbeing of our communities</b></p>	<ul style="list-style-type: none"> <li>• Already doing lots under these but we need to promote it more.</li> </ul>	<p>55. Delivery of Alive West Norfolk business plan, Local Plan, King’s Lynn Transport Strategy and related regeneration activities.</p> <p>56. Ongoing activities regarding Norfolk Health and Wellbeing Strategy.</p>
<p><b>6a) Provide early help support to communities and</b></p>	<ul style="list-style-type: none"> <li>• OK</li> <li>• Once people have recognised they need help do we have a</li> </ul>	<p>57. Continuation of District Direct West.</p> <p>58. Housing Assistance Policy.</p>

<p><b>individuals who are vulnerable.</b></p>	<p>range of activities and services to help them in practical ways?</p> <ul style="list-style-type: none"> <li>• Residents experience mental health issues, social isolation, leading to prescribing of medication that does not deal with underlying causes. Need to continue to tackle this with social isolation work, Lily, social prescribing.</li> </ul>	<p>59. Integrated Housing Adaptations Team Continuous Improvement Plan.</p> <p>60. Progress LILY activities.</p>
<p><b>6b) Support our local communities to be healthy and more active.</b></p>	<ul style="list-style-type: none"> <li>• OK</li> <li>• Encourage cycling, improve cycle routes and improve cycle safety.</li> <li>• Access to facilities for children to improve health and fitness – free/subsidised activities.</li> <li>• Alternative uses for the high street – leisure offers, etc.</li> </ul>	<p>61. Alive West Norfolk business plan and initiatives.</p> <p>62. Local Plan review, King’s Lynn Transport Strategy and carbon audit will consider ways to increase active travel to encourage more cycling and walking.</p> <p>63. Future High Streets Fund and related regeneration activities to improve physical spaces.</p> <p>64. Service level agreement with Norfolk Museums Service.</p> <p>65. Ongoing work with Creative Arts East and Heritage Forum.</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>
12 November 2019						
	Mid Year Review Treasury Report 2019/2020	Non	Cabinet	Leader S151 Officer		Public
	Parish Partnership Funding	Non	Cabinet	Leader Assistant Director – S Ashworth		Public
	Corporate Complaints Policy	Non	Cabinet	Leader Chief Executive		Public
	Updated revised policy on Unreasonably Persistent Complainants	Non	Cabinet	Leader Chief Executive		Public
	Guildhall Complex	Key	Cabinet	Culture Heritage and Health		Public

<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>
6 December 2019 Special Meeting	Waste Contract Award	Key	Cabinet	Environment Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

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						
	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
	Corporate Business Plan	Key	Council	Leader Chief Executive		Public
	CIL Governance	Key	Council	Development Exec Dir – G Hall		Public
	Council Tax Support Scheme 2020/2021 – Final Scheme for Approval	Key	Council	Housing S151 Officer		Public
	Review of Standing Orders	Non	Council	Leader Chief Executive		Public
34	Scrutiny and the Executive Protocol	Non	Council	Leader Chief Executive		Public
	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)
	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)
	Homelessness and Rough Sleeper Strategy Consultation	Non	Council	Housing Chief Executive		Public
	National Planning Policy Framework – Vacant Building Credit	Non	Cabinet	Development Exec Dir G Hall		Public
35	Notice of Motion – Climate Change	Non	Council	Environment Exec Dir G Hall		Public
	Review of Contract Standing Orders	Non	Council	S151 Officer Leader		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
4 February 2020						
	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)
	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)
	Update to the Major Project Board Terms of reference	Non	Cabinet	Asst Dir – M Henry		Public
	Notices of Motion – Hardings Way	Non	Council	Asst Dir – M Henry		Public

3

<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>
17 March 2020						
	Capital Strategy	Key	Council	Leader Deputy Chief Executive		Public

## 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.

37

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	New Corporate Complaints Policy	Policy	H Howell	The Panel is invited to consider the draft policy.
21 October 2019	Managing Unreasonable Complainant Behaviour	Policy	H Howell	The Panel is invited to consider the draft policy.

<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	Formal Complaints against the Borough Council 1 April 2018 – 31 March 2019  The number of compliments received also to be reported.	Annual	Chief Executive	Report to be published on the Borough Council's Website/Insite
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.
21 October 2019	Annual Sickness Monitoring Report	Annual	B Box	For Information only.
21 October 2019	Employment Monitoring Figures – Annual Report	Annual	B Box	For Information only.
26 November 2019	Annual Communications Update	Annual Update	S Clifton H Howell A Howell	To provide the Panel with an annual update.
26 November 2019	Council Tax Support: Final Scheme for 2020/2021	Policy Development	J Stanton	Update following consultation period. To agree the final Council Tax Support Scheme for 2020/2021.
26 November 2019	Corporate Business Plan 2020-2024 – Consultation on revised plan		G Greaves	The Panel is invited to consider the revised plan.

<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
13 January 2020	Major Housing Update	Update	D Gagen	
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	Review of Standing Orders and Scrutiny and Executive Protocol	Review	L Gore	
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.
25 February 2020	Update on the Refit Project	Update	N Gromett	To receive an update on the Refit Project.
25 February 2020	Post Evaluation of H & M	Post Evaluation	M Henry	
7 April 2020	Update on the Procurement Strategy	Update	T Hague	To provide an update on the Procurement Strategy
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**

- Town Hall Bar Proposal – C Bamfield
- Annual Update Hunstanton Sailing Club (October 2020 – decision to be taken if update if presented by Hunstanton Sailing Club or the Borough Council’s representative)
- Persistent and Vexatious Customers
- Review of Election Process – February or April 2020

### **Post Evaluation Review of Projects**

- Cinema, Corn Exchange