

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



# **Corporate Performance Panel**

## **Agenda**

**Wednesday, 21st June, 2023  
at 4.30 pm**

in the

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

Also available to view on You Tube:

<https://www.youtube.com/user/WestNorfolkBC>



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

13 June 2023

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 21st June, 2023 at 4.30 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. **Appointment of Vice-Chair for the Municipal Year 2023/2024**

3. **Minutes** (Pages 5 - 15)

To approve the minutes from the Corporate Performance Panel held on 5 April 2023.

4. **Declarations of Interest** (Page 16)

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.

**5. 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.

**6. 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 a decision on that item is taken.

**7. Chair's Correspondence (if any)**

**8. Call-in (if any)**

**9. 2022/2023 Full Year Corporate Performance Indicator Monitoring Report  
(Pages 17 - 26)**

**10. Corporate Business Plan Monitoring Report (October - March)  
(Pages 27 - 47)**

**11. Update on Hunstanton Promenade Waste Water - WITHDRAWN**

**12. Corporate Performance Panel Nomination to Hunstanton Sailing Club  
(Pages 48 - 49)**

To appoint a Borough Council representative in an observer role only.

**13. Panel discussion on Councillor Requests from Opposition Members previously submitted**

- (a) Housing Needs Assessment –The reasoning behind my request is that the HNA seems to be forgotten, ignored or simply hasn't registered with so many councillors despite it being part of pre-council briefing a few years back. I want to have its results, methodology and the timing of any possible update scrutinised and any conclusions that should, or could, be drawn from it, updated
- (b) Relationship with the Shakespeare Trust in relation to the Guildhall.
- (c) Carnegie Building.
- (d) Service level agreements – Number, examples, administration, creation, legal standing, etc.

**14. Portfolio Question and Answer Session**

Councillors are invited to submit any questions prior to the meeting.

**15. Cabinet Forward Decision List (Pages 50 - 54)**

**16. Shareholder Committee Work Programme (Pages 55 - 57)**

To note the work programme.

**17. Panel Work Programme 2023/2024** (Pages 58 - 66)

To note the Panel's Work Programme for 2023/2024.

**18. Date of Next Meeting**

To note that the date of the next meeting of the Corporate Performance Panel will take place on 24 July 2023 at 4.30 pm in the Council Chamber, Town Hall, King's Lynn.

To:

**Corporate Performance Panel:** Councillors R Blunt, S Dark (Chair), P Devulapalli, A Dickinson, B Jones, A Lawrence, S Lintern, B Long, S Nash, Osborne, C Rose and D Sayers

**Portfolio Holders:**

Councillor T Parish – Leader

**Officers:**

Alexa Baker, Monitoring Officer  
Becky Box, Assistant Director, Central Services  
Lorraine Gore, Chief Executive  
Honor Howell, Assistant to the Chief Executive

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

**CORPORATE PERFORMANCE PANEL**

**Minutes from the Meeting of the Corporate Performance Panel held on  
Wednesday, 5th April, 2023 at 4.30 pm in the Council Chamber, Town Hall,  
Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor J Moriarty (Chair)  
Councillors B Ayres, B Jones (substitute for Councillor J Lowe),  
C Manning (Vice-Chair), C Morley and C Rose

**Portfolio Holders:**

Councillor R Blunt, Development and Regeneration (Zoom)  
Councillors Mrs A Dickinson, Finance  
Councillor H Humphrey, Corporate Services

**Under Standing Order 34:**

Councillor A Ryves (Zoom)

**Officers:**

James Arrandale, Deputy Monitoring Officer and Principal Solicitor  
Alexa Baker, Monitoring Officer  
Becky Box, Assistant Director, Central Services  
Tracy Brooker, Property Services Manager  
Debbie Gates, Executive Director  
Matthew Henry, Assistant Director, Property and Projects  
Oliver Judges, Executive Director, Place  
David Ousby, Assistant Director – Programme and Project Delivery  
(Commercial and Housing)  
Wendy Vincent, Democratic Services Officer

CP115 **APOLOGIES**

Apologies for absence were received from Councillors J Lowe and D Tyler, L Gore – Chief Executive.

CP116 **MINUTES**

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The minutes of the Corporate Performance Panel held on 27 February 2023 were agreed as a correct record and signed by the Chair.

CP117 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP118 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP119 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor A Ryves (Zoom) was present under Standing Order 34 for all items.

CP120 **CHAIR'S CORRESPONDENCE (IF ANY)**

CP121 **CALL-IN**

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Officer Delegated Decision – Shared Prosperity Funding for King's Lynn Bid Ltd 'The Place' Project

Councillor Morley presented the call in and outlined the reasons why he had called in the Officer Delegated Decision.

The Regeneration and Programmes Manager responded to questions from the Panel.

The Monitoring Officer explained that the Portfolio Holder for Business, Culture and Heritage had a conflict of interest and that it was therefore preferable that the consultee was a different Portfolio Holder.

Under Standing Order 34, Councillor Ryves addressed the Panel.

The Chair invited Councillor Morley to sum up the reasons why he had called in the Officer Delegated Decision.

The Chair invited the Panel to debate the call-in.

The Panel debated the call-in.

The Monitoring Officer provided advice to the Panel on the options if the Panel determined to uphold the call-in.

The Panel voted on the call-in.

**RESOLVED:** 1) The Panel upheld the call-in.

2) The Officer Delegated Decision be re-taken with an different Portfolio Holder named as the consultee.

CP122 **CABINET REPORT: LOCAL GOVERNMENT ASSOCIATION - CORPORATE PEER CHALLENGE**

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The Executive Director presented the report to consider the Notice of Motion (16/22) presented to Council on 1 December 2022. It was resolved that the Motion be referred to Cabinet for consideration and decision.

It was explained that it was recommended that a peer review was undertaken every five years and that the last peer review was eight years ago.

The Panel was informed that following discussion with the LGA and given the elections in May 2023 it was suggested that it is appropriate for the peer challenge to take place in September 2023. This will provide time for the Council to settle post-election, prepare the position statement and timetable and avoid the summer holiday period.

The Chair thanked the Executive Director for the report and invited questions from the Panel.

There were no questions from the Panel.

**RESOLVED:** The Panel supported the recommendation to Cabinet as set out below:

That Cabinet:

- 1) Approve that a Corporate Peer Challenge be undertaken as set out in the report and the LGA scoping document.
- 2) Delegate to the Chief Executive in consultation with the Leader to agree the final details with the LGA to facilitate the delivery of the Corporate Peer Challenge.

CP123 **CABINET REPORT: MEMBERS' ICT**

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The ICT Manager presented the report which outlined a proposal to provide Members with an ICT solution following the 2023 Elections.

It reviewed the current provision of Members ICT equipment and examined the results of a questionnaire that was sent to all Elected Members during February 2023.

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

- Current ICT Solution.
- Current ICT Support Arrangements.
- Setting the Scene – Current trends regarding ICT device usage.
- Options considered.
- Proposed Solution.

The Chair thanked the ICT Manager for the report and invited questions from the Panel, a summary of which is set out below.

In response to a question from Councillor Morley on Councillors not being issued with a Council mobile phone, the ICT Manager explained that Councillors could request a sim card for use in their personal mobile phone.

Following further questions, the ICT Manager explained that a keyboard could be supplied with an iPad. It was noted that there was a range of keyboards which Councillors could choose from.

In response to question from the Chair, Councillor Moriarty on excessive data use, the ICT Manager explained that if the data used was excessive outside of the normal Wi-Fi using a sim card then the amount would be deducted from the Member's allowance.

The Portfolio Holder for Finance commented that Councillors should not be dictated to on what their Member allowance was spent on. In response, the Monitoring Officer explained that agreement would be required from the Councillor before any ICT costs could be deducted from the allowance.

Councillor Morley commented on issues experienced due to not being able to access InSite from an iPad and that clear instructions would need to be given to new Councillors following the May Election. In response, the ICT Manager explained that a new version of SharePoint would be available by the end of 2023 which would make InSite more user friendly for both iPads and laptops.

The Portfolio Holder for Corporate Services, Councillor Humphrey added that the Members ICT allowance was a contribution to IT costs and Councillors could opt to use a Sim card but it would be acceptable to make a deduction from the Member's allowance if that Member choose to use a Sim card.

Councillor Moriarty declared an interest as he had a sim card in his Council iPad which was not paid from his allowance but used in his Councillor role at Parish Council meetings.

The Chair thanked the ICT Manager for the report.

**RESOLVED:** The Panel supported the recommendations to Cabinet as set out below:



- 1) It is recommended that each Elected Member is provided with either an iPad tablet or laptop after the 2023 elections.
- 2) A 4G sim car can be provided in cases of poor connectivity, access to Microsoft Portal and where required a sim card to replace the current Council supplied mobile phone.
- 3) If a 4G iPad or laptop sim is provided the cost of this will be deducted from the Members allowance.

CP124 **CABINET REPORT: TOWNS FUND LOCAL ASSURANCE FRAMEWORK**

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The Monitoring Officer presented the report and explained that it was a government requirement of the Borough Council, in its role as Accountable Body for the King's Lynn Town Deal to ensure there was an appropriate local assurance process in place to oversee the delivery of approved projects in line with the approved Business Cases. It was noted that the report sought approval to update the Local Assurance Framework to reflect the latest government guidance for the implementation phase of the Town Deal for King's Lynn.

In conclusion, the Monitoring Officer explained that the LAF was critical to manage the Towns Fund investment to ensure the appropriate reporting, monitoring and governance arrangements were in place to manage the risks, spend and delivery of the programme.

It was noted that Councillors Middleton and Blunt were the Council appointed representatives on the Town Board.

The Chair thanked the Monitoring Officer for the report and invited questions from the Panel.

The Monitoring Officer responded to questions in relation to:

- The reasons why it was considered that the report was not a key decision.
- Town Deal Delivery Phase and diagram at Appendix 1, page 65 of the Agenda – structure to be put in place to satisfy Government criteria.
- Programme Management – diagram on page 56 of the Agenda.
- Town Deal Programme Board.
- Regular Project Highlight Reports and published for project boards included the Member Major Projects Board.
- Scrutiny process – Scrutiny Panels would be updated during the project delivery at key stages of projects and if there was a significant change a report would be brought to Cabinet and the

Scrutiny Panels could choose to include the item on their work programme.

Following further comments and questions from the Panel, the Monitoring Officer explained that the Town Deal Board (TDB) projects were now into the delivery phase and the future role of the TDB would be to provide an oversight of the projects.

The Portfolio Holder for Development, Councillor Blunt provided an overview of the role of the TDB going forward and that the Government criteria had to be adhered to in order to receive the £25m funding.

The Regeneration Programmes Manager concurred with the comments made by the Portfolio Holder for Development and the Monitoring Officer on the future role of the TDB and added that regular performance monitoring reports were available.

Following a comment from Councillor Morley relating to the Guildhall, the Monitoring Officer advised that this would be subject to a separate report and would be a key decision.

The Executive Director, Place explained that projects were being closely monitored and officers were working to ensure there were clear processes going forward.

Councillor Morley proposed that the report should be a key decision but there was no seconder to support the proposal.

Councillor Morley voted against the recommendation set out below.

**RESOLVED:** The Panel supported the recommendation to Cabinet as set out below:

That Cabinet approve the updated King's Lynn Town Deal Local Assurance Framework (Appendix 1).

CP125 **PARKWAY - WHAT HAS CHANGED ON THE PROJECT FROM INCEPTION TO IT BEING APPROVED BY COUNCIL**

[Click here to view a recording of this item on You Tube](#)

The Assistant Director, Project Delivery (Commercial and Housing) gave a PowerPoint presentation (copy circulated with the Agenda) and responded to questions and comments from the Panel, a summary of which is set out below.

Councillor Morley commented that it would be useful for Councillors to be aware of the current position. In response, the Assistant Director advised that the final due diligence checks were being undertaken prior

to entering into a contract to build out the scheme as set out in Council approval.

Following further comments from Councillor Morley regarding pre condition 9 of development, the Portfolio Holder for Development and Regeneration, Councillor Blunt explained that as part of the build process work could carry on up to the point of laying slabs and added that he had provided an answer to this question at Full Council. The Portfolio Holder congratulated the Assistant Director for the presentation and all the information being collated in one place.

Under Standing Order 34, Councillor Ryves asked for clarification on the viability of the scheme as it currently existed and financial impact on the council going forward. In response, the Executive Director, Place explained that the current economic factors had been taken into account and going forward all due diligence checks and monitoring would be undertaken and if there was any change this would be brought back through the democratic process

Councillor Ryves requested information on the current figures and likely financial impact. In response, the Monitoring Officer explained that the request would be dealt with outside of the meeting and a response sent to Councillor Ryves.

The Chair thanked the Assistant Director for the informative presentation and useful to have all the information in one place and commented that this would be a good reference tool for new Councillors.

**RESOLVED:** The Panel noted the content of the presentation.

CP126 **SUMMARY OF THE PERFORMANCE OF COUNCIL OWNED COMPANIES/BUSINESSES**

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The Monitoring Officer presented the report and explained that a Councillor request for an agenda item was made and accepted from Councillor Morley and Councillor Ryves to provide a summary of the issue the performance of council owned businesses, West Norfolk Property, West Norfolk housing and Alive Leisure, and any other 100% owned or partially owned business which operate independently of the Council.

The Panel's attention was drawn to the Briefing Note – Councillor Request in relation to Council Property companies (West Norfolk Housing Company Ltd and West Norfolk Property Limited).

Councillor Morley commented that on 2.1 of the Briefing Note stating that there was no decision tree and added that this would be useful as

part of the Councillors Induction Training. Councillor Morley added that the Chief Executive had assured him that the set of key performance indicators for the new Administration would include an aggregation of affordable housing in various different guises

Under Standing Order 34, Councillor Ryves stated that he looked forward in the future to understanding and receiving clarification on what was happening with the companies.

Councillor Morley commented on the issue of scrutiny with the housing companies as it took some time for the solicitor's advice to emerge. Councillor Morley added that the governance structures of the companies was changing and a Shareholder Committee had now been set up.

The Chair informed Members that the Shareholder Committee work plan would be included on future Agendas of the Panel and items could be identified to be considered on the Panel's work programme.

The Portfolio Holder for Finance, Councillor Mrs Dickinson provided feedback from the first meeting of the Shareholder Committee held on 17 March 2023.

**RESOLVED:** The summary was noted.

The Panel adjourned at 6.13 pm and reconvened at 6.25 pm.

CP127 **NOTICE OF MOTION FROM COUNCIL 13 JULY 2022: MENOPAUSE WORKPLACE PLEDGE**

[Click here to view a recording of the item on You Tube](#)

The Assistant Director, Central Services reminded Members that the item had been requested by the Panel following discussions at its meeting held on 3 October 2022. The discussions noted that a range of employee welfare and wellbeing initiatives were provided to Council employees and requested that a report outlining those be brought to a future meeting.

The Panel was reminded that the discussions also requested a report to clarify whether the Council had responsibilities with regards to the provision of welfare and wellbeing support to Elected Members. The report would be presented by the Principal Solicitor, Legal Services.

The Principal Solicitor presented the report and explained that research had been undertaken via a Monitoring Officer National Forum to ascertain what other Councils were doing and explained that the Council's approach was consistent with other local authorities in that Monitoring Officer's had to powers to put a programme in place for Councillors. The Council could therefore signpost Members to the

Local Government Association for peer to peer support who may have the same kind of experiences.

The Chair commented that Council had decided it would be referred to CPP, it was therefore not necessary to go back Cabinet as the Panel had received the information requested and had familiarised themselves with details.

Councillor Manning commented that the Council had been undertaking what it was required to do within its powers.

The Monitoring Officer explained that the Notice of Motion to Full Council was made by Councillor Squire and the Leader referred it to CPP. The Panel was advised that there was provision under Standing Orders that it be set back to Full Council but that Council had not decided that. However, if the Panel was to propose that the Council sign up to the Menopause Pledge then a formal recommendation would need to be made to Cabinet. If the Panel determined that the Council should not sign up to the Menopause Pledge then there was no requirement for the Motion to go back to Cabinet/Council..

The Assistant Director, Central Services responded to questions from Councillor Morley on the Employee Wellbeing Hub.

The Chair thanked officers for the report.

**RESOLVED:** That the report was noted.

CP128 **PRESENTATION ON RENT ARREARS - GENERAL - PART 1**

[Click here to view a recording of this item on You Tube](#)

The Property Services Manager gave a presentation (copy published a supplement to the Agenda) and highlighted the following areas:

- Background.
- Commercial Rent (Coronavirus) Act 2022.
- Current Performance Indicators.
- Current Performance Indicators as at Q3 2022.
- Industrial Portfolio.
- Retail Portfolio.
- Performance Indicators for Achievable Rents.
- Performance Indicators on Rent Arrears.
- Methods of Recovering Rent Arrears during the Moratorium.
- Additional Methods currently employed.
- Other Methods being considered.
- Conclusion.

The Assistant Director, Property and Projects provided an overview on how the Council liaise with tenants to agree a payment plan which

arrears occurred. The Panel was advised that further details would be provided under the exempt rent arrears item later in the meeting.

The Chair thanked officers for the presentation and invited Members to ask any questions during the exempt item.

**RESOLVED:** The Panel noted the content of the presentation.

CP129 **PORTFOLIO HOLDERS QUESTION AND ANSWER SESSION**

There were no Portfolio Holder questions.

CP130 **CABINET FORWARD DECISIONS LIST**

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The Panel noted the Cabinet Forward Decisions List.

CP131 **SHAREHOLDER COMMITTEE FORWARD PLAN**

[Click here to view a recording of this item on You Tube](#)

The Committee noted the Committee forward plan.

CP132 **PANEL WORK PROGRAMME 2023/2024**

[Click here to view a recording of this item on You Tube](#)

The Panel noted the work programme.

CP133 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on 14 June 2023 at 4.30 pm in the Council Chamber, Town Hall, King's Lynn.

CP134 **EXCLUSION OF PRESS AND PUBLIC**

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**RESOLVED:** That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items 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.

CP135 **EXEMPT: KING'S LYNN INNOVATION CENTRE (KLIC) - REVENUES**

**AND OUTCOMES**

The Property Services Manager presented the report and responded to questions and comments from the Panel.

CP136 **EXEMPT - PRESENTATION ON RENT ARREARS - PART 2 - TO FOLLOW AND PUBLISHED AS A SUPPLEMENT**

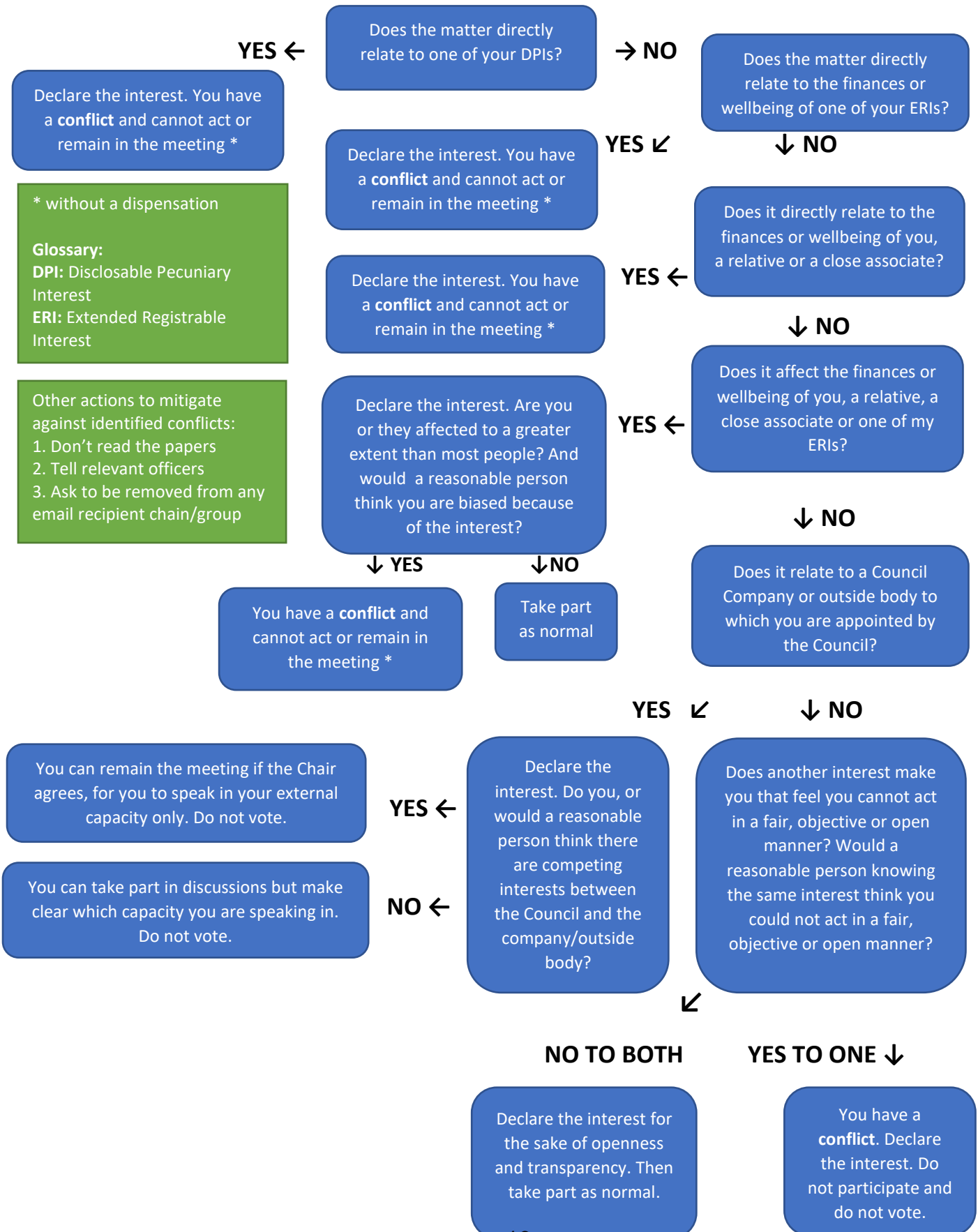
The Assistant Director, Property and Projects and the Property Services Manager gave a presentation and responded to questions and comments from the Panel.

**The meeting closed at 7.17 pm**

**DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART**



**START**



Declare the interest. You have a **conflict** and cannot act or remain in the meeting \*

\* without a dispensation

**Glossary:**

**DPI:** Disclosable Pecuniary Interest

**ERI:** Extended Registrable Interest

**Other actions to mitigate against identified conflicts:**

1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group



**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	21 June 2023		
TITLE:	Corporate performance monitoring update Full Year 2022/23		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Honor Howell, Corporate Governance Manager/Assistant to the Chief Executive		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
The corporate performance monitoring report is in place to monitor progress against agreed performance indicators for the year 2022/23. The report contains information on the corporate performance monitoring undertaken for 2022/23.
<b>KEY ISSUES:</b>
<p>A revised suite of indicators has been agreed by portfolio holders and management team as the key performance measures to monitor key council services and impacts on borough wide issues. These indicators are linked to the Corporate Business Plan priorities.</p> <p>The monitoring report now features a summary to highlight specific performance issues where indicators have not met or are near to the agreed targets. Trend detail and officer comments are included to provide an overview of the indicators listed in the summary.</p> <p>The 2022/23 monitoring report shows that 36 targets have been met, 7 indicators are near to target and 11 indicators require improvement.</p>
<b>OPTIONS CONSIDERED:</b>
Not applicable as this is a monitoring report.
<b>RECOMMENDATIONS:</b>
The Panel is asked to review the 2022/23 performance monitoring report.
<b>REASONS FOR RECOMMENDATIONS:</b>
Members should use the information within the monitoring report to review progress on the agreed indicators and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule members can seek additional information to explain variances.

## **1. Introduction**

- 1.1 The council's performance management framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Corporate Performance Panel.
- 1.2 The council monitors a range of indicators from across directorates for corporate assurance to demonstrate efforts to continuously improve services.
- 1.3 The suite of indicators has been selected following consultation with senior officers and portfolio holders. Targets have been set and where data has not previously been recorded monthly, these indicators will be monitored for 2022/23.
- 1.4 2022/23 has seen unforeseen national challenges which could not have been predicted. Examples include the cost of living crisis and the ongoing conflict in Ukraine, along with increased interest rates and high rates of inflation. These issues have subsequently impacted on the council seeing increased costs of service delivery together with a need to introduce measures to support our residents, businesses and visitors during these difficult times. One area adversely impacted by the cost of living crisis is the council's housing service, who have seen increased numbers of people presenting as homeless. Coupled with a shortage of affordable homes for let, this has led to a large increase in the need to use Bed and Breakfast as emergency accommodation as well as longer stays in bed and breakfast before a suitable property becomes available.
- 1.5 External forces such as the cost of living crisis and high inflation have led to further demand on all the council's services which deal directly with the customer e.g. revenues and benefit, Lily, Care and Repair and the Council Information Centre. A Cost of Living Project group was formed to provide a cross-service approach to supporting those experiencing difficulties and to coordinate our communication on the help available to residents.

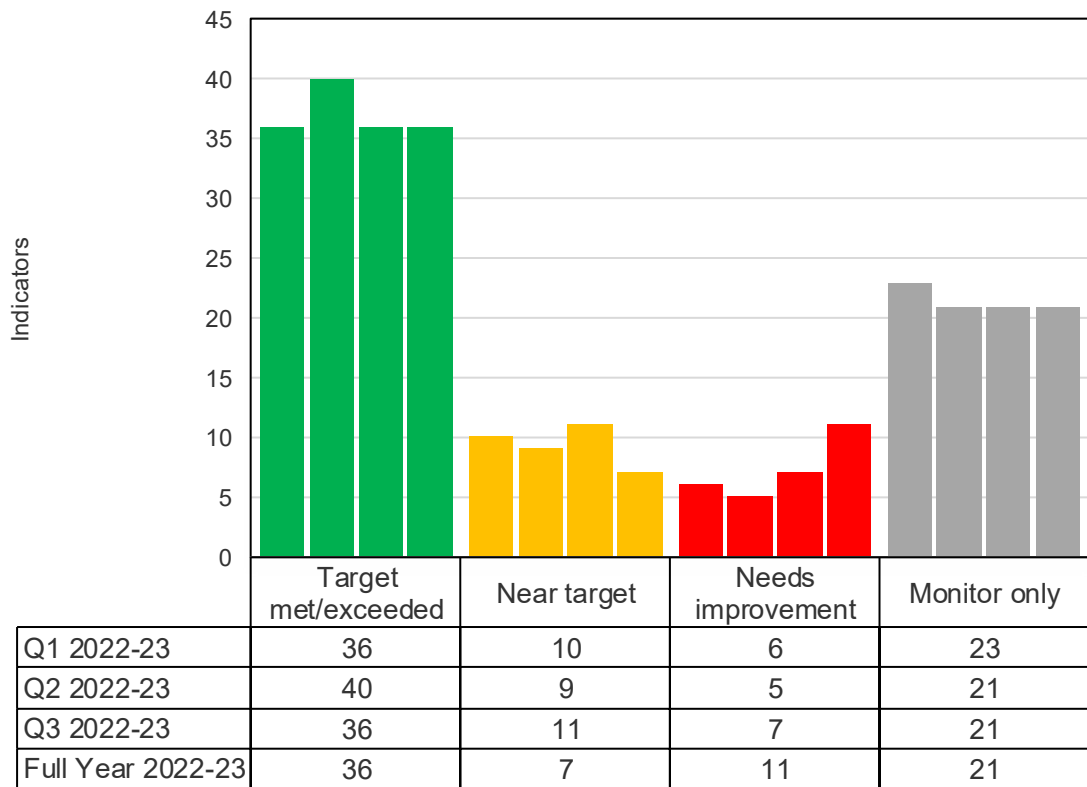
## **2. Monitoring report**

- 2.1 The format of the 2022/23 report includes a summary of:
  - performance indicators needing to improve
  - performance indicators near to target
  - overview by priority
  - overall council performance
  - quarterly monitoring

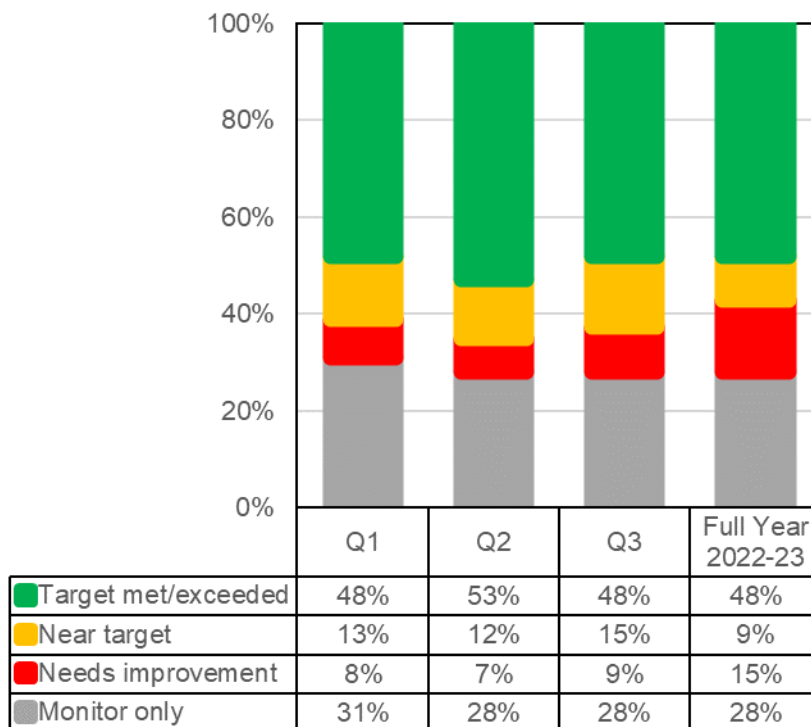
It is hoped this provides members with a useful 'snapshot' at the start of the report.

- 2.2 Processes are in place to produce the required information by relevant services, and the information is then collated and analysed centrally by the Performance team.

### 2.3 A breakdown of the 2022/23 performance indicators



### 2.4 Overall Council quarterly performance 2022/23



2.5 54 of the 75 indicators have agreed targets of which 67% achieved target during 2022/23. The performance levels are reflected in the corporate priorities within the Corporate Business Plan.

#### 2.5.1 **Focusing on delivery**

- Percentage of incoming calls prevented by the use of web chat exceeded the target by 12% (KPI 1.2)
- Number of appointments to permanent job vacancies increased by 26% in 2022/23 (KPI 1.5)
- Engagement on social media has shown a vast increase over the past 12 months achieving an increase of 53% compared to the previous year. The number of unique website visitors also increased by 4% (KPI 1.10)
- Percentage of Internal Audit recommendations accepted by management exceeded the target by 9% and increased by 13% compared to 2021/22 (KPI 1.16)
- Number of cyber security incidents remained at zero throughout the year (KPI 1.20)

#### 2.5.2 **Delivering growth in the economy and with local housing**

- Despite experiencing resourcing issues within the planning department both major and non-major planning applications have been determined within government targets (KPI 2.6 & 2.7)
- Percentage of decisions on applications for major and non-major development that have been overturned at appeal stayed below the government target of 10% (KPI 2.8 & 2.9)
- Number of new homes delivered across the borough achieved the local housing need target and increased by 46% compared to 2021/22 (KPI 2.10)
- 35 new homes have been sold by the council during 2022/23 exceeding the agreed target of 31 (KPI 2.12)

#### 2.5.3 **Protecting and enhancing the environment including tackling climate change**

- Total tonnage of commercial waste collected increased by 36% and food waste collected increased by 59%, both indicators exceeded the 2022/23 targets (KPI 3.5 & 3.7)
- Total tonnage of mixed recycling and garden waste, and the number of brown bins in use did not meet the agreed targets and all reported a reduction compared to 2021/22 (KPI 3.4, 3.6 & 3.8)

#### 2.5.4 **Improving social mobility and inclusion**

- 281 people in temporary B&B accommodation, an increase of 77% (KPI 4.5)
- Total spend on bed and breakfast accommodation over the past 12 months totalled £283,757 an increase of 575% (KPI 4.6)
- 905 households with a homeless declaration, an increase of 6% (KPI 4.7)
- 100 households accepted as homeless with a need to be rehoused, an increase of 138% (KPI 4.9)
- Number of social housing lettings has decreased by 15% (KPI 4.14)

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

- 100% of fly tipping cases were initially assessed within one day of being recorded (KPI 5.2)
- King's Lynn car parking income has increased by 18%, long stay tickets purchased up by 14% and short term tickets purchased up by 7% compared to 2021/22 (KPI 5.4, 5.6 & 5.7)

- Number of hits to 'Visit West Norfolk' is up by 32% compared to last year with car parking income for coastal resorts staying the same as 2021/22 (KPI 5.5 & 5.8)

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

- Number of social isolation and loneliness referrals to Lily has increased by 19% compared to last year (KPI 6.1)
- Number of completed low level prevention grants exceeded the target by 51% with the number of completed disabled facility grants, adapt grants and emergency repair grant not achieving target KPI 6.2, 6.3, 6.4 & 6.5)

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

Members should note that the indicators have been discussed and agreed by senior officers and portfolio holders. These indicators will form the basis of the corporate performance monitoring report for the 2022/23 year. Appendix A includes the latest performance data.

### **4. Corporate priorities**

Performance indicators are developed to monitor key activities which directly relate to the achievement of the council's Corporate Business Plan 2019 to 2023.

### **5. Financial implications**

This report focusses on performance indicators. Any emerging financial implications are reported separately through budget and capital monitoring reports or individual reports where necessary.

### **6. Any other implications/risks**

None.

### **7. Equal opportunity considerations**

None.

### **8. Environmental considerations**

The Corporate Business Plan includes a priority of "Protecting and enhancing the environment including tackling climate change". The indicator suite incorporates measures that relate to the council's carbon footprint such as the council's energy usage and broader environmental issues via measures of waste collection, recycling and composting.

### **9. Consultation**

Management Team, senior officers and portfolio holders.

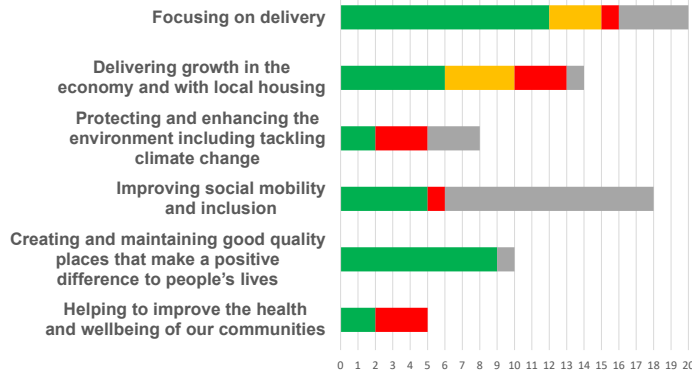
### **10. Conclusion**

The panel is asked to review and note the indicators set out in Appendix A.

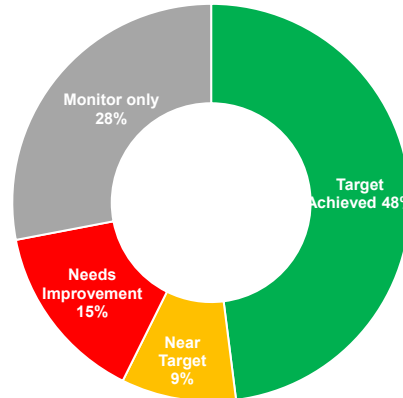
### **11. Background papers**

- Corporate Business Plan 2019 to 2023

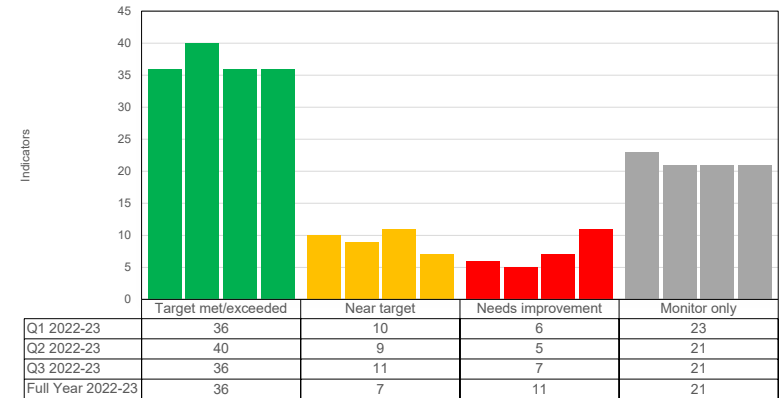
Overview by Priority



Overall Council Performance



Quarterly Monitoring



Needs improvement		Q1	Q2	Q3	2022/23 Actual	Target	Comments	Trend
1.9	% of meeting minutes produced within 3 working days of meeting	91%	87%	88%	77%	90%	Staff sickness absence has impacted on the workload of the team and the ability to achieve the target.	
2.11	No of new homes built (BCKLWN)	10	19	38	60	102	Targets will be met by the end of June 2023, slippage to completion dates is due to delays in material deliveries and contractor insolvencies.	
2.13	No of new home sold (BCKLWN)	10	10	13	18	44		
2.14	No of new Affordable Homes (West Norfolk Housing Company Ltd)	0	0	5	8	27		
3.4	No of brown bins in use for composting	28,291	28,560	28,180	28,380	28,500	The dry hot summer reduced the demand for brown bins and the discretionary spend may be affected by economic factors	
3.6	Total tonnage of garden waste collected and treated	3,414	6,265	8,659	10,078	11,000	A hot summer followed by a cold wet spring has affected the amount of garden waste collected.	
3.8	Total tonnage of mixed recycling collected and treated	3,649	7,220	10,693	14,253	15,500	A general reduction in the level of recycling collected from households across Norfolk	
4.4	No of days to process council tax support changes of circumstances	28	27	25	22	18	Performance was affected in Q1/Q2 due to resources from the Benefits team being redeployed to work on the government's Covid-19 Self Isolation Payment scheme and the Council Tax Energy Rebate scheme. From August onwards performance returned to normal levels within target however, the earlier drop in performance has had an impact on the overall level achieved for the year.	
6.2	No of disabled facility grants completed	4	16	27	44	50	The number of grants delivered in the year is dependent on the overall Better Care Fund allocation received. All BCF funding and additional council top up funding has been allocated in 2022/23. The increase in raw materials and pressure on resources within the IHAT service have also contributed to the targets being missed.	
6.3	No of adapt grants completed	47	103	157	217	300		
6.4	No of emergency repair grants completed	1	1	3	5	10		Grants that would previously have been progressed through Emergency Repair Grants are now delivered through the low level prevention grants.
Near Target		Q1	Q2	Q3	2022/23 Actual	Target	Comments	Trend
1.3	% of calls answered within 90 seconds	54%	61%	69%	74%	75%	With the reduction of calls for the Council Tax Energy Rebate scheme and CIC returning to normal staffing levels this has helped performance to improve.	
1.11	% of supplier invoices paid within 30 days	98%	98%	98%	98%	99%	To improve performance and achieve the target, focus will be to engage with staff not completing tasks within the set time period.	
1.19	% of BID Levy collected	43.3%	83.2%	92.9%	96.1%	97.5%	The 2022/23 figure was affected by a number of write offs at year end relating to one ratepayer, we have changed the calculation for this year to take this into account.	
2.1	% of rent achievable on industrial units	95.00%	96.11%	95.80%	94.36%	95.00%	A small number of vacancies in Q4 has caused the performance to drop slightly below target. General trend within this sector is reasonably strong however, within the property portfolio there will always be movement with tenants leaving and units being vacant whilst marketed.	
2.2	% of rent arrears on industrial units	11.91%	13.38%	13.73%	12.18%	10.00%	Significant progress has been made in dealing with commercial tenants in arrears. The majority of debtors are now on payment plans with a few tenants requiring further work. Although the target was not reached the general trend is positive.	
2.3	% of rent achievable on retail/general units	92.69%	92.69%	92.40%	94.81%	95.00%	This portfolio is relatively small, as such a small number of vacancies has a disproportionate impact upon this indicator.	
2.4	% of rent arrears on retail/general units	35.25%	39.82%	27.54%	26.03%	25.00%	Major progress has been made in dealing with the level of arrears. A small number of debtors represents the majority of the arrears in this portfolio and these will be addressed during 2023/24.	

Needs improvement	Near target	Target met	Monitor only
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**Priority - Focus on delivery**

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	2022/23 performance	2022/23 Target	2021/22 performance	Comments/Trend
1.1	% of Member Enquiries responded to within 3 days	85%	81%	61%	92%	88%	86%	77%	94%	88%	94%	82%	90%	86%	80%	79%	
1.2	% of calls prevented by web chat	86%	82%	86%	84%	86%	86%	86%	93%	89%	87%	89%	90%	87%	75%	86%	
1.3	% of calls answered within 90 seconds	67%	59%	41%	52%	77%	78%	87%	96%	90%	87%	91%	90%	74%	75%	75%	With the reduction of calls for the Council Tax Energy Rebate scheme and CIC returning to normal staffing levels this has helped performance to improve.
1.4	% of voluntary staff turnover	0.61%	1.00%	0.61%	0.20%	0.20%	0.59%	1.18%	0.59%	1.57%	1.17%	0.39%	0.78%	8.9%	12%	10.6%	
1.5	No of successful appointments to permanent job vacancies	6	6	7	9	5	13	13	9	3	10	5	12	98	Monitor only	78	
1.6	Average number of working days lost to sickness absence per FTE employee (cumulative)	0.90	1.59	2.35	2.95	3.68	4.33	5.13	6.00	6.88	7.56	8.10	8.74	8.74	8.69	8.23	
1.7	% of short term sickness	36%	33%	38%	45%	43%	45%	45%	45%	47%	48%	48%	48%	48%	44%	31%	
1.8	% of eligible employees in post on 1st April receiving an appraisal	-	-	-	-	-	100%	-	-	-	-	-	-	100%	100%	100%	
1.9	% of meeting minutes produced within 3 working days of meeting	100%	86%	87%	79%	91%	76%	83%	92%	94%	90%	78%	68%	77%	90%	-	Staff sickness absence has impacted on the workload of the team and the ability to achieve the target.
1.10	% increase in engagement on social media channels compared to previous year	71%	61%	186%	107%	187%	243%	36%	22%	148%	-20%	6%	-6%	78%	Monitor only	25%	
1.11	% of supplier invoices paid within 30 days	98%	97%	98%	99%	99%	99%	99%	98%	98%	96%	99%	99%	98%	99%	99%	To improve performance and achieve the target, focus will be to engage with staff not completing tasks within the set time period.
1.12	% local supplier invoices paid within 10 days	97%	95%	96%	95%	95%	96%	97%	95%	96%	97%	94%	96%	96%	96%	96%	
1.13	% of Council Tax collected against outstanding balance (cumulative)	9%	19%	29%	38%	47%	57%	65%	74%	83%	92%	97%	97%	97.34%	97.5%	98%	
1.14	% of Business Rates collected against outstanding balance (cumulative)	12%	20%	28%	37%	48%	58%	65%	74%	81%	89%	95%	98%	98%	98%	98%	
1.15	S.151 Officer Satisfaction of Internal Audit performance 1-Very Poor 2-Poor 3-Good 4-Very Good 5-Excellent	5	5	5	5	5	4	5	5	5	5	5	4	5	3	-	
1.16	% of Internal Audit recommendations accepted by management	100%	-	100%	93%	-	100%	-	-	100%	100%	-	100%	99%	90%	86%	
1.17	No of completed fraud/corruption investigations (including data matching exercises)	0	22	817	3	239	1,756	1,527	304	547	27	22	29	5,293	5,000	5,617	
1.18	No of unique website visitors	125,796	137,056	136,123	135,777	115,280	108,538	101,511	91,970	104,068	120,498	97,414	115,584	1,389,615	Monitor only	1,330,394	
1.19	% of BID Levy collected	9.0%	32.4%	43.3%	56.4%	78.2%	83.2%	87.3%	90.7%	92.9%	96.3%	98.7%	96.1%	96.1%	97.5%	91.7%	The 2022/23 figure was affected by a number of write offs at year end relating to one ratepayer, we have changed the calculation for this year to take this into account.
1.20	No of cyber security incidents reported	0	0	0	0	0	0	0	0	0	0	0	0	0	Monitor only	0	

**Priority - Delivering growth in the economy and with local housing**

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	2022/23 performance	2022/23 Target	2021/22 performance	Comments/Trend
2.1	% of rent achievable on industrial units	95.69%	95.86%	95.00%	96.58%	96.49%	96.11%	93.47%	94.99%	95.80%	95.95%	95.95%	94.36%	94.36%	95.00%	93.87%	A small number of vacancies in Q4 has caused the performance to drop slightly below target. General trend within this sector is reasonably strong however, within the property portfolio there will always be movement with tenants leaving and units being vacant whilst marketed.
2.2	% of rent arrears on industrial units	14.50%	14.29%	11.91%	13.65%	13.69%	13.38%	15.54%	14.51%	13.73%	14.51%	12.18%	12.18%	12.18%	10.00%	15.79%	Significant progress has been made in dealing with commercial tenants in arrears. The majority of debtors are now on payment plans with a few tenants requiring further work. Although the target was not reached the general trend is positive.

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	2022/23 performance	2022/23 Target	2021/22 performance	Comments/Trend
2.3	% of rent achievable on retail/general units	97.93%	92.69%	92.69%	92.69%	92.69%	92.69%	92.69%	92.40%	92.40%	92.40%	92.40%	94.81%	94.81%	95.00%	97.96%	This portfolio is relatively small, as such a small number of vacancies has a disproportionate impact upon this indicator.
2.4	% of rent arrears on retail/general units	29.46%	32.49%	35.25%	35.68%	35.88%	39.82%	33.19%	26.87%	27.54%	31.67%	27.76%	26.03%	26.03%	25.00%	28.51%	Major progress has been made in dealing with the level of arrears. A small number of debtors represents the majority of the arrears in this portfolio and these will be addressed during 2023/24.
2.5	No of planning applications received (excluding discharge applications or pre applications)	155	169	193	158	189	148	129	176	146	166	190	202	2,021	Monitor only	2,229	
2.6	% of non-major planning applications determined within 8 weeks or within agreed timescale	81%	85%	89%	95%	90%	89%	91%	85%	82%	83%	86%	80%	86%	70%	89%	
2.7	% of major planning applications determined within 13 weeks or within agreed timescale	80%	100%	100%	100%	100%	67%	100%	67%	100%	83%	-	83%	88%	65%	93%	No applications determined in February
2.8	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.37%	1.30%	1.29%	1.27%	1.27%	10%	0.00%	
2.9	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	0.85%	0.77%	0.74%	0.66%	0.66%	0.62%	0.62%	0.59%	0.55%	0.61%	0.60%	0.66%	0.66%	10%	0.86%	
2.10	No of new homes delivered	78	32	14	27	37	39	48	62	21	102	38	46	544	539	373	
2.11	No of new homes built (BCKLWN)	3	3	4	0	7	2	0	8	9	4	8	12	60	102	0	Targets will be met by the end of June 2023, slippage to completion dates is due to delays in material deliveries and contractor insolvencies.
2.12	No of new homes sold (BCKLWN)	0	0	2	1	0	3	1	7	6	6	7	2	35	31	0	
2.13	No of new Private Rented Homes (West Norfolk Property Ltd)	3	3	4	0	0	0	0	0	3	0	3	5	21	44	4	
2.14	No of new Affordable Homes (West Norfolk Housing Company Ltd)	0	0	0	0	3	2	0	0	0	0	0	4	9	27	1	

**Priority - Protecting and enhancing the environment including tackling climate change**

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	2022/23 performance	2022/23 Target	2021/22 performance	Comments/Trend
3.1	Electricity usage (kWh) across Council sites	256,813	297,269	270,540	307,211	302,543	356,065	394,751	452,817	475,429				To follow	Monitor only	4,264,203	
3.2	Gas usage (kWh) across council sites	533,558	411,744	297,848	253,593	245,232	272,103	382,875	476,513	699,268				To follow	Monitor only	6,918,072	
3.3	Water usage (Cub Mtrs) across council sites	-	-	-	-	-	-	-	-	-				To follow	Monitor only	49,197	
3.4	No of brown bins in use for composting	28,685	28,175	28,291	28,436	28,548	28,560	28,510	28,409	28,180	27,915	27,995	28,380	28,380	28,500	28,551	The dry hot summer reduced the demand for brown bins and the discretionary spend may be affected by economic factors
3.5	Total tonnage of commercial waste	185	211	201	217	223	217	208	171	171	171	133	175	2,283	1,700	1,680	
3.6	Total tonnage of garden waste collected and treated	986	1,210	1,218	858	797	1,196	1,065	874	455	392	478	549	10,078	11,000	11,637	A hot summer followed by a cold wet spring has affected the amount of garden waste collected.
3.7	Total tonnage of food waste collected and treated	174	168	155	151	160	158	144	160	157	154	143	155	1,879	1,800	1,181	
3.8	Total tonnage of mixed recycling collected and treated	1,201	1,192	1,256	1,182	1,252	1,137	1,092	1,183	1,198	1,375	1,039	1,146	14,253	15,500	15,355	A general reduction in the level of recycling collected from households across Norfolk

**Priority - Improving social mobility and inclusion**

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	2022/23 performance	2022/23 Target	2021/22 performance	Comments/Trend
4.1	No of days to process new housing benefit claims	13	12	8	9	11	10	10	11	9	17	10	9	11	22	12	
4.2	No of days to process new council tax support claims	14	12	12	11	13	12	14	14	14	14	14	11	13	22	-	
4.3	No of days to process housing benefit changes of circumstances	9	10	16	18	7	7	6	7	7	8	2	4	7	18	18	



Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	2022/23 performance	2022/23 Target	2021/22 performance	Comments/Trend
4.4	No of days to process council tax support changes of circumstances	25	19	40	42	13	16	16	15	14	13	11	13	22	18	-	Performance was affected in Q1/Q2 due to resources from the Benefits team being redeployed to work on the government's Covid-19 Self Isolation Payment scheme and the Council Tax Energy Rebate scheme. From August onwards performance returned to normal levels within target however, the earlier drop in performance has had an impact on the overall level achieved for the year.
4.5	No in temporary accommodation - bed and breakfast	-	-	52	-	-	63	-	-	92	-	-	74	281	Monitor only	159	
4.6	Spend on bed and breakfast accommodation (gross)	-	-	£40,648	-	-	£69,547	-	-	£56,449	-	-	£117,113	£283,757	Monitor only	£42,026	
4.7	No of households with a homelessness declaration	-	-	231	-	-	240	-	-	182	-	-	252	905	Monitor only	854	
4.8	No of households prevented from becoming homeless for a minimum of 6 months	-	-	27	-	-	24	-	-	16	-	-	29	96	Monitor only	89	
4.9	No of households accepted as homeless with a need to be rehoused (Full housing duty)	-	-	31	-	-	15	-	-	22	-	-	32	100	Monitor only	42	
4.10	% of cases who were offered a prevention and relief duty who remain homeless and are owed no further duty.	-	-	14%	-	-	19%	-	-	14%	-	-	16%	16%	Monitor only	15%	
4.11	No of verified rough sleepers	-	-	0	-	-	1	-	-	0	-	-	0	0	Monitor only	0	
4.12	No accommodated in emergency housing	-	-	8	-	-	14	-	-	12	-	-	12	12	Monitor only	17	
4.13	No at risk of becoming homeless eg, insecure accommodation, sofa surfing	-	-	20	-	-	24	-	-	20	-	-	25	25	Monitor only	27	
4.14	No of social housing lettings	-	-	56	-	-	77	-	-	74	-	-	154	361	Monitor only	423	
4.15	Council Tax Support Caseloads. Based on Equivalent Band D Taxbase figures	5,033	5,013	4,975	4,921	4,912	5,016	4,916	4,861	4,843	4,825	4,825	4,850	4,850	Monitor only	4,973	
4.16	% of employees undertaking an apprenticeship	-	-	-	-	-	6.15%	-	-	-	-	-	4.58%	4.58%	2.30%	-	
4.17	% of employees commencing an apprenticeship who successfully complete	100%	-	-	100%	-	-	100%	-	-	95%	-	-	95%	95%	91%	
4.18	No of Councillor Community Grants awarded	8	7	6	5	5	2	4	6	6	9	13	28	99	Monitor only	80	

**Priority - Creating and maintaining good quality places that make a positive difference to people's lives**

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	2022/23 performance	2022/23 Target	2021/22 performance	Comments/Trend
5.1	No of fly tipping incidents recorded	122	128	100	126	186	127	168	146	131	167	150	128	1,679	Monitor only	1,334	
5.2	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	95%	-	
5.3	% of waste enforcement cases referred to CSNN resulting in an intervention (investigation to prosecution)	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	90%	-	
5.4	King's Lynn car park revenue (excluding season tickets)	£230,963	£239,121	£236,335	£245,707	£255,644	£232,808	£250,935	£253,913	£299,966	£217,128	£209,297	£236,453	£2,908,270	£2,560,000	£2,472,756	
5.5	Heacham, Hunstanton, Burnham Market car park revenue (excluding season tickets)	£158,430	£135,559	£171,271	£233,911	£347,585	£112,542	£80,238	£25,840	£26,910	£36,610	£58,134	£49,520	£1,436,550	£1,100,000	£1,454,843	
5.6	King's Lynn long stay car parking tickets purchased	11,334	12,149	13,049	13,668	13,528	12,505	13,221	12,866	13,564	11,151	10,897	12,587	150,519	124,890	132,099	
5.7	King's Lynn short stay car parking tickets purchased	83,857	86,405	84,411	87,474	89,773	83,512	89,210	89,721	104,440	77,949	74,503	84,803	1,036,058	854,658	967,574	
5.8	No of unique visitors to Visit West Norfolk website	15,704	16,549	17,112	17,890	22,046	18,999	12,165	9,179	32,157	16,047	16,129	19,659	213,636	197,459	161,264	
5.9	% of food premises achieving a rating of 3 or above	95%	94%	96%	95%	92%	93%	93%	94%	92%	95%	100%	94%	95%	90%	95%	
5.10	% of valid (all checks/information requirements complied with) new vehicle licence applications that are processed within 3 days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	95%	91%	

**Priority - Helping to improve the health and wellbeing of our communities**

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	2022/23 performance	2022/23 Target	2021/22 performance	Comments/Trend
6.1	No of social isolation and loneliness referrals to Lily	16	16	17	23	29	30	21	20	8	20	23	29	252	160	211	
6.2	No of disabled facility grants completed (cumulative)	0	2	4	8	9	16	16	24	27	32	39	44	44	50	42	The number of grants delivered in the year is dependent on the overall Better Care Fund allocation received. All BCF funding and additional council top up funding has been allocated in 2022/23. The increase in raw materials and pressure on resources within the IHAT service have also contributed to the targets being missed.
6.3	No of adapt grants completed (cumulative)	19	39	47	68	92	103	108	138	157	182	193	217	217	300	289	
6.4	No of emergency repair grants completed (cumulative)	1	1	1	1	1	1	1	2	3	3	4	5	5	10	5	Grants that would previously have been progressed through Emergency Repair Grants are now delivered through the low level prevention grants (see 6.5)
6.5	No of low level prevention grants completed (cumulative)	83	193	304	478	583	695	772	920	978	1,095	1,301	1,508	1,508	1,000	1,271	

**REPORT TO CABINET**

<b>Open</b>		Would any decisions proposed :			
<b>Any especially affected Wards</b>	Mandatory	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
Lead Member: Cllr Terry Parish E-mail: <a href="mailto:cllr.terry.parish@west-norfolk.gov.uk">cllr.terry.parish@west-norfolk.gov.uk</a>		Other Cabinet Members consulted: All Cabinet members			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Honor Howell E-mail: <a href="mailto:honor.howell@west-norfolk.gov.uk">honor.howell@west-norfolk.gov.uk</a> Direct Dial:01553 616550		Other Officers consulted: Management Team			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications NO	Environmental Considerations NO

**Date of meeting:** 27 June 2023

**Corporate Business Plan Monitoring Report 1 October 2022 – 31 March 2023**

**Summary**

This monitoring report is to update Cabinet on progress against the Council's Corporate Business Plan. This report contains information on progress made against the key actions up to the end of March 2023.

There are 48 actions in place to monitor performance against the Council's Corporate Business Plan. The report indicates that 23 of the actions finished on track, 16 actions were slightly behind, 1 action was on hold and 8 actions have been completed.

Additional performance information is available in the 2022/23 corporate performance monitoring report, reviewed at the Corporate Performance Panel on 21 June 2023. The report comprises of a suite of indicators agreed by portfolio holders and management team as the key performance measures to monitor the delivery of council services and impacts on borough wide issues. All indicators are linked to the Corporate Business Plan priorities.

**Recommendation**

1. That Cabinet considers and comments on the final position on delivery against the Corporate Business Plan.

**Reason for Decision**

To consider progress with the delivery of the Corporate Business Plan for the period 1 October 2022 – 31 March 2023.

## **1. Background**

- 1.1 The Council's 2019-2023 Corporate Business Plan was reviewed and approved by Council on 2 December 2021, it set out the broad framework for the remaining period of the administrative term 2021-2023.
- 1.2 The priority areas are:
- Focusing on delivery
  - Delivering growth in the economy and the provision of local housing
  - Protecting and enhancing the environment including tackling climate change
  - Improving social mobility and inclusion
  - Creating and maintaining good quality places that make a positive difference to people's lives
  - Helping to improve the health and wellbeing of our communities
- 1.3 These priorities are further defined in 12 objectives and 48 key actions that are reflected in directorate plans, service plans and individual targets set during staff appraisals. These actions define what the council will do to achieve the high-level aspirations set out within the Corporate Business Plan.
- 1.4 2022-2023 has been a challenging year nationally with the rising cost of living impacting on many residents and businesses. The council has implemented a range of measures to support those facing financial difficulty and has set up an internal working group of officers from across the authority to lead on this work.
- 1.5 The cost of living crisis has impacted on service delivery, most notably on the housing department, who have seen a large increase in people presenting as homeless to whom the council has a duty to provide emergency accommodation and support. This has led to an increase in the cost of emergency Bed and Breakfast accommodation, up 575% on 2021-2022.
- 1.6 The pressure on services is reflective of the national picture, further exacerbated by difficulties in recruiting to some professional roles across the authority. This, in turn, impacts existing staff who may have an increased workload as a result.

## **2. Monitoring Report**

- 2.1 The monitoring report focused on each of the corporate priorities individually, providing management team and members with an overview on how many actions were on track, slightly behind, significantly behind, on hold or completed.
- 2.2 Assistant Directors are responsible for providing the latest update on progress as well as rating each of the key actions they are responsible for up to 31 March 2023. An overall summary is provided at the end of the report, which over the coming year when additional data is available, will track the movement of the key actions currently in place to support the delivery of the Corporate Business Plan.
- 2.3 In terms of the activities covered by the corporate business plan, the Council performed well, although some aspects are experiencing delays often as a result of externally influenced factors. The monitoring report at Appendix A

indicates that 23 of the actions finished on track, 16 actions were slightly behind, 1 action is on hold and 8 actions were completed.

- 2.4 A number of actions which proved challenging related to activities, programmes and projects, where inflation levels and supply chain challenges created very significant levels of risk and uncertainty for our capacity to deliver as planned within available resources, a challenge common to all councils.
- 2.5 Within this monitoring period, three actions were completed:
- Prepared revenue and capital estimates and report to Panel/Cabinet in February 2023 as part of the budget and council tax setting process 2023/24.
  - Developed a business case for projects / programmes that were part of the Heads of Terms agreement from DLUHC
  - Supported the production of and publishing of key strategic documents in conjunction with Norfolk County Council that identified needs, gaps in services and strategies to address them. The areas covered included;
    - Older Persons Housing Needs assessment
    - Norfolk Homelessness Prevention Strategy 2021-2025
    - Support In Safe Accommodation Strategy for Norfolk 2021-2024
- 2.6 Notable aspects of delivery include:
- 2.6.1 A review of the Capital Programme resulted in significant changes to the financials reported. However, there is still appetite to further develop the processes for reporting against capital projects with a view to effectively support reporting to the Member Major Projects Board. This work will continue to progress into the next financial year.
- 2.6.2 Communications supporting the delivery of a diverse range of actions within the plan have been progressed, ranging from information to support residents with cost of living issues, the 'KLIC and Connect' event held to provide advice to local businesses, promotion of apprenticeships and long service awards, the Mayor's business awards, Events programme, 'Food for Thought' events, Council Tax support fund and a range of health and wellbeing initiatives (no and low cost school holiday activities, Defibrillator scheme, the Wellness on Wheels Bus and cold weather support/advice.
- 2.6.3 Recruitment for the new Executive Director (Place) role was successful and Oliver Judges commenced in February 2023. Progress is continuing with recruitment to additional posts for Planning and Legal Services, in the context of a very challenging market for these professional areas. Recent recruitment processes have attracted candidates for a number of potentially difficult to recruit roles. We are continuing to develop progression schemes, linked to formal professional qualifications/apprenticeships in a number of areas to assist with the recruitment and retention of appropriate skills and experienced staff. The Level 5 Management programme which commenced in May 2022 is very near to completion and a second level 5 programme commenced in January 2023. In addition, a new Level 7 Management programme commenced in April 2023. The level 3 management course with CWA is also nearing completion. Wider training provision has now returned to pre-pandemic levels and a range of training courses have been planned for 2023/24.

2.6.4 Town Deal business cases were all submitted in 2022, and all six projects are now in delivery phase or approaching. Design teams, professional services consultants and surveys are all being procured. The Town Deal Board will have an oversight role of the delivery of these projects over the next three years.

2.6.5 The Clean Neighbourhoods Enforcement Officers have made significant contributions to the area improvement works in North End through enhanced monitoring with evidence being handed to CSNN for enforcement. Excellent relationships with the Public Open Space staff have resulted in evidence being secured and shared on both rural and urban domestic fly tipping. Data handling and analysis outcomes have been shared with Norfolk Waste Partnership.

### **3 Options Considered**

3.1 None.

### **4 Policy Implications**

4.1 The Corporate Business Plan sets the council's policy framework and as such is the council's primary policy document. All other documents and plans will need to take account of this policy framework when they are being prepared or refreshed. The Corporate Business Plan for 2023-2027 is now in development and will come to Cabinet in Autumn 2023.

### **5 Financial Implications**

5.1 There are no direct financial implications of this plan as its implementation is through the existing services, programmes and budget provisions already in place.

### **6 Personnel Implications**

6.1 None.

### **7 Environmental Considerations**

7.1 The corporate business plan includes a specific priority focused on protecting and enhancing the environment including tackling climate change. This will be progressed through the delivery of the council's climate change strategy and action plan and through related plans such as the emerging Local Plan.

### **8 Statutory Considerations**

8.1 None.

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

9.1 None to report.

### **10 Risk Management Implications**

10.1 Progress with corporate business plan actions provides an input for risk management and may identify emerging risks and evidence improvement/

deterioration in risk scores and the delivery of mitigation measures. This will need to be factored into updates of the corporate, directorate and project risk registers.

**11 Declarations of Interest / Dispensations Granted**

11.1 None.

**12 Background Papers**

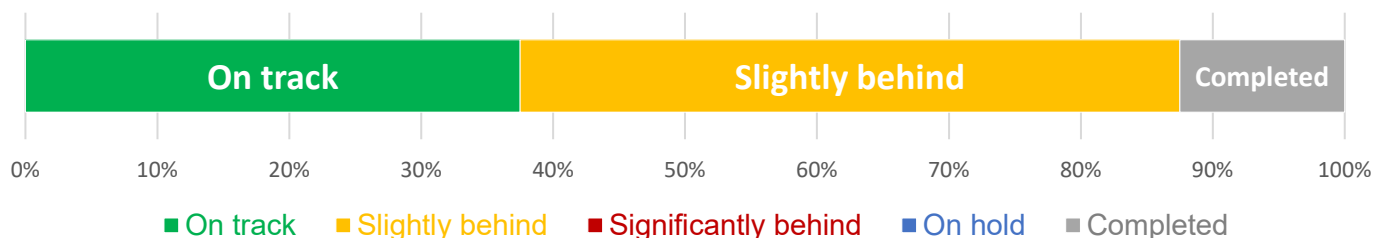
12.1 None.

# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

### Focusing on delivery

Current position breakdown of key actions



1.1 Set a Medium-Term Financial Strategy to fund council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves	RAG rating
<ul style="list-style-type: none"> <li>Monitor performance against revenue and capital budgets on a monthly basis to Management Team and Members</li> </ul>	A
<ul style="list-style-type: none"> <li>Report variances and corrective action in a timely manner to Management Team and Members</li> </ul>	G
<ul style="list-style-type: none"> <li>Provide treasury functions for the delivery of the financial plan and advise and support on new projects and initiatives.</li> </ul>	A
<ul style="list-style-type: none"> <li>Prepare revenue and capital estimates and report to Panel/Cabinet in February 2023 as part of the budget and council tax setting process 2023/24.</li> </ul>	Completed
<b>Progress update provided by Assistant Director</b>	
<p>The outturn report for 2021/22 was presented to Cabinet in August 2022 and a draft Statement of Accounts published on the Council's website on 1 August 2022. Monitoring reports for 2022/2023 continue to be produced with consultation with Portfolio Holder for Finance, then published to all Members and presented to Audit Committee for comment. Redesign and development of the monitoring report has taken shape throughout this period with positive feedback and engagement from Management Team, Portfolio Holder for Finance and Audit Committee. Period 10 monitoring report is due to be published shortly. However, the finance team are now preparing for year end closedown and preparation of the year end outturn report and financial statements which are to be published by 31 May 2023 alongside workloads around budget setting, it means that monthly reporting has not been achievable in this period.</p> <p>A review of the Capital Programme has resulted in significant changes in the financials being reported. However, there is still appetite to further develop the processes for reporting against capital projects with a view to effectively support reporting to Member Major Projects Board. This work will continue to progress into next financial year.</p> <p>Work has concluded on the Medium Term Financial Plan with the budget and associated reports being approved by Council in February 2023. There are some outstanding actions to be delivered early in the new year to support delivery of the Financial Plan over the medium term. This will need planning alongside the closedown work outlined above. There is also external audit due to be carried out at the same time. Work will then begin on formulating the preparations for the budget setting process for 2024/25.</p>	M Drewery

Rating definition

Slightly behind - Minor slippages in timescales but corrective action is anticipated to achieve the agreed completion date.

Significantly behind - Serious slippages in timescales but despite intended corrective action some or all of the outputs may not be achieved by the original completion date.





# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

<p><b>Resources</b> - All services continue to be delivered. However, Government initiatives continue to impact on workload due to unrealistic timescales which services are doing their best to accommodate. This is particularly relevant in Revenues and Benefits when the team have been working on annual billing. ICT have had some success in recruitment but still have technical skills gaps in the team so will continue to manage resources to minimise impact on service delivery. External audit of the financial statements remains significantly behind schedule with the audit of the financial statements for 2019/20 still outstanding. External auditors have advised they are scheduled to complete this April/May 2023. This is having a knock on impact/delay in commencing the audit of the financial statements for both 2020/21 and 2021/22 which in turn, will affect other work priorities and deadlines in the coming months/year. The timetable for the audit of the financial statements is set by the external auditors.</p>	M Drewery
<p><b>Central Services</b> - Staff continue to support the effective delivery of statutory services, either directly or indirectly by the provision of appropriate support to services delivering statutory functions. Democratic Services have supported an increased number of Member meetings during the last six months and Electoral Registration, Democratic Services and Communications are all undertaking duties in preparation for the forthcoming borough elections.</p> <p>Recruitment for the new Executive Director (Place) role was successful with the new postholder commencing in February 2023. Progress is being made with recruitment to additional posts for Planning and Legal Services, in the context of a very challenging market for these professional areas. Recent recruitment processes have attracted candidates for a number of potentially difficult to recruit roles. We are continuing to develop progression schemes, linked to formal professional qualifications/apprenticeships in a number of areas to assist with the recruitment and retention of appropriate skills and experienced staff. The Level 5 Management programme which commenced in May 2022 is very near to completion and a second level 5 programme commenced in January 2023. In addition, a new Level 7 Management programme will commence in April 2023. The level 3 management course with CWA is also nearing completion. Wider training provision has now returned to pre-pandemic levels and a range of training courses have been planned for 2023/24.</p> <p>The Electoral Registration and Communications teams are working hard to promote the new requirements with regards to Voter ID ahead of the 2023 Borough elections and the CIC has supported this process by running drop-in sessions for members of the public in King's Lynn, Hunstanton and Downham Market. The Civics and Communications teams are also supporting workstreams linked to the forthcoming coronation of His Majesty King Charles III.</p>	B Box
<p><b>Planning and Environment</b> - Due to the volumes of planning applications that continue to be received and the current backlog, we are around 3 weeks behind on the validation of planning applications. Whilst figures for determining planning applications are well above national targets, there remains a heavy reliance on extensions of time (EOT's), so applications are taking longer than is preferable to determine. We have recently appointed extra trainee planners to try to address these issues, although it should be noted the market for suitably qualified staff in both planning policy and planning control is extremely challenging. We have recently managed to appoint a principal planner - planning control, arboricultural officer, ecologist and a principal conservation officer. Environmental health, air quality, contaminated land and other associated work remains on track.</p>	S Ashworth

Rating definition

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# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

<p><b>Property and Projects</b> - A vacant commercial unit was adapted and refurbished to facilitate the delivery of a community shop at the Southgates roundabout. The Council is working with a service provider to operate this facility from Spring 2023.</p> <p>Officers are working with representatives of the Gaywood Community Centre and the local Ward Member, to regularise the group's use of the adjacent park land for periodic car boot sales that help to support community activities within the centre. On-going dialogue continues in respect of the future ownership of the centre itself, and this will be considered further during 2023/24. During the year the team successfully completed the transfer of the Hunstanton Community Centre to Hunstanton Town Council.</p> <p>Works have been completed on replacing the roof at the Princess Theatre. The contractor and the theatre tenants worked well with officers to ensure that the works were undertaken within budget and with no adverse impact upon the important Pantomime season, a key trading activity for the theatre which helps to support its on-going viability. Officers are working with local Borough and Parish Councillors, the local Internal Drainage Board and adjacent landowners to resolve localised flooding issues that are affecting the Upwell Community car park.</p> <p>Staffing issues have been stabilised within the department and new members of the team have settled in well and making a significant contribution to the delivery of services. The Higher Level Apprentice approach is also proving successful, with one team member completing their property degree and achieving a "First" and are well on course to achieving full professional membership of the Royal Institution of Chartered Surveyors (RICS) through the Assessment of Professional Competence (APC) process. The team continues to support the delivery of the Corporate Business Plan, statutory and non-statutory services by providing professional property services, generating revenue and capital receipts from the council's commercial and wider property portfolio.</p>	<p>M Henry</p>
<p><b>Legal, Governance and Licensing</b> – The Legal Services team remains in a period of transition and embedding into the organisation. The external contract with eastlaw will be terminating at the end of April 2023, with the services they were providing being met in-house going forwards. A Principal Lawyer (DMO) and a Property Lawyer have been recruited, along with a paralegal to support the team. The recruitment for a commercial lawyer was not successful, reflecting national trends. There is increased demand on the legal team as a result of a number of major projects entering delivery phase and this is being supported by the commissioning of external legal support.</p> <p>In this period, a new Corporate Governance team has been created, drawing together the personnel and functions already being covered by the team managed by the Assistant to the Chief Executive. The new team will be responsible for matters such as corporate performance, the corporate business plan, information governance, climate change, supporting the Shareholder Committee, corporate complaints, corporate policies and compliance. The DPA/FOI functions have now been brought back in-house from eastlaw, with a dedicated Information Governance Officer recruited to support this part of the service. There will be a period of transition and embedding into the organisation for this newly created team.</p> <p>The Licensing team is continuing to provide an effective service, ensuring that complaints/queries from Ward Members and members of the public are followed up and that there is appropriate engagement with the trades.</p>	<p>A Baker</p>

**Rating definition**

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# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

<p><b>Operations and Commercial</b> - Public Open Space have experienced difficulty recruiting and retaining staff, seasonal staff in particular which causes service pressure on delivering necessary outcomes. Service requirements are achieved at a basic level with resources aligned to meet these outcomes. Car Parks are also having problems with recruiting Civil Enforcement Officers due to the low pay for the type of work involved. However, since the 2022 cost of living increase the number of applicants for grounds and parking staff has increased as has the quality of applicants leading to an improvement in recruitment and reduction in vacancies. This is something we continue to monitor.</p>	M Chisholm
<p><b>Regeneration, Housing and Place</b> - Housing pressures have become more acute over the period. The supply of Private Rented Sector Homes (PRS) has reduced and the price of it has increased limiting the ability of the council to support households into sustainable settled housing options in this sector. There have also been a number of issues affecting the supply of existing social homes for rent through Freebridge Community Housing. Both these issues affecting supply have led to households threatened with homelessness staying longer in temporary accommodation. In turn this has led to the need for the council to have no alternative than to use inappropriate types of temporary accommodation i.e. Bed and Breakfast. Risks remain associated with wider workforce issues that impact on consultants capacity to undertake work on behalf of the council.</p>	D Hall
<p><b>Health Wellbeing and Public Protection</b> – Recruitment continues to present significant challenges in the Food Safety and Health &amp; Safety team with a continued reliance on contractors to deliver services. Work is ongoing to address this issue in the medium to long term. The delivery of the Household Support Fund and the Homes for Ukraine scheme continue to be delivered by the Lily/Carelina team, this work continues to be resource intensive.</p>	M Whitmore

### Rating definition

Slightly behind - Minor slippages in timescales but corrective action is anticipated to achieve the agreed completion date.

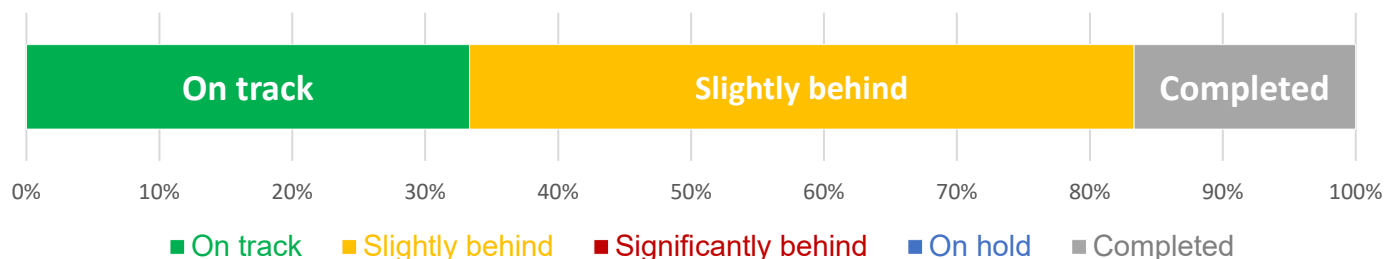
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# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

### Delivering growth in the economy and the provision of local housing

Current position breakdown of key actions



2.1 Develop our town centres and the rural offering; recognised as great places to live, visit and invest into	RAG rating
<ul style="list-style-type: none"> <li>Implement the Town Investment Plan</li> </ul>	G
<ul style="list-style-type: none"> <li>Develop a business case for projects / programmes that were part of the Heads of Terms agreement from DLUHC</li> </ul>	Completed
<ul style="list-style-type: none"> <li>Develop further the West Norfolk Holiday guide in the context of the on-going changes to accessing information digitally</li> </ul>	Completed
<ul style="list-style-type: none"> <li>Deliver the Council's directly managed commercial programmes</li> </ul>	A
<ul style="list-style-type: none"> <li>Deliver the Council's directly managed house building programmes</li> </ul>	A
<ul style="list-style-type: none"> <li>Develop and manage the portfolio of PRS properties managed by West Norfolk Property Limited</li> </ul>	G
<ul style="list-style-type: none"> <li>Develop affordable homes to be managed by West Norfolk Housing Company Limited</li> </ul>	G
<ul style="list-style-type: none"> <li>Achieve community benefits through market engagement with Local Suppliers, SMEs &amp; VCSEs - in support of the local economy; and measure the monetary value of social value provided by contractors (through the 2021-2025 Procurement Strategy)</li> </ul>	A
<b>Progress update provided by Assistant Directors</b>	
<p>Town Deal business cases were all submitted in 2022, and all six projects are now in delivery phase or approaching. Design teams, professional services consultants and surveys are all being procured. The Town Deal Board will have an oversight role of the delivery of these projects over the next three years.</p> <p>Development of the speculative commercial development units (Phase 1) at the Nar Ouse Regeneration Area Enterprise Zone is progressing well, with the Phase 1 units (2 office and 2 light industrial) being completed in November/December 2022. Handover of the units by the contractor has been delayed owing to issues with street naming and utility connections however, this issue is being dealt with and the units will be available for occupation soon. Dialogue with interested parties is on-going. Construction work for Phase 2 (4 light industrial units) has been tendered, and results will be presented to Cabinet for a decision. Several expressions of interest expressed for the Phase 1 units and Heads of Terms issued.</p>	<p>D Hall</p> <p>M Henry</p>

Rating definition

Slightly behind - Minor slippages in timescales but corrective action is anticipated to achieve the agreed completion date.

Significantly behind - Serious slippages in timescales but despite intended corrective action some or all of the outputs may not be achieved by the original completion date.

# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

<p>The Tender process for the road infrastructure works at the Nar Ouse Regeneration Area Enterprise Zone Tender has been completed and the contract awarded through the Eastern Highways Alliance Framework Contract. The road infrastructure works commenced August/September 2022 and are programmed to be completed during October 2023. These infrastructure works will open up a significant tract of commercial development land that will be available for purchase, or lease, by private sector businesses/developers/investors and potentially facilitate significant investment in the local area. One sale has been provisionally agreed, subject to Cabinet approval, and discussions and negotiations are on-going with other interested parties. The demolition and de-risking works at the former Sommerfeld &amp; Thomas warehouse site is nearing completion.</p>	M Henry
<p>Schemes on site are progressing well despite considerable challenges with material price increases and sub-contractor availability.</p>	D Ousby
<p>Properties developed for the wholly owned companies West Norfolk Property Limited and West Norfolk Housing Company Limited delivered to programme.</p>	D Ousby
<p>The 2021-25 procurement strategy has been delayed awaiting the publication of the new Public Contract Regulations (expected 2024). Recent spend analysis shows volume of work with local SMEs has increased and contract with VCSEs delivering homelessness services continuing.</p>	D Ousby

2.2 Deliver the Local Plan	RAG rating
<ul style="list-style-type: none"> <li>Ensure the close relationship between Local Plan, Corporate Business Plan and other corporate work</li> </ul>	A
<ul style="list-style-type: none"> <li>Engage with internal departments in Local Plan Review consultation</li> </ul>	A
<ul style="list-style-type: none"> <li>Assist towns and parishes to prepare their own neighbourhood plans</li> </ul>	G
<ul style="list-style-type: none"> <li>Take forward strategic transport policies for the Borough</li> </ul>	A
Progress update provided by Assistant Director	
<p>Whilst the Local Plan is technically in accordance with the amended timetable as set out in the Local Development Scheme (LDS), it is behind where we envisaged to be at this stage. The Local Plan Examination Hearings commenced in December 2022 but were postponed in January 2023, as the joint Inspectors required further evidence on specified issues/topics. Officers are currently working towards the deadline of 28 April 2023 to provide the information, which will mean that the Local Plan is put back as hearings will not resume until around Autumn 2023. There remains a vacancy in the policy team for a Senior Planner, which is proving difficult to fill. At present a consultancy planner is helping carry out some of the required work.</p>	S Ashworth
<p>The Towns Fund Active and Clean Connectivity Programme is on track, aiming to improve affordability, convenience, reliability and sustainability of travel options to and from places of work and places of interest (especially shops and amenities) and reducing congestion within the town.</p>	D Ousby

### Rating definition

Slightly behind - Minor slippages in timescales but corrective action is anticipated to achieve the agreed completion date.

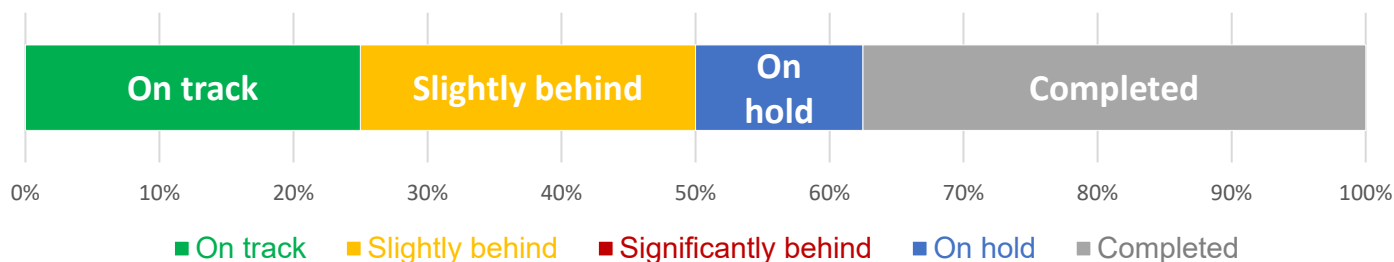
Significantly behind - Serious slippages in timescales but despite intended corrective action some or all of the outputs may not be achieved by the original completion date.

# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

### Protecting and enhancing the environment including tackling climate change

Current position breakdown of key actions



3.1 Deliver on our commitment to be carbon neutral by 2035 by implementing the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact.	RAG rating
• Declare a Climate Emergency	Completed
• Adopt the Climate Change Strategy and Action Plan	Completed
• Increase the number of trees in the district	A
• Increase walking, cycling and sustainable transport	A
• Work in partnership with the Chamber of Commerce to co-ordinate Expo22	Completed
• Continue to provide an active role within the Norfolk Climate Change Partnership	G
• Implement a communications programme to promote the council's activities to address climate change and encourage mitigation and adaptation by residents and businesses	G
• Show leadership by assessing the environmental impact of council procurement (through the 2021-2025 Procurement Strategy)	On hold
<b>Progress update provided by Assistant Directors</b>	
Of the 79 agreed actions in place to progress the Climate Change Strategy and Action Plan, currently 21 of the actions have been completed, 3 are on track, 41 actions are in progress, 2 actions are stalled and 12 actions are awaiting start. The Refit2 project, utilising a £3.8 million Government grant to help de-carbonise heat generation in council buildings, is nearing practical completion. The work with BP Pulse on the installation of 26 Fast EV charging points and to agree contracts to replace the 4 Rapid EV charging points at Hunstanton and King's Lynn is ongoing. As at March 2023, 269 households had expressed an interest in the Solar Together scheme. Installations will increase over spring 2023 and towards scheme completion in summer 2023.	A Baker
As with many tree planting schemes across England, the heat and dry weather during the summer 2022 has adversely affected a number of the newly planted trees at King's Reach causing a far greater number to fail than would have normally been expected. Following an inspection, 1,000 trees have been replanted and further failures will be replaced as part of the ongoing tree management process and contract management discussions. The installation of CCTV has been completed.	M Chisholm

Rating definition

Slightly behind - Minor slippages in timescales but corrective action is anticipated to achieve the agreed completion date.

Significantly behind - Serious slippages in timescales but despite intended corrective action some or all of the outputs may not be achieved by the original completion date.

## 2022/23 Corporate Business Plan Monitoring Report 1 October 2022 – 31 March 2023

<p>The Active and Clean Connectivity Programme is progressing and on target to deliver the outputs and outcomes within the Towns Fund envelope through improvements to the Local Cycling and Walking Infrastructure, two new Active Travel Hubs, and the delivery of Active Travel Plans with key employers in the town.</p>	D Ousby
<p>The Environment and Community Panel agreed with recommendations to continue with the membership of the Norfolk Climate Change Partnership. The Partnership agreed to a new and jointly funded Partnership Manager who will be recruited in the next few months. A partnership bid to Innovate UK's Fast Followers fund has been successful and the £300k award will fund a 2 year programme of activity and the recruitment of a Net Zero Officer. Both posts should be advertised simultaneously; North Norfolk District Council hosting the Partnership Manager (and partnership secretariat) whilst Great Yarmouth Borough Council will host the Net Zero Officer.</p>	A Baker
<p>We have continued to undertake a range of communications activities to support the Council's climate change agenda, ranging from promoting new electric vehicle charging points, re-cycling of Christmas trees and batteries to using #LoveWestNorfolk day to celebrate and promote the beautiful west Norfolk environment. There has also been promotion of Solar Together and the Beat your Bills roadshows and social media has been used to highlight fly tipping incidents as environmental crimes, resulting in a number of fixed penalty notices being issued. Activities undertaken to date are consistent with progress towards the overall Climate Change Action Plan.</p>	B Box
<p>An updated Procurement Strategy is on hold pending the updated National Procurement Policy Statement by central government.</p>	D Ousby

### Rating definition

Slightly behind - Minor slippages in timescales but corrective action is anticipated to achieve the agreed completion date.

Significantly behind - Serious slippages in timescales but despite intended corrective action some or all of the outputs may not be achieved by the original completion date.

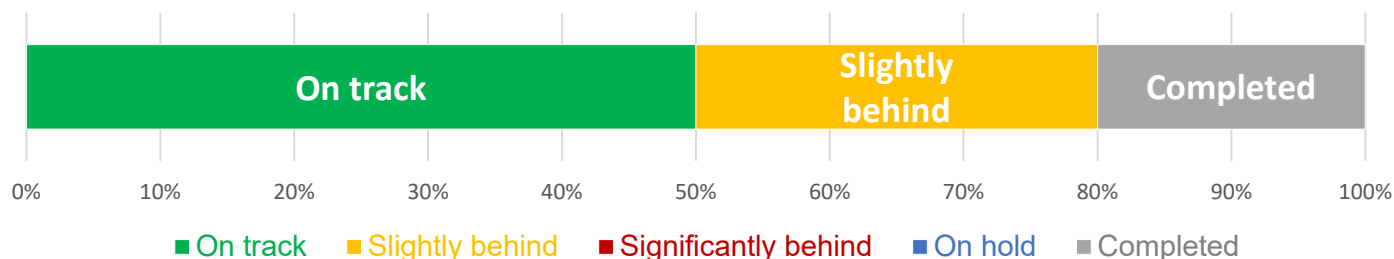


# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

### Improving social mobility and inclusion

Current position breakdown of key actions



4.1 Assist our residents to maximise their opportunities by accessing the support and services they are entitled to.	RAG rating
<ul style="list-style-type: none"> <li>Review the Homelessness and Rough Sleepers Strategy following the implementation of 'Everyone In' initiative and the introduction of a number of new accommodation and support services funded by central government through the Next Steps Accommodation Programme and the Rough sleeper Initiative.</li> </ul>	G
<ul style="list-style-type: none"> <li>Support the production of and publish key strategic documents in conjunction with Norfolk County Council that identify needs, gaps in services and strategies to address them. Strategic work is underway with Norfolk County Council in the following areas;               <ul style="list-style-type: none"> <li>Older Persons Housing Needs assessment</li> <li>Norfolk Homelessness Prevention Strategy 2021-2025</li> <li>Support In Safe Accommodation Strategy for Norfolk 2021-2024</li> </ul> </li> </ul>	Completed
<ul style="list-style-type: none"> <li>Deliver a Council Tax Support scheme for working age people in the borough that supports those most in need.</li> </ul>	Completed
<ul style="list-style-type: none"> <li>Improve the digital offer for our residents and service users and consider ways of addressing digital exclusion.</li> </ul>	A
<ul style="list-style-type: none"> <li>To help tackle loneliness and social isolation in adults of all ages.</li> </ul>	G
Progress update provided by Assistant Directors	
<p>There will be activities undertaken in 2023 in preparation for the launch of a new Homelessness and Rough sleeping strategy in 2024. A Housing Needs Assessment borough wide will be commissioned in 2023 and will inform the strategy. New opportunities / initiatives have arisen including the Local Authority Housing Fund – supporting the provision of new social housing for households under Ukraine and Afghan re-settlement schemes.</p>	D Hall
<p>The revised Council Tax Support Scheme 2022/2023 was approved by Council on 25th January 2022 and implemented from 1 April 2022. Work has now concluded on setting out options/proposals for the scheme in 2023/24 which has been through consultation and was approved by Council on 26th January 2023. The scheme for 2023/24 will take effect from 1 April 2023.</p>	M Drewery

Rating definition

Slightly behind - Minor slippages in timescales but corrective action is anticipated to achieve the agreed completion date.

Significantly behind - Serious slippages in timescales but despite intended corrective action some or all of the outputs may not be achieved by the original completion date.

## 2022/23 Corporate Business Plan Monitoring Report 1 October 2022 – 31 March 2023

<p>The increased use of webchat has continued to provide an effective alternative to calls into the contact centre, with the volume of web-chat enquiries which prevent calls remaining consistent during a period where call volumes have increase due to government grants/initiatives (eg household support grant and energy grants). In addition we continue to produce online forms to improve our services online, providing customers with choice on how to access our services and freeing time for the CIC to deal with more complicated enquiries or those who cannot use our online services. We are now working with Norfolk County Council to support a digital inclusion pilot project in west Norfolk which is part of their Digital Inclusion Strategy. The project will target digital access, skills and attainment to connect people with services. It is hoped that learning from this project can be used to enhance digital service delivery across Council services.</p>	B Box
<p>Lily is working well and supporting those in need, the team have recorded 252 social isolation and loneliness referrals in 2022/23 which is 57.5% above the annual target and an increase of 19.5% on the previous year.</p>	M Whitmore

4.2 Ensure the Council participates in a range of initiatives which support the development of skills in and pathways to work for local people.	RAG rating
<ul style="list-style-type: none"> <li>• Support the development of skills intervention projects including the College of West Anglia (CWA) School of Nursing, and the Town’s Fund – King's Lynn Youth and Retraining Pledge.</li> </ul>	G
<ul style="list-style-type: none"> <li>• Explore ways of delivering an employment support initiative (possibly through Towns Deal) that could align with the emerging Youth Pledge.</li> </ul>	G
<ul style="list-style-type: none"> <li>• Continue to ensure opportunities for the provision of apprenticeships are maximised, both by the Council as an employer and by supporting local businesses to maximise use of apprenticeship schemes.</li> </ul>	G
<ul style="list-style-type: none"> <li>• Review and re-prioritise/re-focus the Council's improving educational attainment programme in line with identified needs in relation to skills in West Norfolk.</li> </ul>	A
<ul style="list-style-type: none"> <li>• Assist educational agencies / establishments deliver work experience opportunities; enhance links with COWA and schools.</li> </ul>	A

### Progress update provided by Assistant Directors

<p>Work is progressing with the UK Shared Prosperity Fund programme and appropriate skills interventions will be considered during 2023 with recommendations to Cabinet before the end of the year.</p>	D Hall
<p>The Council remains committed to the provision of apprenticeship opportunities within its own workforce. Since the last progress report three apprentices within the Resources directorate have successfully obtained permanent roles with the Council, and five new apprentices have commenced with us (4 undertaking business administration apprenticeships in different services and 1 undertaking an apprenticeship in public service). We supported National Apprenticeship Week in February 2023, celebrating the success of our apprentices and promoting our commitment to apprenticeships locally.</p>	B Box
<p>Our west Norfolk primary heads network was successfully relaunched in September, two meetings have been held to date with a range of guest speakers and both were well supported by Heads from across the borough. A third meeting is scheduled for April 2023. We are also working with colleagues to promote a ‘Living for the Future’ climate change competition to primary schools.</p>	B Box

#### Rating definition

Slightly behind - Minor slippages in timescales but corrective action is anticipated to achieve the agreed completion date.

Significantly behind - Serious slippages in timescales but despite intended corrective action some or all of the outputs may not be achieved by the original completion date.

# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

Links are being developed with the project team responsible for the Youth and Retraining Pledge to raise aspirations and work-related skills in young people in west Norfolk.

During the 2022/23 academic year we have been pleased to provide placements to students from the College of West Anglia who are undertaking business administration and public service related courses. Placements were provided in a range of services including CSNN, Audit and Housing Standards. We intend to build on the experience gained during the 2022/23 year to provide further placements in future years. We are also developing links with the College and local secondary schools with regards to the provision of careers and recruitment related activities (such as developing interviewing skills).

B Box

### Rating definition

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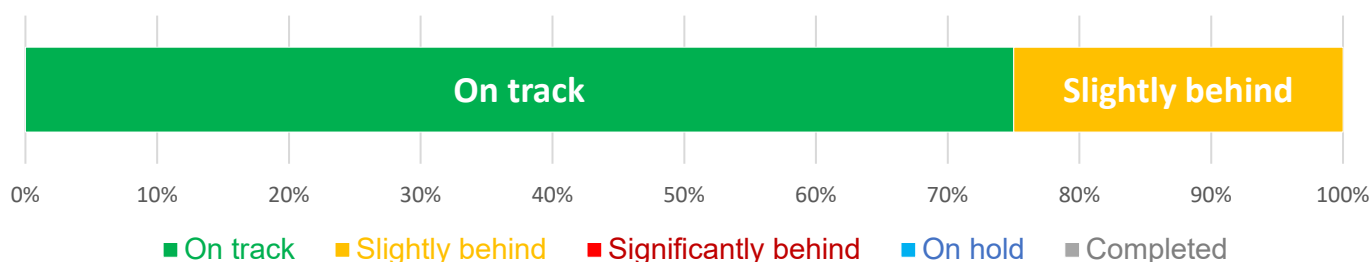
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# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

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

Current position breakdown of key actions



5.1 Target littering and fly-tipping	RAG rating
<ul style="list-style-type: none"> <li>Work with partners across the county and regionally to deliver the SCRAP fly-tipping campaign</li> </ul>	<b>G</b>
<b>Progress update provided by Assistant Director</b>	
<p>A second Clean Neighbourhoods Enforcement Officer (CNEO) is in post and is undertaking a range of investigations which has led to informal outcomes as well as the issuing of Fixed Penalty Notices. The two CNEO's have made significant contributions to the area improvement works in North End through enhanced monitoring with evidence being handed to CSNN for enforcement. Excellent relationships with the Public Open Space staff have resulted in evidence being secured and shared on both rural and urban domestic fly tipping. Data handling and analysis outcomes have been shared with Norfolk Waste Partnership.</p>	M Chisholm

5.2 Maintain standards for open and green spaces	RAG rating
<ul style="list-style-type: none"> <li>Engage with the public to enhance the involvement and interest of local residents with regards to areas of Public Open Space</li> <li>Engage with and assist in developing and supporting existing voluntary and community group's including Parish Councils.</li> <li>Continue to develop and improve visual image on key routes into west Norfolk</li> </ul>	<b>G</b>
	<b>G</b>
	<b>A</b>
<b>Progress update provided by Assistant Director</b>	
<p>Public engagement continues through the development and delivery of In Bloom, winning gold in three categories this year. The Walks, Tower Gardens, Esplanade Gardens, Boston Square and Mintlyn Crematorium all maintained Green Flag Status. We are currently in the process of recruiting a replacement Arboriculture Officer.</p> <p>Currently developing methodology for improvements of litter picking on key routes with opportunities to improve appearance and biodiversity in a small number of key locations.</p>	M Chisholm

Rating definition

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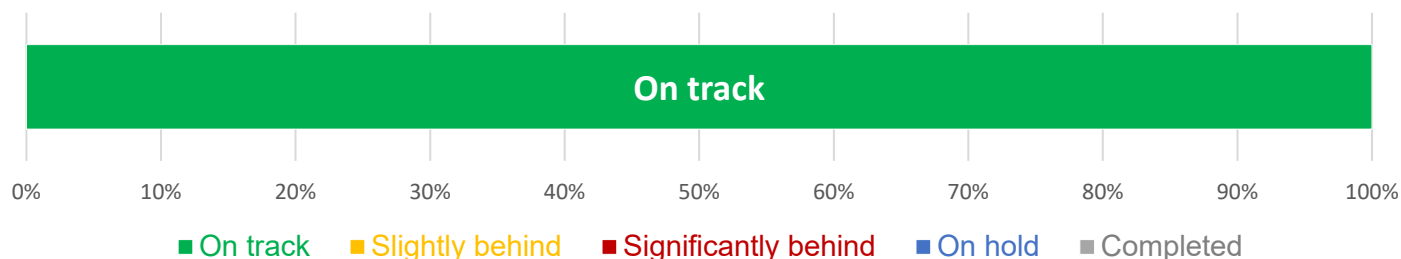
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# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

### Helping to improve the health and wellbeing of our communities

Current position breakdown of key actions



6.1 Improve and develop the quality of local sport and leisure facilities	RAG rating
<ul style="list-style-type: none"> <li>Work with partners on local projects to improve health and physical activity levels</li> </ul>	G
<ul style="list-style-type: none"> <li>Support the development of health &amp; well-being schemes to encourage activity.</li> </ul>	G
<ul style="list-style-type: none"> <li>Consider Playstreet initiatives and specific health programmes for targeted groups.</li> </ul>	G
<ul style="list-style-type: none"> <li>Work with NHS and Active Norfolk on a borough/county wide approach to exercise referral as well as implement a Cancer Rehab programme delivered from the new Wellbeing Centre at QEH.</li> </ul>	G
<b>Progress update provided by Assistant Director</b>	
<p>The Health and Wellbeing Partnership is functioning well and has set priorities for the next three years. The partnership has facilitated funding to a number of organisations to deliver projects focussed on weight management, alcohol reduction and mental health support. Many of these projects include access to physical activity.</p> <p>Current schemes/initiatives:</p> <ul style="list-style-type: none"> <li>Active Now has now launched in partnership with NHS and Active Norfolk with £12k funding to support subsidised exercise referral opportunities.</li> <li>QEH Cancer Care Team have agreed to extend the Cancer Physical Activity Assessment Programme for another year widening the scope and increasing funding to £19.5k</li> <li>The Health and Wellbeing Partnership have provided £50k in COVID Recovery funding to support free community physical activity programmes. These programmes include: <ul style="list-style-type: none"> <li>Jolly Joggers – North Lynn Discovery Centre (supported by Freebridge Housing), South Lynn Community Centre, Fairstead Community Centre</li> <li>Buggy Walks – Downham Memorial Fields, Hunstanton Promenade, North Lynn Discovery Centre</li> <li>Social Soccer – The Walks, Downham Memorial Fields MUGA, Hunstanton Rec Ground MUGA</li> <li>Community Fitness Classes – Sedgeford Village Hall, Fairstead Community Centre, Wattlington Village Hall</li> <li>Multi-sport Mashup – Wareham Village Hall, South Lynn Community Centre, North Lynn</li> </ul> </li> </ul>	M Whitmore

Rating definition

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## 2022/23 Corporate Business Plan Monitoring Report 1 October 2022 – 31 March 2023

<p>Discovery Centre (starting soon)</p> <ul style="list-style-type: none"> <li>○ Stay and Play – Fairstead Community Centre</li> <li>○ Women’s Only Workouts – Fairstead Community Centre, Watlington Village Hall</li> <li>○ Play Street – North Lynn, South Lynn, Fairstead – starting May 2023</li> <li>○ Park Lives – The Walks, Hunstanton Rec Ground, Downham Memorial Fields – starting May 23</li> </ul> <ul style="list-style-type: none"> <li>● NCC Early Childhood Community Fund has provided £5k towards Happy Tiny People – a parent and toddler walking activity pack.</li> <li>● Holiday Activities have been provided for local residents either free or heavily subsidised with holiday activities and food programme funding of £120k and council funding of £90k. We are working with Downham Market Academy and Glebe House School as facility partners to deliver these projects.</li> <li>● We have secured £3k in Sport England Together Funding to deliver a youth multi-sport programme in North Lynn in partnership with CREA.</li> <li>● QEH memberships continued with 595 membership subsidised by QEH for their staff</li> <li>● All to Play For supporting men’s mental health through football continues, originally funded by the council this has been sustained and continues to grow in partnership with the 856 Foundation, MIND and the Wellbeing Service</li> <li>● Our Community Development and Insight Officer (funded by Adrian Flux), the 856 Foundation and Anglia Ruskin University are working on workplace wellbeing and a Cancerless project with the Purfleet Trust.</li> <li>● QEH Pain Management Clinic, QEH Diabetic Team, NHS Health Check Service and NHS Wellbeing Surgery Coordinator are all referral partners for the AWN Wellness Referral Scheme.</li> </ul>	
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6.2 Reduce crime and anti-social behaviour	RAG rating
<ul style="list-style-type: none"> <li>● Work with partners to tackle anti-social behaviour, fear of crime and to deal with neighbourhood nuisance/public health issues</li> </ul>	G
<ul style="list-style-type: none"> <li>● Provide technical knowledge and expertise to help develop proposals which benefit the town economically whilst conforming with current codes of practice on good design for noise control and ensuring opportunities for Crime and ASB are designed out.</li> </ul>	G
<b>Progress update provided by Assistant Director</b>	
<p>The team are continuing to manage caseloads effectively and support partner agencies through a number of working groups, notably the Help Hub and Operational Partnership team.</p>	M Whitmore

### Rating definition

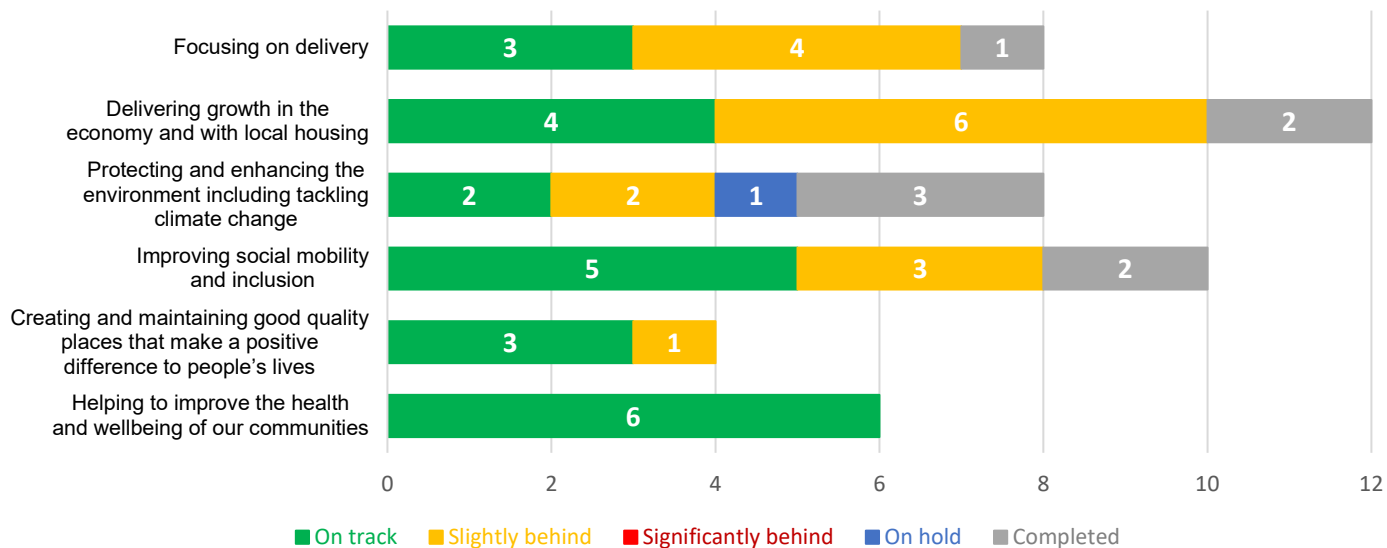
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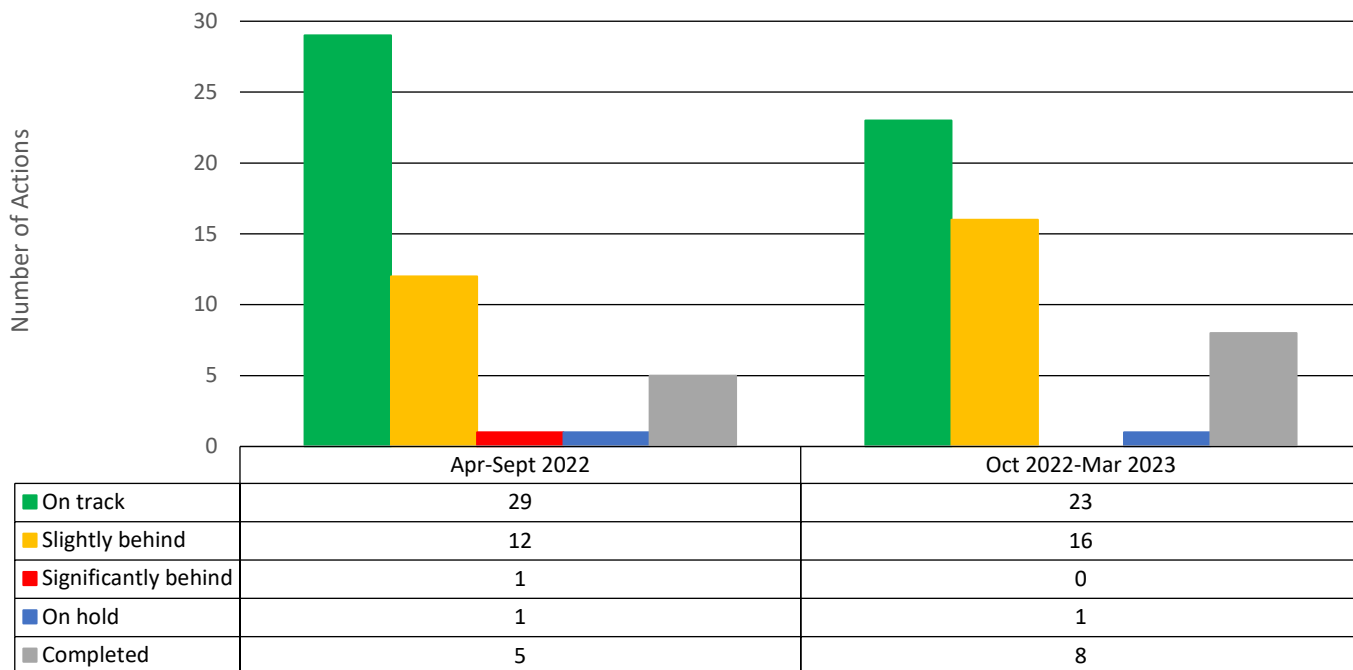
# 2022/23 Corporate Business Plan Monitoring Report

## 1 October 2022 – 31 March 2023

### Overall position breakdown of key actions



### Breakdown of key actions



#### Rating definition

Slightly behind - Minor slippages in timescales but corrective action is anticipated to achieve the agreed completion date.

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**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	21 <sup>st</sup> June 2023		
TITLE:	Nominations to Outside Bodies and Partnerships – Hunstanton Sailing Club Development Sub Committee		
TYPE OF REPORT:	Operational		
PORTFOLIO(S):	Leader		
REPORT AUTHOR:	Rebecca Parker		
OPEN/EXEMPT	OPEN	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	NO

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
The Panel is invited to nominate a representative to participate in the outside bodies and partnerships which fall within the Corporate Performance Panel's remit; Hunstanton Sailing Club Development Sub Committee (observer).
<b>RECOMMENDATIONS:</b>
<ol style="list-style-type: none"> <li>1. That a nomination be made by the Panel.</li> <li>2. That the reporting arrangements be noted, as shown in the report.</li> <li>3. That Council be requested to approve the nomination made by the Panel.</li> </ol>
<b>REASONS FOR RECOMMENDATIONS:</b>
To ensure continued involvement in the community by the Council

**1.0 BACKGROUND**

1.1 The Cabinet at its meeting on 27<sup>th</sup> June 2023 will confirm a number of Cabinet appointments to outside bodies and partnerships. Further appointments will be made by the Council on 13<sup>th</sup> July 2023 in the following categories:

- Scrutiny and regulatory roles
- Parish level representation, parished and unparished areas
- General appointments

**2.0 INSURANCE COVER FOR BOROUGH COUNCILLORS**

2.1 The Council's insurance will indemnify any employee or member arising from their service on the board or participation in the capacity of governor, officer, trustee, director, committee member or other official of any not-for profit entity other than the insured.

Provided always that:

- a) The service or participation by the employee or member is specifically requested by or under the specific direction of the insured.
- b) The insured is legally entitled to approve the service or participation and to indemnify the employee of member in respect of it.



c) Any payment will only be made by the insurer for an amount in excess of any indemnification or insurance coverage provided by the not-for-profit entity or afforded from any other source and to which the employee or member is entitled.

2.2 When a member is appointed to serve on an outside body, they should also ensure that as well as completing the Register of Financial and Other Interest form, they should complete the annual "Related Party Transactions form", with the details of those bodies on which they serve.

### **3.0 FEEDBACK FROM MEMBERS ON OUTSIDE BODIES**

3.1 The Corporate Performance Panel should be able to request reports from Councillors serving on outside bodies which fall within their remit. This will make it possible for members both to assess the usefulness of making appointments to bodies and be informed of any relevant matters.

### **4.0 APPOINTMENT OF REPRESENTATIVES**

4.1 The Panel is invited to nominate a representative to observe on Hunstanton Sailing Club Development Sub Committee for the period 2023/2024. Currently the position is held by Councillor Rose.

### **5.0 FINANCIAL IMPLICATIONS**

5.1 Mileage and subsistence allowances for Councillor attending meetings.

### **6.0 ACCESS TO INFORMATION**

Current lists of member representation

**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>
27 June 2023	LAHF Allocations Policy	Non	Cabinet	People & Communities Asst Dir D Hall		Public
	Corporate Business Plan Monitoring Report (October 2022-March 2023)	Non	Cabinet	Leader		Public
	Appointment to Council Bodies	Non	Cabinet	Leader Chief Executive		Public
	Appointments to Outside Bodies	Non	Cabinet	Leader Chief Executive		Public
	Scheme of Delegation	Non	Council	Leader Chief Executive		Public

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<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>
1 August 2023	West Winch Collaboration Agreement	Non	Cabinet	Development and Regeneration Exec Dir – G Hall		Public
	King's Lynn Town Football Club	Non	Cabinet	Property Asst Dir – M Henry		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Southend Road Hunstanton	Key	Cabinet	Development and Regeneration Asst Dir – D Ousby		Public

	Assets of Community Value	Non	Council	Leader Monitoring Officer		Public
	Alive West Norfolk Fees and Charges	Non	Cabinet	People and Communities Alive West Norfolk		Public
	Staff Pay Award 2023/24	Key	Council	Leader Asst Dir – B Box		Public
	Members Allowances	Key	Council	Leader Monitoring Officer		Public
	Officer Major Project Board Terms of Reference	Non	Cabinet	Leader Asst Dir – A Baker		Public
	Revenue Outturn 2022/23	Key	Council	Finance Asst Dir – Resources		Public
	Capital Outturn 2022/23	Key	Council	Finance Asst Dir – Resources		Public
51	Council Tax Support – Draft Scheme for 2024/25	Key	Cabinet	Finance Asst Dir – Resources		Public
	Asset Management Land and Property – Nar Ouse Regeneration Area – Land Sale	Key	Cabinet	Property Asst Dir – M Henry		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Councillor Community Grants 22/23 Review	Non	Cabinet	Leader Asst Dir – A Baker		Public
	Continuation of the Borough Council as part of the CNC Building Control Partnership	Non	Cabinet	Regeneration and Development Asst Dir S Ashworth		Public
	Appointment of representatives to inquorate parishes	Non	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
26 September 2023	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		Public
	5 Year Mart Agreement	Non	Cabinet	Business Culture & Heritage Exec Dir – G Hall		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
31 October 2023						
	Corporate Business Plan	Key	Cabinet	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
5 December 2023						
	Council Tax Support Scheme – Final Scheme 2024/25	Key	Council	Finance Asst Director – Resources		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
15 January 2024						

	West Norfolk Shared Prosperity Funding update	Key	Cabinet	Asst Director – D Hall		Part Public Part 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
6 February 2024						
	St George's Guildhall RIBA Stage 3 and project scope	Key	Cabinet	Business Culture and Heritage		Public
	Capital Programme	Key	Council	Finance Asst Director – Resources		Public
	Budget 2024/25	Key	Council	Finance Asst Director – Resources		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
5 March 2024						

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
23 April 2024						

**Items to be scheduled**

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	Leader Asst Dir B Box		Public
	Procurement Strategy	Non	Cabinet	Finance Asst Dir – D Ousby		Public
	Review of Planning Scheme of Delegation (summer 23)	Non	Council	Development and Regeneration Asst Dir – S Ashworth		Public
	Lynnsport One (summer 23)	Key	Council	Regeneration & Development Asst Dir Companies & Housing Delivery – D Ousby		Public
	Redundancy Policy	Non	Council	Leader Exec Dir – D Gates		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public

**FORWARD PLAN**

<b>Date of Meeting</b>	<b>Report Title</b>	<b>Decision Maker</b>	<b>Cabinet Member Lead and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
13 February 2023 – meeting postponed	Election of Chair	Shareholder Committee	Leader Monitoring Officer – A Baker	Cabinet Report 15 November 2022	Public
	Shareholder Committee Terms of Reference	Shareholder Committee	Leader Monitoring Officer – A Baker	Cabinet Report 15 November 2022	Public
	Appointment of a Company Secretary	Alive West Norfolk Board	Leader Assistant to the Chief Executive – H Howell		Public
	Appointment of Directors to the Board of the council companies	Alive West Norfolk Board	Leader Assistant to the Chief Executive – H Howell		<b>Item scheduled at end of agenda should the committee determine to exclude the Press and Public to consider the report</b>
<b>Date of Meeting</b>	<b>Report Title</b>	<b>Decision Maker</b>	<b>Cabinet Member Lead and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
17 March 2023	Election of Chair	Shareholder Committee	Leader Monitoring Officer – A Baker	Cabinet Report 15 November 2022	Public
	Shareholder Committee Terms of Reference	Shareholder Committee	Leader Monitoring Officer – A Baker	Cabinet Report 15 November 2022	Public
	Appointment of a Company Secretary	Alive West Norfolk Board	Leader Assistant to the Chief Executive – H Howell		Public
	Appointment of Directors to	Alive West Norfolk	Leader		<b>Item scheduled at</b>

	the Board of the council companies	Board	Assistant to the Chief Executive – H Howell		<b>end of agenda should the committee determine to exclude the Press and Public to consider the report</b>
<b>Date of Meeting</b>	<b>Report Title</b>	<b>Decision Maker</b>	<b>Cabinet Member Lead and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
TBC	Draft Shareholder Agreement	Shareholder Committee	Leader Assistant to the Chief Executive – H Howell		Public
	Updated Service Level Agreements – Alive West Norfolk and West Norfolk Property	Shareholder Committee & Company Boards	Leader Assistant to the Chief Executive – H Howell		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Draft Business Plans for AWN WNP WNH	Shareholder Committee	Leader		
	Alive West Norfolk Board Appointment	Shareholder Committee and AWN Board of Directors	Leader Assistant to the Chief Executive – H Howell	Shareholder Committee - 17 March 2023	<b>Item scheduled at end of agenda should the committee determine to exclude the Press and Public to consider the report</b>
<b>Date of</b>	<b>Report Title</b>	<b>Decision Maker</b>	<b>Cabinet Member Lead and</b>	<b>List of Background</b>	<b>Public or Private</b>



Meeting			Lead Officer	Papers	Meeting
TBC	Review of Business plans for AWN WNP WNH	Shareholder Committee	Leader		
TBC	Annual review of SLA's for AWN WNH WNP	Shareholder Committee	Leader		

**CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2023/2024**

<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
21 June 2023	Appointment of Vice-Chair for the Municipal Year 2023/2024			To appoint a Vice-Chair for the Municipal Year 2023/2024.
21 June 2023	Call-in (if any)			
21 June 2023	2022/2023 Full Year Corporate Performance Indicator Monitoring Report	Monitoring	H Howell	
21 June 2023	Corporate Business Plan Monitoring report (October – March)	Cabinet	H Howell	
21 June 2023	Update on Hunstanton Promenade Waste Water	Update	M Henry	The Panel to receive a further update.
21 June 2023	Corporate Performance Panel Nomination to Hunstanton Sailing Club			To appoint a Borough Council representative in an observer role only.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
21 June 2023	The Panel are invited to discuss the Councillor Requests from Opposition Members previously submitted (a) to (d)			
	(a) Housing Needs Assessment	Councillor Request	D Hall/N Patton	Request from Councillor Moriarty.  The reasoning behind my request is that the HNA seems to be forgotten, ignored or simply hasn't registered with so many councillors despite it being part of pre-council briefing a few years back.  I want to have its results, methodology and the timing of any possible update scrutinised and any conclusions that should, or could, be drawn from it, updated
	(b) Relationship with the Shakespeare Trust in relation to the Guildhall	Councillor Request		Request from Councillor Moriarty. Relationship with the Shakespeare Trust in relation to the Guildhall (Item to be scheduled following outcome of the HLF bid).
	(c) Carnegie Building	Councillor Request		Requested by Councillor J Moriarty – (email 11 January 2023)
	(d) Service Level Agreements - Number, examples, administration, creation, legal standing etc	Councillor Request		Probably needs to be an exempt item (requested by Councillor J Moriarty – email 9 February 2023).

<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
21 June 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
21 June 2023	Cabinet Forward Decisions List			The Panel are invited to identify any items for inclusion on the work programme.
21 June 2023	Shareholder Committee Forward Plan			The Panel are invited to identify any items for inclusion on the work programme.
21 June 2023	Panel Work Programme			The Panel are invited to identify any items for inclusion on the work programme.
24 July 2023	Call-in (if any)			
24 July 2023	Draft Council Tax Support Scheme 2024/2025	Draft Cabinet	J Stanton	
24 July 2023	January 2022 to December 2022 Report on use, or non-use RIPA powers.	Annual	M Chisholm	
24 July 2023	Performance of the Corn Exchange Cinema		N Gromett	Panel request.
24 July 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
24 July 2023	Cabinet Forward Decisions List			The Panel are invited to identify any items for inclusion on the work programme.
24 July 2023	Shareholder Committee Forward Plan			The Panel are invited to identify any items for inclusion on the work programme.
24 July 2023	Panel Work Programme			The Panel are invited to identify any items for inclusion on the work programme.
24 July 2023	<b>Exempt Report:</b> Boost Project Update (formerly Youth and Retraining Pledge – a Towns Fund skills project to support young people into training and employment)	Update	J Curtis NCC – Ruth Royale (to join via Zoom)	Update given to CPP circa November 2021.
11 September 2023	Call-in (if any)			
11 September 2023	2023/24 Q1 Corporate Performance Indicator Monitoring Report	Monitoring	H Howell	
11 September 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
11 September 2023	Cabinet Forward Decisions List			The Panel are invited to identify any items for inclusion on the work programme.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
11 September 2023	Shareholder Committee Forward Plan			The Panel are invited to identify any items for inclusion on the work programme.
11 September 2023	Panel Work Programme			The Panel are invited to identify any items for inclusion on the work programme.
16 October 2023	Call-in (if any)			
16 October 2023	Corporate Business Plan	H Howell		<b>This meeting to be a Joint Panel Meeting. R &amp; D and E &amp; C to be invited to attend for this item.</b>
16 October 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
16 October 2023	Cabinet Forward Decisions List			The Panel are invited to identify any items for inclusion on the work programme.
16 October 2023	Shareholder Committee Forward Plan			The Panel are invited to identify any items for inclusion on the work programme.
16 October 2023	Panel Work Programme			The Panel are invited to identify any items for inclusion on the work programme.

<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
13 November 2023	Call-in (if any)			
13 November 2023	Final Council Tax Support Scheme for 2024/25	Cabinet	J Stanton	
13 November 2023	2023/24 Q2 Corporate Performance Indicator Monitoring Report	Monitoring	H Howell	
13 November 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
13 November 2023	Cabinet Forward Decisions List			The Panel are invited to identify any items for inclusion on the work programme.
13 November 2023	Shareholder Committee Forward Plan			The Panel are invited to identify any items for inclusion on the work programme.
13 November 2023	Panel Work Programme			The Panel are invited to identify any items for inclusion on the work programme.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
4 January 2024	Call-in (if any)			
4 January 2024	Climate Change and Norfolk Climate Change Partnership Annual Report	Annual	G Greaves	<b>Community and Environment Panel to be invited to attend for this item.</b>
4 January 2024	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
4 January 2024	Cabinet Forward Decisions List			The Panel are invited to identify any items for inclusion on the work programme.
4 January 2024	Shareholder Committee Forward Plan			The Panel are invited to identify any items for inclusion on the work programme.
4 January 2024	Panel Work Programme			The Panel are invited to identify any items for inclusion on the work programme.
26 February 2024	Call-in (if any)			
26 February 2024	2023/24 Q3 Corporate Performance Indicator Monitoring Report	Monitoring	H Howell/ G Greaves	
26 February 2024	<b>Exempt Report:</b> Hunstanton Sailing Club	Annual Update (Exempt)	Borough Council Representative	The Borough Council's Representative role is to observe only.



<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
26 February 2024	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
26 February 2024	Cabinet Forward Decisions List			The Panel are invited to identify any items for inclusion on the work programme.
26 February 2024	Shareholder Committee Forward Plan			The Panel are invited to identify any items for inclusion on the work programme.
26 February 2024	Panel Work Programme			The Panel are invited to identify any items for inclusion on the work programme.
10 April 2024	Call-in (if any)			
10 April 2024	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
10 April 2024	Cabinet Forward Decisions List			The Panel are invited to identify any items for inclusion on the work programme.
10 April 2024	Shareholder Committee Forward Plan			The Panel are invited to identify any items for inclusion on the work programme.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
10 April 2024	Panel Work Programme			The Panel are invited to identify any items for inclusion on the work programme.

### **Forthcoming Items – Date to be Advised**

Guidance in respect of Council Tax Support Scheme ahead of when it is presented to Council for approval – J Stanton (Chair confirmed requirement of report to include the financial calculation, the no of households that would receive this support and their house bandings, the Councils plans to manage the Collection Fund and the sums expected by its preceptors, the rationale for selecting this demographic as the only segment of householders that need hardship support).

Final Council Tax Scheme – J Stanton

Feedback from Councillor Blunt on the enforcement issues discussed on 13 April 2022 - Councillor R Blunt to advise of date.

Annual Employment Monitoring Report – B Box.

Scrutiny Benchmarking - Scrutiny – to look at the compulsory statutory guidance and practice elsewhere - to be scheduled post Peer Review.

Annual Communications Update – Panel to determine if it wishes to receive an update in 2024 (presentation to Panel 4 January 2023).

New 2023/2027 Corporate Business Plan.

Demonstration of new Performance Management System.