

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



Corporate Performance Panel

Agenda

Monday, 16th October, 2023
at 4.30 pm

in the

**Assembly Room
Town Hall
Saturday Market Place
King's Lynn**

Available to view on:

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



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

28 September 2023

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 16th October, 2023 at 4.30 pm** in the **Assembly Room, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

2. Minutes (Pages 5 - 13)

To approve the minutes from the Corporate Performance Panel held on 11 September 2023.

3. Declarations of Interest (Page 14)

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on any item or simply observing the meeting from the public seating area.

4. Urgent Business Under Standing Order 7

To consider any business which, by reason of special circumstances, the

Chairman proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act 1972.

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and on what items they wish to be heard before a decision on that item is taken.

6. Chair's Correspondence (if any)

7. Call-In

8. Cabinet Report: Corporate Strategy 2023 to 2027 (Pages 15 - 28)

Members of the Environment and Community and Regeneration and Development Panels have been invited to attend for this item.

9. Cabinet Report: Norfolk County Deal Response - TO FOLLOW

Members of the Environment and Community and Regeneration and Development Panels have been invited to attend for this item.

10. Portfolio Holder Questions and Answer Session

11. Cabinet Forward Decisions List (Pages 29 - 33)

12. Shareholder Forward Work Programme (Pages 34 - 36)

13. Panel Work Programme (Pages 37 - 47)

14. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will take place on 13 November 2023 at 4.30 pm in the Assembly Room, Town Hall.

To:

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

Portfolio Holder:

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 Monday, 11th September, 2023 at 4.30 pm in the Remote Meeting on Zoom and available for the public to view on WestNorfolkBC on You Tube - Zoom and You Tube

PRESENT: Councillor S Dark (Chair)
Councillors R Blunt, P Devulapalli, A Dickinson, B Jones, B Long, J Osborne, C Rose and D Sayers (zoom)

Portfolio Holders:

Councillor M de Whalley – Climate Change and Environment
Councillor T Parish - Leader

Officers:

Alexa Baker, Monitoring Officer
Becky Box, Assistant Director, Central Services
Lorraine Gore, Chief Executive
Wendy Vincent, Democratic Services Officer

CP44 **APOLOGIES**

An apology for absence was received from Councillor S Lintern.

CP45 **MINUTES**

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

The minutes of the Corporate Performance Panel held on 24 July 2023 were agreed as a correct record and signed by the Chair.

CP46 **DECLARATIONS OF INTEREST**

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

Councillor Long commented that in his view all Members had an interest on the Councillor's allowance and requested a dispensation under the Local Government Act in order to discuss the item where all Councillors had a pecuniary interest.

The Monitoring Officer advised that it had been widely accepted that because it was publicly recorded and Member's expenses applied to all Councillors as per the scheme and therefore was to need to declare a specific interest.

CP47 URGENT BUSINESS UNDER STANDING ORDER 7

There was no urgent business.

CP48 MEMBERS PRESENT PURSUANT TO STANDING ORDER 34

There were no Members present under Standing Order 34.

CP49 CHAIR'S CORRESPONDENCE (IF ANY)

There was none.

CP50 CALL-IN (IF ANY)

There were no call-ins.

CP51 CABINET REPORT: MEMBERS ALLOWANCES SCHEME

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

The Chair, Councillor Dark drew the Panel's attention to the updated report which was available on Mod Gov following the publication of the Agenda.

The Assistant Director, Central Services presented the report which sought to agree the cost of living increase applied to Member's allowances for the 2023/2024 year. The Panel was advised that the Members Allowance scheme was reviewed on an annual basis and explained that under the current scheme any increase agreed was in line with the staff pay award.

The Panel was advised that the details of this year's staff pay award was set out in the report which had been agreed.

Members were advised that the report would be considered by Cabinet on 26 September and then by Full Council in October for approval. The Panel was invited to submit any recommendations to Cabinet.

The options considered were outlined as set out in section 2 of the report and the financial implications was set out at section 4.

The Panel was informed that there was a requirement to review arrangements for Members allowance and a separate report would be submitted for consideration during the Municipal year 2023/2024.

The Chair, Councillor Dark invited questions and comments from the Panel, a summary of which is set out below.

Councillor Dickinson commented that she was puzzled as to why the report was on the Corporate Performance Panel Agenda as there were no policy implications and nothing to scrutinise. Councillor Dickinson added that no mention of such a report was included in Standing Orders. Councillor Dickinson highlighted that the report had not been included on the Panel's work programme for 2023/2024 as reported to the last Corporate Performance Panel of the previous Administration and appeared from an unknown source. The Panel did not consider the report the previous year as the approval of the Members Allowances Scheme had been incorporated as part of the budget setting process except when the Independent Review Panel has looked at a different set of circumstances as in 2021/2022.

In conclusion, Councillor Dickinson stated that there was no reason why the Corporate Performance Panel should debate the report and the matter should be left to Group Leaders to discuss with their Members and agree any increase in the scheme and should therefore be removed from the Agenda. In 2022 it was left to the Group Leaders to consider and determine the increase in the Members Allowances Scheme. Councillor Dickinson added that the Staff Pay Award had been debated at the previous meeting in exempt session but the Members Allowances Scheme was in open session and the Panel debated its own pay award appeared to be odd. It was noted that the amount of expenses Councillors were paid was in the public domain, Councillors expenses were published on the Council's website on a monthly basis and at the end of the year published under primary legislation was the amount of what each Councillor was paid as a basic allowance and any special responsibility allowance.

Councillor Long commented that his thoughts were in line with those made by Councillor Dickinson and provided an overview of previous arrangements for a review of Members allowances. Councillor Long advised that when he was Leader prior to Covid pandemic a policy position was made and the Members Allowances would be increased each year in line with the staff pay award. Councillor Long further commented that by not taking the route this time and putting on an automatic increase to what was a previously agreed amount and had gone through the Independent Panel was actually adding administration, scheduled meetings, a Cabinet report and to Full Council for something that was already Council policy. In conclusion, Councillor Long stated that he did not see why the item was on the Panel agenda and outlined the various options for the Panel to debate. Councillor Long explained the reasons why he thought option 1 was his consideration but whatever the automatic percentage was should be applied and Councillors should not be having this meeting.

Councillor Jones proposed than an informal cross party working group be set to look at where the 10% came from.

The Chair, Councillor Dark commented that his previous experience last year was that following guidance from the Monitoring Officer there

was an existing policy in place and was a discussion amongst Group Leaders and a decision made. The report now being presented would incur an inherent delay by doing it this way to be forwarded to Cabinet on 26 September and Full Council on 19 October. The Chair highlighted that the staff pay award had been determined quickly and delivered and backdated to 1 April 2023.

The Chair, Councillor Dark concurred by the comments made by Councillors Dickinson and Long as to why the report had appeared on the Panel Agenda.

The Monitoring Officer addressed the Panel and explained that Members expenses was a full Council function. In response to comments made earlier in the meeting by Councillor Dickinson, the Monitoring Officer reminded the Panel of the decision at Full Council who had set the financial parameters regarding inflation which would be set in line with the staff pay award. It was highlighted that last year was the first time the flat rate had been introduced and explained the reason why the report was not on previous agendas as it never been an issue until last year. The Panel was informed that there was a lot of variation throughout the country on the Members Allowance Scheme but last year a discussion had been made that any proposed increased was discussed and determined by Group Leaders of all political parties. The authority was looking for a resolution on how this could be implemented and explained that whilst the option was put forward of the Chief Executive making an operational decision, the discussion at the time was that it was not ideal for an officer to be making a Full Council function decision about what the interest would be and because there was a range of options and it is a Full Council decision, that it would be better to come through process for a Full Council decision and for Members to make that decision for themselves what was required rather than it being an officer decision.

The Monitoring Officer highlighted that the intention going forward if the Council was to bring in an Independent Review Panel, the recommendations would be drafted in a way that once a full review of Member expenses was that the inflation would be drafted in such a way that it would not be required to bring the scheme back on an annual basis but would capture a way of fixing it even taking in account the officer flat rate payment and anything else that would skew and gave an example of this year which had skewed the percentage.

Councillor Dickinson stated that she begged to differ with the comment made by the Monitoring Officer and outlined her understanding of Full Council approval of the scheme. Last year it was acknowledged that it was remiss not reapproving the scheme on an annual basis before the new legislation on 1 April. Councillor Dickinson added that going forward the scheme would be approved on an annual basis by Cabinet and Council when the budget was approved. Last year there was a similar staff pay award and a flat rate given in combination with a percentage but clarification was sought on the legislation and how it

was interpreted and it was confirmed that the percentage was equivalent within the range for staff. With regard to the staff pay award 2023/2024 Councillor Dickinson commented that a precedent had now been set and highlighted the point that it should not be on the Panel agenda in order to save time and not waste the Panel's time debating the report when there was no requirement to do so.

Councillor Osborne added that he understood the comments made by Councillor Dickinson and outlined his interpretation and added that there were a number of variances which information could be interpreted. Councillor Osborne referred to the Monitoring Officer's interpretation in that Councillors should determine any increase in the Members Allowance Scheme and highlighted the policy implication.

Councillor Long referred to the current policy position in that an automatic increase would be made in line with the Staff Pay Award at a previous Full Council and had never decided to change the system and what had happened to set a percentage in order that it was more difficult to resolve and that the cost of living lump sum was factored in and added that if the calculation was changed time would be required to work out the average and explained that no Councillor receiving the highest special responsibility allowance would broach the threshold and have a smaller percentage.

The Chair, Councillor Dark asked the Monitoring Officer if it was wrong last year to offer advice on the parameters and the policy range for the staff pay award and reiterated that the Group Leaders had met and decided the increase and asked why the position had changed which now caused a delay for Councillors.

In response to the comments made by Councillors Dickinson and Long, the Monitoring Officer explained this was a national issue and some Councils operating a Members Allowances Scheme included provision in line with the staff pay award – median which was easy to calculate and implement.

In response to the comments made by Councillor Osborne, the Monitoring Officer explained that last year the Borough Council had a range of options for a Full Council decision which was to apply the rate of inflation in line with the staff pay award and not include the former delegation to the Chief Executive to determine the inflation rate. Last year it was an operational decision on the recommendation but a caveat was added that officers were not comfortable and that going forward it would be a Councillor decision to determine the rate of inflation and this was not clear because of the flat rate awarded. The Monitoring Officer advised that there were 4 options being presented to the Panel for consideration and for the Panel to put forward recommendations to Cabinet.

The Chair, Councillor Dark added that to tidy up the process it would be sensible for the Panel to put forward a recommendation to Cabinet

with a comment on the concern raised on the delay of payment to Councillors.

The Chair, Councillor Dark invited the Leader to address the Panel.

The Leader provided background for the new Councillors on the Corporate Performance Panel and explained that last year a review was undertaken by an Independent Review Panel (IRP) but had been ignored but there would be another IRP coming forward this year. He added that he had no idea this had come to the Corporate Performance Panel and assumed it was the decision of the Chair and Vice Chair. The Leader added that the options were not simple and that it was a complicated process, 5% had been offered to officers, options 1 to 3 set out in the report allowed for 5% which was in the budget and the highest rate for officers pay which is 10.38% and the median.

The Leader informed the Panel that option 4 had been added back into the report as Cabinet Members could not decide on 5%, 10.38% or nothing and it was there the intention for the 4 options to be considered at Full Council.

Councillor Long thanked the Leader for the response and commented that listening to views of the Panel on the proposed options it was now not possible to recommend that the decision be made by Group Leaders and suggested that the Panel recommend option 4 to Cabinet.

The Chair, Councillor Dark summarised the position of the Panel and the advice from the Monitoring Officer as to why the report was on the Agenda and the comments made by Councillor Long on it not being possible for a decision to be determined by Group Leaders and highlighted the 4 options available for the Panel to vote on with additional commentary on the delay to payments to Councillors.

Councillor Osborne, Vice Chair provided an overview as to why the item was on the Agenda and explained that it was agreed at a sifting meeting in August when the Chair and Vice Chair were present.

Councillor Dickinson stated that she had listened to the comments made by the Panel and the Leader and that the point was being missed and added that it was the wrong decision for all Councillors and referred to personal circumstances unlike officers whose job was likely to be the only income and the inflation rate applied, allowances were different and commented that there were a range of Councillors. It was noted that Independents favoured option 1 no increase but it was key not to debate Councillor's personal circumstances in the public domain. What was missing was that currently Councillors could revoke part or all of their allowances.

Councillor Devulapalli concurred with the comments made by Councillor Dickinson.

The Chair, Councillor Dark summarised the views of the Panel.

Councillor Osborne commented that this was a fair summary by the Chair and that Full Council would debate the 4 options available and consideration be given on the best way to vote.

Councillor Long added that he set the local levy on the Great Ouse and if the proposal was to increase the levy by a certain percentage and the majority agreed it was accepted and that budget provision may not had been made but the Committee determined the decision.

The Chair, Councillor Dark commented that the comments made by the Leader were helpful in the process going forward and emphasised that if the Panel did not recommend an option to Cabinet there would be no steer in assisting Cabinet making a decision.

Councillor Long added that he appreciated the comments made by the Leader and outlined the options available for the Panel to recommend to Council. Councillor Long explained that he could see the logic for option 4 and added that Cabinet would then have comments from the Panel to assist in their debate as to which option to recommend to Full Council for debate by all Councillors.

Councillor de Whalley commented that he had listened to the discussion and highlighted the importance of looking to come to a solution next year if the flat rate was to be payable to staff and commented that a discussion with the Independent Review Panel to review how to go forward if a flat rate payment was included in the staff pay award rather than to Councillors to avoid any issues in future years.

Councillor Osborne commented that in his view perhaps the Council could think about medians as other Councils had applied and added that in the future the Council could adopt the median approach or an alternative to address the flat rate lump sum payment to staff.

Councillor Dickinson stated that heard the comments from fellow Councillors and felt that it was not for the Corporate Panel to come to a decision as to what happened in future years. If the median approach was to be considered Councillor Dickinson explained that she would like to see evidence to support that.

The Chair, Councillor Dark summed up the debate and invited the Panel to consider the 4 options.

Councillor Long provided an overview of the difference between employed staff and Councillors receiving an annual allowance.

Councillor Blunt suggested additional commentary – that a full review of the process be undertaken in order to assist in better decision making going forward.

The Chair, Councillor Dark commented that he understood the merits of an informal working group proposed by Councillor Jones but added that a potential way to go forward was the suggestion from Councillor Blunt as set out above.

The Panel agreed the way forward was to undertake a full review of the process, potentially as part of the IRP, so that we did not end up in the same position next year which was agreed by the Panel. Councillor Dickinson abstained.

The Panel voted on the four options available.

There were no votes for Options 1 or 2.

Councillors B Jones and J Osborne voted for Option 3.

Councillor Osborne outlined the reasons why he had voted for Option 3. Councillor Jones concurred with the reasons given by Councillor Osborne.

The Chair, Councillor Dark summarised his reasons for voting for option 4.

The Panel then voted on Option 4 (5 for, 2 against, 1 abstention).

RESOLVED: The Panel recommended option 4 to Cabinet with the additional recommendation that officer and Member time be spent so that we are not in the same position next year.

CP52 **PORTFOLIO HOLDER QUESTION AND ANSWER SESSION**

No questions were submitted in advance of the meeting.

CP53 **SHAREHOLDER COMMITTEE FORWARD WORK PLAN**

The Shareholder Committee Forward Work Plan was noted.

CP54 **CABINET FORWARD DECISIONS LIST**

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

The Panel noted the Cabinet Forward Decisions List.

CP55 **PANEL WORK PROGRAMME 2023/2024**

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

Councillor Jones proposed that an informal working group be set up to look at the staff pay award and to look at how the figures were arrived at and how the decision was reached.

Councillor Long suggested that officers be asked to bring a briefing paper to the Panel first, and it could then be determined if an informal working group was required.

The Chair, Councillor Dark added that the briefing paper should provide evidence of benchmarking with other Councils, the process of the pay award, issues experienced regarding recruitment and retention and information/evidence that 10% aids retention.

The Chief Executive asked for clarification on the content of the briefing paper.

In response, the Chair clarified that the request was for a briefing note on the process which took place for the staff pay award and what the Council was doing for retention.

The Panel agreed that a briefing note would be presented to a future meeting.

Councillor Blunt asked if the Monitoring Officer could present a report on the number of complaints which Councillors made about each other. The Monitoring Officer advised of the potential overlap with the work of the Standards Committee. A meeting would be scheduled with Councillors Dark, Osborne and Blunt to discuss the specific content of the future report.

CP56 **DATE OF NEXT MEETING**

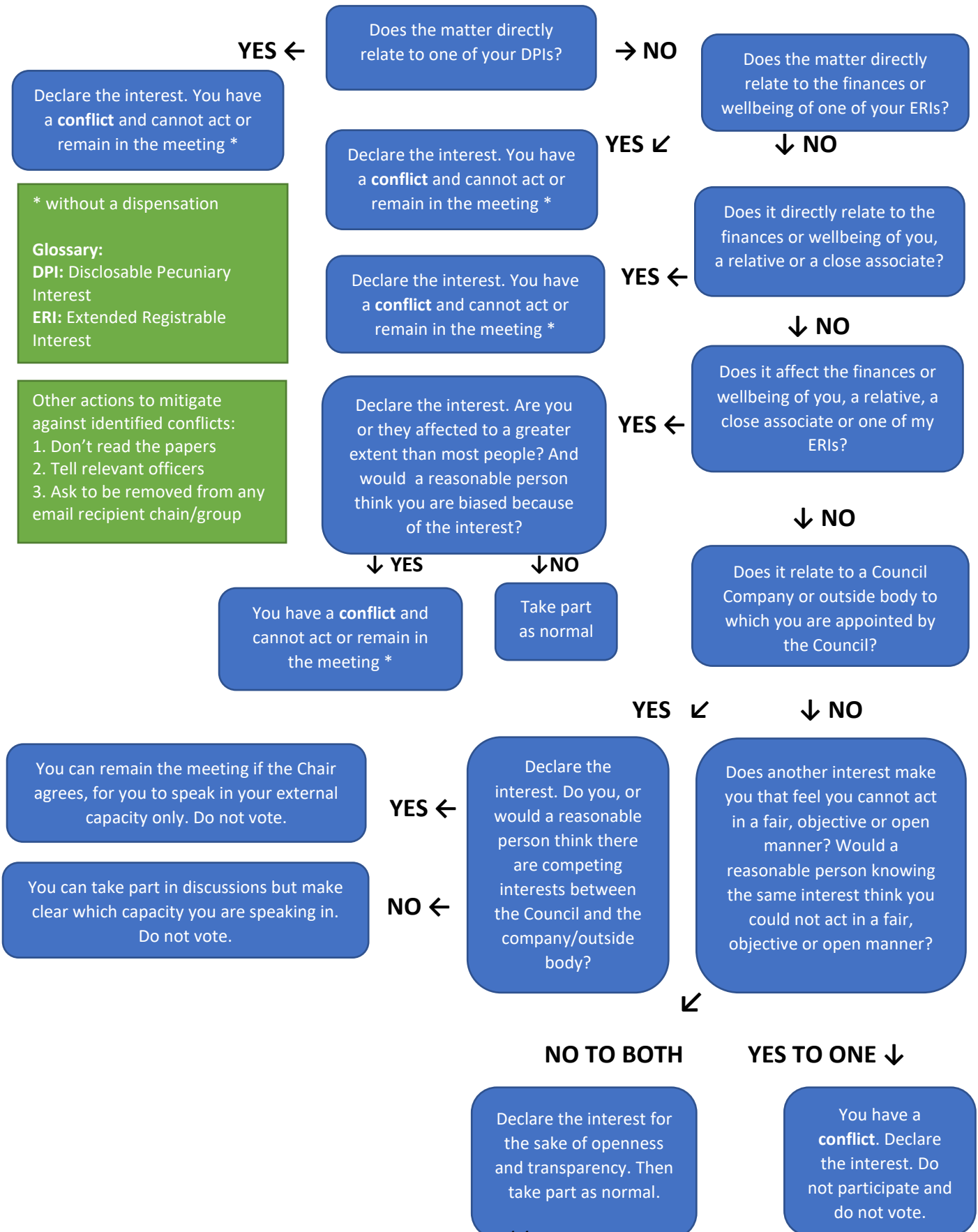
The next meeting of the Corporate Performance Panel will take place on 16 October 2023 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 6.03 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide		YES/NO	
	Discretionary /	Need to be recommendations to Council		YES/NO	
	Operational	Is it a Key Decision		YES/NO	
Lead Member: Cllr Terry Parish – Leader of the Council E-mail:		Other Cabinet Members consulted: Cabinet			
Lead Officer: Lorraine Gore – Chief Executive E-mail: Direct Dial:		Other Officers consulted: Management Team Assistant Directors			
Financial Implications YES/NO	Policy/ Personnel Implications YES/NO	Statutory Implications YES/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES/NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 31 October 2023

CORPORATE STRATEGY 2023-2027

<p>Summary</p> <p>This report appends the new corporate strategy for the period to the next local elections in 2027. It sets out the priorities of the new administration and how the achievement of these priorities and objectives will be monitored.</p> <p>Recommendation</p> <p>That Council adopts the attached corporate strategy.</p> <p>Reason for Decision</p> <p>To establish the council's policy framework for the term of the current administration, showing how the council will focus its resources over the next four years. The key priorities will be:</p> <ul style="list-style-type: none"> • Promote growth and prosperity to benefit West Norfolk • Protect our environment • Support our communities • Efficient and effective delivery of our services

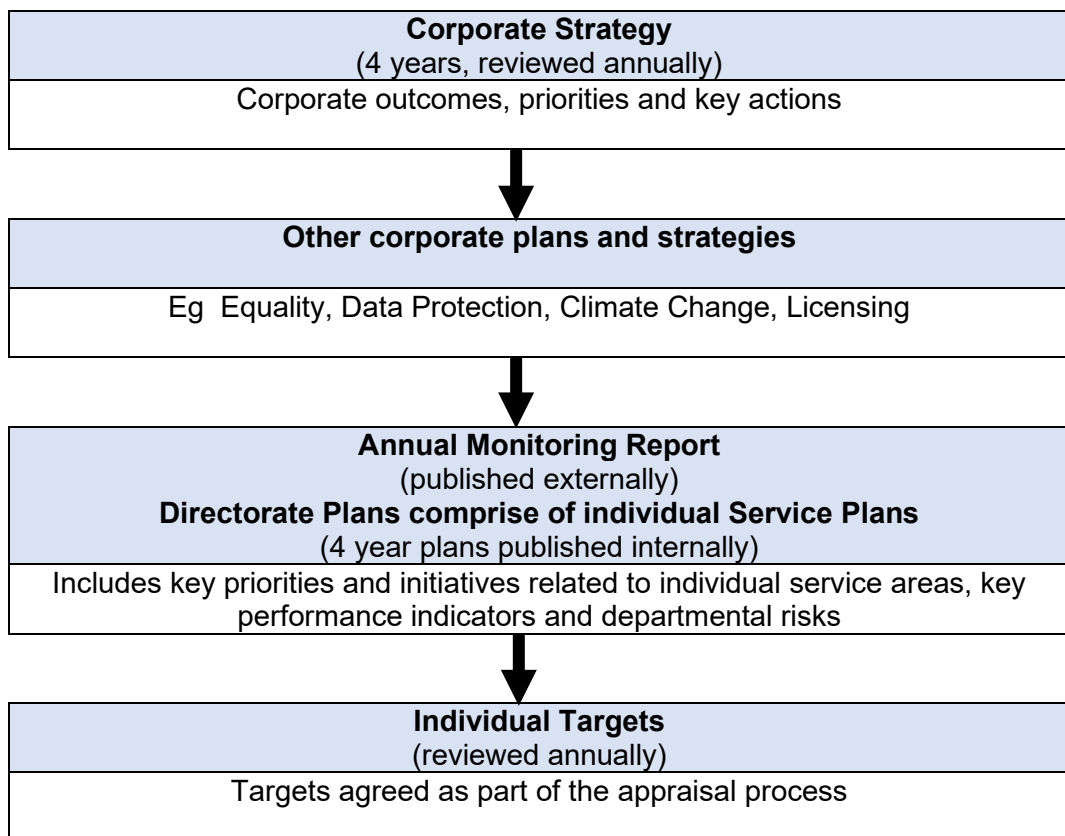
1 Background

1.1 This corporate strategy covers the four-year administrative term 2023 to 2027. It has been informed by Cabinet in consultation with Management Team and the Senior Leadership Team.

1.2 The strategy has been developed in a focused format as much of the detail underpinning this plan already exists in other strategies and documents or will be derived from developing work. There is a short narrative which sets out the direction of travel and the context within which the council operates. The key priorities will be:

- Promote growth and prosperity to benefit West Norfolk
- Protect our environment
- Support our communities
- Efficient and effective delivery of our services

1.3 The outline Corporate Strategy is appended at Appendix A. It is a high-level document and is underpinned by the individual Directorate Plans devised by each Assistant Director and supported by other strategies and plans already published. The diagram below demonstrates how the Corporate Strategy fits into the council's Performance Management Framework.



1.4 The strategy will be monitored via the Corporate Strategy Monitoring Report and formally presented to the Cabinet.

1.5 Work will also be undertaken, where possible, to align corporate performance targets to the priorities outlined in the corporate strategy. In addition, the priorities outlined in the strategy will underpin the annual monitoring report, directorate and service plans, which in turn will be cascaded into annual performance targets for employees through the council's performance management scheme.

2 Options Considered

2.1 None

3 Policy Implications

3.1 This document sets the council's policy framework for the next four years and as such is the council's primary policy document. All other documents and plans will need to take account of this new policy framework when they are being prepared or refreshed.

4 Financial Implications

4.1 Delivery of the Corporate Strategy will be underpinned by the Medium-Term Financial Plan. Delivery of existing services and projects are already incorporated into the current Financial Plan. Any costs arising from new initiatives and projects will be subject to future reports.

5 Personnel Implications

5.1 None

6 Environmental Considerations

6.1 The Corporate Strategy includes a specific priority focused on the environment and climate change.

7 Statutory Considerations

7.1 None

8 Equality Impact Assessment (EIA)
(Pre-screening report template attached)

9 Risk Management Implications

9.1 There are no risk management implications directly from this strategy. All council risks are detailed on the Corporate Risk Register.

10 Declarations of Interest / Dispensations Granted

10.1 None

11 Background Papers

11.1 None

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	Corporate Strategy 2023-2027				
Is this a new or existing policy/service/function?	New				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations	<p>The corporate strategy sets the direction of the council and the priorities of the current administration.</p> <p>The strategy reflects local need, local political priorities and the changing legislative and policy framework in which the council operates.</p>				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			<input checked="" type="checkbox"/>	
	Disability			<input checked="" type="checkbox"/>	
	Gender			<input checked="" type="checkbox"/>	
	Gender Re-assignment			<input checked="" type="checkbox"/>	
	Marriage/civil partnership			<input checked="" type="checkbox"/>	
	Pregnancy & maternity			<input checked="" type="checkbox"/>	
	Race			<input checked="" type="checkbox"/>	
	Religion or belief			<input checked="" type="checkbox"/>	
	Sexual orientation			<input checked="" type="checkbox"/>	
	Other (eg low income)			<input checked="" type="checkbox"/>	

Question	Answer	Comments
<p>2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</p>	Yes	The priorities of the Corporate Strategy will reflect local needs and support the differing needs of communities across west Norfolk
<p>3. Could this policy/service be perceived as impacting on communities differently?</p>	Yes	As above in Q2
<p>4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	Yes	As above in Q2
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</p> <p>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	No	<p>Actions: The Corporate Strategy sets an overarching framework from which projects, initiatives and workstreams will be progressed. This report is seeking approval of the overall strategy, not agreement to the specific activities, which will, where appropriate, be subject to individual equality impact assessments as these are brought forward. Therefore a full impact assessment is not felt necessary at this point.</p> <p>Actions agreed by EWG member:</p> <p>... <i>B. Box</i></p>
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>As initiatives and projects are developed, the equality impact assessment process will be followed and, where the need is identified, a full impact assessment will be undertaken.</p> <p>Decision agreed by EWG member: ... <i>B. Box</i></p>		
<p>Assessment completed by:</p> <p>Name</p>	Honor Howell	
<p>Job title</p>	Corporate Governance Manager/Assistant to the Chief Executive	
<p>Date</p>	20 September 2023	

Corporate Strategy 2023-2027

20

Promote growth and prosperity to benefit West Norfolk



Protect our environment



Efficient and effective delivery of our services



Support our communities





Foreword by the Leader of the Council

Since the election in May 2023, my cabinet members, the members of the Independent Partnership, and I, in consultation with Labour colleagues, have been working together with the senior leadership team at the council to develop a four-year corporate plan which sets out our priorities and how we will achieve the targets we have set ourselves. We have undertaken to work openly and transparently so that everyone understands the decisions we are making and why we are making them.

As an independent partnership it is important that this document reflects the priorities of all of our members. Developing it has been an interesting and eye-opening challenge, but one I believe has led to a well-rounded strategy that focuses on the health, wellbeing and development of individuals and communities, as well as the growth of businesses. It is also a strategy that acknowledges the differences between the rural, coastal, and urban areas of our borough, and embraces new development as well as the preservation of our wonderful heritage.

Our aim is to ensure that any new developments taking place help achieve our objectives of providing affordable homes for local people and employment opportunities, supporting our climate change agenda, or whatever else might help our communities and businesses thrive, and is within our power to deliver or influence.

Running through the strategy is a desire to tackle those issues that impact on our environment and on broader climate change issues, including water quality, flooding and CO₂ emissions. We want to ensure that over the term of this strategy the borough is cleaner, greener, and better protected. We will look to amend and adjust our policies to encourage individuals, businesses and developers to play their part as well as doing all we can to reduce our own impact on the environment.

Underpinning all the aims and objectives of this strategy is sound fiscal management. We want to ensure that the council remains in a strong financial position and is not left in a situation where it can only provide 'essential' services. This means we will be

constantly monitoring performance and ensuring that we work both effectively and efficiently within the resources we have available to us.

Finally, we commit to working for West Norfolk as a whole, ensuring that we consider the needs of all our communities and developing the area as a place on the map. A place where people choose to live, work, visit and invest.

Cllr Terry Parish





Our priorities

Our key priorities are set out under four overarching themes:

Promote growth and prosperity to benefit West Norfolk

To create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need and promote West Norfolk as a destination.

Protect our environment

To create a cleaner, greener, and better protected West Norfolk by considering environmental issues in all we do and by encouraging residents and businesses to do the same.

Efficient and effective delivery of our services

To provide cost-effective, efficient services that meet the needs of our local communities, promote

Our vision

To establish West Norfolk as a place on the map rather than an administrative boundary and ensure it is a welcoming rural district, with vibrant communities and successful, growing businesses. A place where people can thrive, the environment is protected, heritage is preserved, and development meets the needs of people as well as legislation.

good governance, and provide sustainable financial planning and appropriate staffing.

Support our communities

To support the health and wellbeing of our communities, help prevent homelessness, assist people with access to benefits advice and ensure there is equal access to opportunities.

Our key principles

In delivering our priorities we undertake to work:

Transparently

We will be open, honest and transparent in our decision making and ensure we follow best practice in governance.

Respectfully

We will be respectful of others' views and balance these with statutory requirements and our corporate priorities in our decision

making. We will ensure we are inclusive by treating people fairly, equally and with understanding.

Collaboratively

We will work closely with our local partners, businesses, communities and individuals to ensure we co-ordinate delivery of services across the borough, reducing duplication.

Effectively

We will encourage innovation, develop staff, and carefully manage our finances and resources to effectively deliver services and projects to benefit our communities.

Implementing our priorities:

This vision, its supporting priorities and key principles form the framework for the delivery of services and initiatives for our residents, businesses and visitors. Each priority will be part of officer led plans and follow guidance in policy documents.

This strategy is a 'live' document which will be monitored regularly and reviewed annually to allow for any new or emerging issues and to ensure it remains relevant to the current needs of our communities.

Core values are being developed with staff and members to establish a set of behaviours that support these priorities and the key principles.

Monitoring progress

Performance will be tracked by monitoring progress of how senior officers' plans are progressing and also by how well individual officers' work targets are being achieved

Monitoring of senior officers' plans will take place and results provided to both Cabinet and the committee which scrutinises and provides a check on such matters – the Corporate Performance Panel.



West Norfolk Facts & Figures 2022/23

West Norfolk has a population of

154,300

ONS census data



Average life expectancy **81yrs**

norfolkinsight.org.uk

26% aged 65 or over



of contacts with Council CIC are made using online services



Last year we approved

1,394

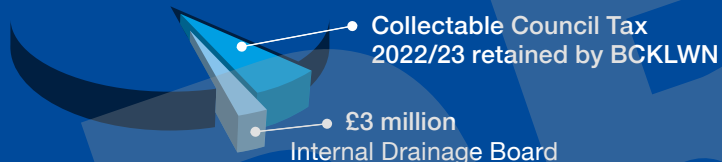
planning applications

4.6 million

bins are emptied every year



£7.4 million



£11.7 million



Approx. **6.4m** visitors come to West Norfolk annually

387,700

People make leisure day-trips to West Norfolk



74,992

Total domestic properties at 31/3/2023

97.34%

Collection rate

6,767

Total business rates properties at 31/3/2023

98.14%

Collection rate

These visitors are estimated to spend

£299.58m

per year within the local economy

Source: Economic Impact of Tourism, delivered by Destination Research

£24.4 million

Amount paid out in Housing Benefit

Housing Benefit caseload

4,786

£9.8 million

Amount paid out in Council Tax Support

Council Tax Support caseload

9,373

Number of people presenting for housing advice

1,576

of which **915** were homelessness applications

Ranked

84

out of **151**

areas of deprivation

norfolkinsight.org.uk

Borough Council of King's Lynn & West Norfolk



Promote growth and prosperity to benefit West Norfolk

To create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need, and promote West Norfolk as a destination.

We will:

- Work with partners to develop a shared vision for a vibrant borough
- Attract new businesses to the borough to expand the local economy
- Support the borough's new and existing businesses to grow and thrive
- Work with partners and local employers to equip our local workforce with the necessary skills and knowledge to meet current and future needs
- Maximise opportunities to transform and regenerate our high streets and heritage assets
- Increase the number of good quality new homes and associated infrastructure built through direct provision by working with registered social landlords and private sector developers
- Encourage private sector housing development that supports local need, delivers on local infrastructure and meets environmental and biodiversity requirements
- Promote West Norfolk as a desirable leisure, cultural and tourism destination
- Support a year-round programme of events, festivals and activities for residents and visitors

24



Enterprise Zone, King's Lynn



The South Gate, King's Lynn



Old Hunstanton Lighthouse



Nar Ouse Development, King's Lynn



Protect our environment

To create a cleaner, greener, and better protected West Norfolk by considering environmental issues in all we do and by encouraging residents and businesses to do the same.

We will:

- Lead by example by reducing our own carbon emissions and considering our impact on the climate with all our projects and initiatives
- Work with partners, locally and across Norfolk, to minimise carbon emissions from new and existing properties, housing and other developments
- Support others to minimise carbon emissions by promoting good practice, providing information and highlighting available grants from Government
- Encourage active travel by reducing barriers to walking and cycling. In addition, improve EV (electric vehicle) infrastructure when appropriate grants permit
- Minimise domestic and corporate waste by encouraging reuse, recycling and responsible disposal
- Take timely and proportionate planning and environmental enforcement action to protect West Norfolk
- Increase biodiversity where we can and create wildflower and pollinator opportunities
- Work with other agencies to manage and protect our coastline and to improve sea water quality

25



Park Run, The Walks



EV Chargers, Lynnsport



Cycleway, King's Lynn



Baker Lane Active Travel Hub



Wildflower and Pollinator Opportunities



Efficient and effective delivery of our services

To provide cost-effective, efficient services that meet the needs of our local communities, promote good governance, and provide sustainable financial planning and appropriate staffing.

We will:

- Provide value for money through efficient and effective service delivery
- Focus our capital expenditure on priority areas
- Manage our finances to remove any projected budget deficit over the 4-year financial plan
- Provide information to local people, businesses and visitors in a timely and accessible manner
- Consult and engage with our communities, staff, parish councils and members to include measurement of how satisfied they are
- Retain a highly-skilled and motivated workforce, with appropriate training and development available to support current and future corporate priorities and statutory services
- Actively and continually examine and review the way we deliver our services in-house, through our companies, through procurement and other channels, to ensure they offer value for money and meet the needs of our communities
- Expand our support to help parish councils with governance and to attract new members
- Undertake a review of the Cabinet governance structure of the council
- Investigate the creation of a town council for the unparished area of King's Lynn and the adoption of West Norfolk as the name of the borough



Clean-Up Team at Loke Road



Refuse Bin Collection



Sommerfeld & Thomas Building



Food for Thought



Support our communities

To support the health and wellbeing of our communities, help prevent homelessness, assist people with access to benefits advice and ensure there is equal access to opportunities.

We will:

- Work with partners, and provide access to leisure, cultural and outreach experiences, to reduce isolation, improve health and wellbeing, and support people to live independently at home for longer
- Tackle social and health inequalities, encourage healthy, active lifestyles and help prevent avoidable hospital admissions by working with the NHS and other partners
- Seek improvements to the provision of NHS dentistry in West Norfolk, working with the NHS and partners
- Work with schools and colleges to improve educational opportunities, inclusion, attainment and ambition
- Support the local voluntary sector as a vital element of the local community
- Improve access to affordable homes and work to improve the quality of rented accommodation
- Actively monitor food safety, housing standards, air quality and other statutory issues to minimise environmental health risks
- Address all types of anti-social behaviour and encourage respect for each other
- Promote and maintain attractive public open spaces across the borough for all to enjoy



Coronation Badge Flowerbed, Tower Gardens



Community Event, Hunstanton



Installing Bird Boxes, The Walks



Community Event, Downham Market



How our plans fit together

The Corporate Strategy sets out our priorities up to 2027. It is supported by a range of key plans and strategies, for example, equality and climate change.

To deliver our priorities, we have eight directorate plans, which comprise individual service plans. These will set out the actions and initiatives we will deliver to help us to achieve our ambitions for West Norfolk.

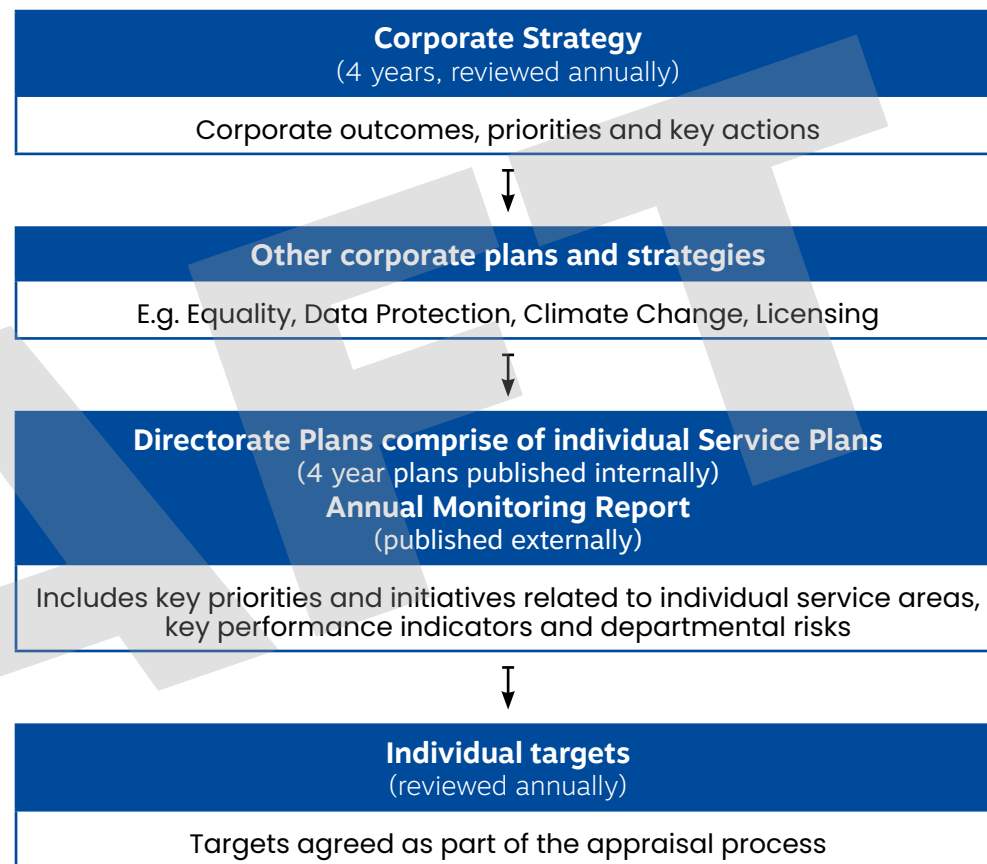
These actions and initiatives will filter into staff members' individual targets through the appraisal process.

Directorate plans cover:

- Central Services
- Health, Wellbeing and Public Protection
- Resources
- Legal, Governance and Licensing
- Environment and Planning
- Regeneration, Housing and Place
- Property and Projects
- Programme and Project Delivery

Progress against the Corporate Strategy will be regularly reported internally to our Corporate Performance Panel and to Cabinet, and externally to our residents through an Annual Monitoring Report. The Corporate Strategy will be reviewed annually.

Corporate Strategy delivery model



FORWARD DECISIONS LIST

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 Strategy 2023-2027	Key	Cabinet	Leader Chief Executive		Public
	Norfolk County Deal response	Non	Council	Leader Chief Executive		Public
	UK Shared Prosperity Funding 24-25 Boost Project and West Norfolk Training Grants	Non	Cabinet	Business Assistant Director - D Hall		Public
29	Care Leavers Covenant	Non	Cabinet	People and Communities Asst Dir – B Box		Public
	5 Year Mart Agreement	Non	Cabinet	Tourism Events & Marketing 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
5 December 2023						
	Council Tax Support Scheme – Final Scheme 2024/25	Key	Council	Finance Asst Director – Resources		Public
	Care and Repair Contract		Cabinet			Private Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	St George's Guildhall Project – Design Proposals	Key	Cabinet			
30	Assets of Community Value	Non	Council	Property and Corporate Services Monitoring Officer		Public
	Council Companies Funding	Key	Council	Business Assistant Dir D Ousby		Part public and part Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Appointment of Honorary Aldermen	Non	Council	Chief Executive		Public
	Cabinet Task Groups	Non	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
15 January 2024						
	West Norfolk Shared Prosperity Funding update	Key	Cabinet	Business 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)
31	Florence Fields – Tenure Mix	Non	Council	Deputy Leader Assistant Director – D Ousby		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Lynnsport One	Key	Council	Regeneration & Development Asst Dir Companies & Housing Delivery – D Ousby		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		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)
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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	Regeneration & Development Asst Dir		Public
	Capital Programme	Key	Council	Finance Asst Director – Resources		Public
	Budget 2024/25	Key	Council	Finance Asst Director – Resources		Public
	Treasury Management Strategy/ Investment Strategy	Key	Council	Finance Asst Director – Resources		Public
	Empty Homes Strategy Review	Key	Council	People and Communities Asst Dir M Whitmore		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						
	Review of Outside Bodies	Non	Cabinet and Council	Leader		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
23 April 2024						

Items to be scheduled

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	People & Communities 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
	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
	Southend Road Hunstanton	Key	Cabinet	Regeneration & Development Asst Dir – D Ousby		Public

FORWARD PLAN

Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
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		Item scheduled at end of agenda should the committee determine to exclude the Press and Public to consider the report
Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
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		Item scheduled at

	the Board of the council companies	Board	Assistant to the Chief Executive – H Howell		end of agenda should the committee determine to exclude the Press and Public to consider the report
Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
	Election of Chair	Shareholder Committee	Leader Monitoring Officer – A Baker	Cabinet Report 15 November 2022	Public
25 October 2023	Review of Terms of Reference	Shareholder Committee			Public
	Updated Service Level Agreement West Norfolk Property	Shareholder Committee and WNP Board	Leader Assistant to the Chief Executive – H Howell		Public
	Section 21's - WNH	Shareholder Committee	Cllr Alistair Beales – Portfolio for Business		Public
	Draft Shareholder Agreements AWN WNP WNH	Shareholder Committee	Leader Assistant Director – Legal, Governance and Licensing		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Draft Business Plan for WNH	Shareholder Committee WNH Board	Leader Assistant Director Regeneration and Housing		Private – Contains exempt information under para 3 – information relating to the business affairs of any person

					(including the authority)
	Corn Exchange Contracts	Shareholder Committee AWN Board	Cllr Simon Ring – Portfolio for Leisure and Tourism		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
16 November 2023	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

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
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	Corporate Performance Panel Nomination to Hunstanton Sailing Club			To appoint a Borough Council representative in an observer role only.

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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)

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
	(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).
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	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.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
24 July 2023	January 2022 to December 2022 Report on use, or non-use RIPA powers.	Annual	M Chisholm	
24 July 2023	Water Quality – Heacham and Hunstanton: Position Statement	Position Statement	M Chisholm	The Panel to receive a position statement.
24 July 2023	Update on Hunstanton Promenade Waste Water	Update	M Henry/ T Brooker	The Panel to receive a further update.
24 July 2023	Corporate Performance Panel Nomination to Hunstanton Sailing Club	ITEM DEFERRED TO 11 SEPTEMBER 2023		The Chair to advise of response to letter from Hunstanton Sailing Club
24 July 2023	Revenue Outturn 2022/23	Cabinet	M Drewery/ C Holland	The Panel are invited to consider the report and make any recommendations to Cabinet.
24 July 2023	Capital Outturn 2022/23	Cabinet	M Drewery/ C Holland	The Panel are invited to consider the report and make any recommendations to Cabinet.
24 July 2023	Council Tax – Draft Scheme for 2024/25	Cabinet	J Stanton	The Panel are invited to consider the report and make any recommendations to Cabinet.
24 July 2023	Appointment of Representatives to Inquire Parishes	Cabinet	A Baker	The Panel are invited to consider the report and make any recommendations to Cabinet.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
24 July 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
24 July 2023	Cabinet Forward Decisions List			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	Exempt Report: Staff Pay Award	Cabinet	B Box, D Gates	The Panel are invited to consider and comment on the recommendations to Cabinet.
11 September 2023	Call-in (if any)			
11 September 2023	Corporate Performance Panel Nomination to Hunstanton Sailing Club			The Chair to advise of response to letter from Hunstanton Sailing Club Deferred from Panel meeting held on 24 July 2023
11 September 2023	Cabinet Report: Members Allowance Scheme	Cabinet	B Box	The Panel are invited to consider and comment on the recommendations to Cabinet.
11 September 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
11 September 2023	Cabinet Forward Decisions List			The Panel are invited to identify any items for inclusion on the work programme.
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 Strategy 2023 to 2027	Cabinet	H Howell	R & D and E & C to be invited to attend for this item. Peer Review Team will be present at this meeting.
16 October 2023	Norfolk County Deal Response	Cabinet	L Gore	
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.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
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.
13 November 2023	Call-in (if any)			
13 November 2023	Scrutiny of: <ul style="list-style-type: none"> The proposed financing model for the loan facility to the Council Companies. The draft company business plans for WNP and WNHC 	Cabinet	D Ousby H Howell	Environment and Community and Regeneration and Development Panels to be invited for this item.
13 November 2023	Water Quality at Heacham and Hunstanton: Next Steps		M Chisholm	Item identified by Panel on 21 June 2023. Environment Agency and Anglian Water Authority have confirmed their attendance.
13 November 2023	Council Tax Support Scheme – Final Scheme	Cabinet	J Stanton	
DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES

MEETING		REPORT	OFFICER	OUTCOMES
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.
13 November 2023	Annual Employment Monitoring Report – B Box.	Monitoring	B Box	
4 January 2024	Call-in (if any)			
4 January 2024	2023/24 Q1 and Q2 Corporate Performance Indicator Monitoring Report	Monitoring	H Howell	
4 January 2024	Climate Change and Norfolk Climate Change Partnership Annual Report	Annual	G Greaves	Community and Environment Panel to be invited to attend for this item.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
4 January 2024	Service Level Agreements - Number, examples, administration, creation, legal standing etc		A Baker	
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	
26 February 2024	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
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.
10 April 2024	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
10 April 2024	Exempt Report: Hunstanton Sailing Club	Annual Update (Exempt)	Borough Council Representative	The Borough Council's Representative role is to observe only.

Forthcoming Items to be scheduled

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

Housing Needs Assessment, etc – D Hall, N Patton

Councillor Request: Investigating the reasons why Parish Councils become inquorate and support which could be provided.

Councillor Request: Equitable Transport in West Norfolk

Briefing Note – Staff Pay Award – B Box

Report on number of Councillor complaints – A Baker

Performance of the Corn Exchange Cinema – N Gromett