

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



Corporate Performance Panel

Agenda

**Wednesday, 10th April, 2024
at 4.30 pm**

in the

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

Available to view:

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



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2 April 2024

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 10th April, 2024 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. **Minutes** (Pages 6 - 26)

To approve the minutes from the Corporate Performance Panel held on 26 February 2024.

3. **Declarations of Interest** (Page 27)

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 (if any)

8. Service Level Agreements (Deferred from 26 February) (Pages 28 - 32)

9. Ongoing Support for the Ukraine Centre (Pages 33 - 36)

10. Cabinet Report: Corporate Performance Management Report - Quarter 3 2023/24 (Pages 37 - 59)

Members are invited to provide specific questions in advance in order that a full response may be provided at the meeting.

11. Portfolio Question and Answer Session

The Panel are invited to submit questions to Democratic Services in advance of the meeting.

12. Cabinet Forward Decisions List (Pages 60 - 63)

13. Shareholder Committee Forward Plan (Pages 64 - 68)

14. Panel Work Programme 2024/2025 (Pages 69 - 74)

To note the Panel's Work Programme for 2024/2025.

15. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will take place on 29 May 2024 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

To:

Corporate Performance Panel: Councillors R Blunt, S Dark (Chair), P Devulapalli, A Dickinson, B Jones, S Lintern, B Long, S Nash, J Osborne (Vice-Chair), A Ryves, D Sayers and Mrs V Spikings

Portfolio Holders:

Councillor T Parish, Leader

Councillor J Rust, People and Communities

Appropriate Officers:

Alexa Baker, Monitoring Officer

Judith Berry, Community, Health and Wellbeing Manager

Becky Box, Assistant Director, Central Services

Debbie Ess, Corporate Performance Officer

Lorraine Gore, Chief Executive

Honor Howell, Assistant to the Chief Executive/Corporate Governance Manager

Mark Whitmore, Assistant Director

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

Minutes from the Meeting of the Corporate Performance Panel held on Monday, 26th February, 2024 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn

PRESENT: Councillor S Dark (Chair)
Councillors R Blunt, P Devulapalli (left the meeting at 6.25 pm),
B Jones (left the meeting at 7 pm), S Lintern, B Long, S Nash,
J Osborne (Vice Chair), A Ryves, D Sayers (arrived at 5.41 pm)
and Mrs V Spikings

Portfolio Holders:

Councillor A Beales, Business (left the meeting at 5.45 pm)
Councillor C Morley, Finance
Councillor T Parish, Leader
Councillor J Rust, People and Communities (arrived at 5.26 pm, left the meeting at 6.49 pm)

Under Standing Order 34:

Councillors A Kemp and C Rose

Officers:

Alexa Baker, Monitoring Officer
Becky Box, Assistant Director, Central Services
Lorraine Gore, Chief Executive
Jamie Hay
Honor Howell, Assistant to the Chief Executive
Oliver Judges, Executive Director - Place (Zoom)
Wendy Vincent, Democratic Services Officer

CP118 APOLOGIES

An apology for absence was received from Councillor A Dickinson.

CP119 MINUTES

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The minutes of the meetings of the Corporate Performance Panel held on 4 January and 1 February 2024 were agreed as a correct record and signed by the Chair.

CP120 DECLARATIONS OF INTEREST

There were no declarations of interest.

CP121 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP122 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillors A Kemp and C Rose were present under Standing Order 34.

CP123 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was no Chair's correspondence.

CP124 **CALL-IN (IF ANY)**

There were no call-ins.

CP125 **DRAFT TERMS OF REFERENCE TAXI TESTING CONTRACT INFORMAL WORKING GROUP**

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The Assistant Director, Central Services presented the report and reminded that at the Corporate Performance Panel meeting held on 4 January 2024 it was agreed that an informal working group should be formed in relation to the 2021 last taxi testing contract.

Members were advised that the purpose of the report was to agree terms of reference for this informal working group.

The Panel's attention was drawn to the key issues set out in the report.

The Chair invited Councillors attending under Standing Order 34 to ask any questions/comment.

The Chair invited the Panel to ask questions/comment on the report, a summary of which is set out below.

Councillor Osborne suggested 5 Councillors for the membership of the informal working group. Councillor Nash agreed 5 Councillors would be the correct number.

The Chair, Councillor Dark commented that Councillor Nash had submitted this item for consideration by the Panel and suggested he be a member of the informal working group and invited other nominations for the informal working group.

The following Councillors expressed interest in being a member of the informal working group: Councillors Long, Lintern, Osborne and Ryves.

Councillor Dark asked if there was sufficient time for feedback from the informal working group to be fed into the new taxi testing contract which would be considered by the Environment and Community Panel. In response, the Assistant Director, Central Services explained that a draft would be available May/July to fit in with the schedule for reports to be presented to the Environment and Community Panel.

RESOLVED: The Panel agreed that a 5 Member Informal Working Group be set up, membership confirmed as Councillors Cllr S Nash, B Long, J Osborne, S Lintern, A Ryves

CP126 **SERVICE LEVEL AGREEMENTS**

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This item was deferred to a future meeting.

CP127 **ANNUAL COMPLAINTS MONITORING REPORT**

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This item was considered after Item 12 on the Agenda.

The Panel noted that annual report for the period 1 April 2022 to 31 March 2023 which set out the breakdown of MP Enquiries, Corporate and Ombudsman complaints and details on compliments received from members of the public. It also included the number of Freedom of Information requests made in the same period as well as Data Protection Breaches, together with any reported to the Information Commissioners office. The report was presented to the Corporate Performance Panel for information only.

In total, 97 MP Enquiries were dealt with during 2022/23, compared with 81 during the previous year. MPs are often contacted by their constituents for help and advice on a range of local issues or individual problems with a service delivered by the Council. These are then passed to the relevant Assistant Director or Service Head for a response.

Corporate Complaints: 59 Corporate Complaints were received during 2022/23, compared with 54 the previous year. Of these complaints, 13 were upheld as justified and 46 not upheld at Stage 1 of the complaints process.

It was noted that of the 59 Corporate Complaints which were received, 13 went to an Appeal to the Chief Executive (Stage 2) and out of the 13

complaints, 3 were considered to be justified and 10 were not upheld at Stage 2 of the complaints process.

Ombudsman Complaints: In total, 2 complaints were investigated by the Local Government and Social Care Ombudsman with 1 being upheld.

Compliments: For the year 2022/23, the Council received 163 compliments from customers.

The Chair thanked the Corporate Governance Manager for the report and invited questions and comments, a summary of which is set out below.

The Corporate Governance Manager responded to questions and comments in relation to:

- Freedom of Information Requests – in 2022/2023, one complaint was reported and subsequently upheld by the ICO (relating to personal medical data which had been published).
- No of complaints upheld by the Council and lessons learnt.
- Content of the Local Government Letter.
- Number of MP enquires.
- Planning and enforcement figures – the Corporate Governance Manager undertook to present the planning enforcement figures separately in future reports.

The Monitoring Officer explained that the number of complaints received from parish councils was reported to the Standards Committee.

The Corporate Governance Manager explained that the information collated from complaints was used to improve the service delivery when a complaint was upheld and training was available for officers who responded to complaints.

The Chair thanked the Corporate Governance Manager for the report and the numbers reported look reassuring.

The Chair invited the Leader to address the Panel.

The Leader commented that it was positive for the Council to receive 163 compliments.

The Portfolio Holder for People and Communities explained that she had met with the Corporate Governance Manager to discuss the report and echoed the comments made the Leader on the number of compliments received.

RESOLVED: There were no recommendations; it was an annual report for Members to note.

The Panel adjourned at 6.19 pm and reconvened at 6.29 pm.

CP128 **KEY PERFORMANCE INDICATORS 2024/2025 - TARGET SETTING REPORT**

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

The Panel was informed that the report provided an overview of the corporate performance indicators and associated targets which had been set for the 2023/2024 year.

The Panel's attention was drawn to the key issues set out in the report.

Following the borough elections in May 2023, a new Corporate Strategy 2023/2027 was adopted by Full Council on 23 November 2023. Key performance indicators and associated targets had been reviewed by Management Team and Cabinet to enable performance monitoring of council services on an ongoing basis. The targets were determined based on a realistic assessment at what should be achieved given the resources available within services.

Quarterly monitoring of the indicators will form part of the new Performance Management Report which will also incorporate the monitoring of the Corporate Strategy. The report will be discussed at the Corporate Performance Panel each quarter, ensuring Members have the opportunity to clarify the reasons for the levels of performance being reported.

The Corporate Governance Manager provided an overview of the monitoring which had been undertaken and explained that three quarters of monitoring would be presented to the Corporate Performance Panel at its April meeting.

The Chair invited Councillors attending under Standing Order 34 to ask any questions/comments.

Under Standing Order 34, Councillor Kemp referred to the following performance indicators:

- % calls to CIC prevented by web chat target of 75% using the internet to prevent or minimise human contact may be a good one point but there may be vulnerable people without a home computer and asked if this was a realistic target in meeting the needs of the population.

- No of people in bed and breakfast accommodation and why this was a monitor only indicator because it was important for the Council to look at the future trend and cost to the Council.
- Previous indicators to ensure new homes were not being at risk of been flooded and wondered if there should be an indicator to ensure the Council was doing what it should to protect future and existing homes from the risk flooding.

In response to the question regarding % of calls/webchat to the CIC, the Corporate Governance Manager explained she understood what Councillor Kemp had said and that it should be acknowledged that the Council was aware that a number of people were not on line and may be digitally excluded. The Panel was informed of the benefits of webchat and that it would leave time for those customers who preferred to use the telephone to contact the Council. Members were informed that it was not designed to exclude anyone but be complimentary to each other.

The Chair invited the Panel to ask questions/comment on the report, a summary of which is set out below.

In response to a question from Councillor Mrs Spikings on rating of 3 and above for food premises and the target of 90% and added that this information did not include ratings 1 and 2 and did not tell Councillors anything. The Corporate Governance Manager commented that this was a good point and undertook to feedback the information to the relevant service area. The Panel was informed that if the target was not being achieved there would be an explanation/commentary as to why.

Councillor Jones suggested amended wording in relation to the % of calls prevented by webchat which was noted by the Chief Executive (prevented was the wrong word).

Councillor Devulapalli asked if there were any responses available for the two remaining questions asked by Councillor Kemp.

In response to the question raised by Councillor Kemp regarding bed and breakfast accommodation being a monitor only indicator, the Corporate Governance Manager explained that the Council had to monitor how much was spent and was used as a comparison purpose for previous years but the Council was not necessarily able to influence and change it based on the temporary accommodation available. The Panel was informed there was a limited amount of accommodation and the Council would not know who would be presenting as homeless.

In response to the question raised by Councillor Kemp on homes being at risk of flooding, etc, the Corporate Governance Manager all new properties, although did not necessary form part of the performance indicators but went through a rigorous assessment in relation to flooding when a planning application was submitted.

Councillor Devulapalli asked what was the purpose of the bed and breakfast indicator being monitor only and asked if the Council was

also going to monitor the use of the night shelter in order to gain an understanding of the need of homelessness in West Norfolk . In response, the Corporate Governance Manager explained that she would liaise with the relevant officer and email a response.

Councillor Devulapalli agreed with the comments made by Councillor Mrs Spikings on receiving more meaningful information and added that some targets were in figures and some in percentages and was quite difficult to understand.

In response to questions from Councillor Devulapalli on the target for short term car parking tickets and level of usage, etc, the Corporate Governance Manager explained that with short term parking it was tickets when people came into the town to look at levels for the previous and current year which gave the Council an indication of the usage. It was explained that a response would be emailed as to what the Assistant Director and Portfolio Holder were looking for in relation to this indicator. The Chief Executive explained that this was a list of indicators for the current year but when they were reported comparable figures would be shown for the previous year which represented a trend.

Councillor Devulapalli commented that she was dismayed that cycling usage was monitor only and would hope the Council would look for a more robust indicator. In response, the Chief Executive explained that some were a set target, for example, bed and breakfast accommodation and outlined the reasons why it was monitor only. In relation to the cycle usage, it was noted this was a new target for this year so the data would be collected and then going forward a target would be set.

Councillor Long commented that there were a number of indicators previously where, for example, % of Council Tax collected against outstanding balances, 97.5% and when there had been a target of 100%, there had been a collection fund surplus, which would be negotiated and shared with the other precepting authorities and asked why the target was set at 97.5% and not 100% which followed through with business rates and the BID. In response, the Chief Executive explained that 97.5% was for the percentage of council tax collected in the current year and added that when the Council set its budget it worked on 100% of council tax base at the October date because during the year new properties came on and the council tax collection fund was increasing which impacted on the amount of money the Borough Council paid across to Norfolk County Council when the budget was set and was therefore used for two different purposes.

Following further questions from Councillor Long on the above target/indicator to achieve 100% and not have a collection fund surplus, the Chief Executive commented that it might be worth

obtaining technical details to circulate to the Panel. The Chair added this would provide useful to Councillors.

The Chair outlined the genuine confusion he had at the sifting meeting regarding the performance targets and the general practice in organisations in setting key performance indicators and commented that question he had was the Panel, being ten months in, was being asked to review and note the proposed key performance targets for 2023/2024 which was last year. The Chair explained that he had liaised with officers regarding when the Panel would see what would drive the targets for 2024/2025.

In response, the Corporate Governance Manager explained that KPI's were in place to demonstrate performance against the Corporate Strategy. It was explained that following the May 2023 election there had been a change of Administration and during the summer work had been undertaken on the Corporate Strategy which was adopted by Full Council in November 2023. During December 2023 officers had been working on the Annual Plan for 2023/2024. It was explained that the KPI's tied in with the Corporate Strategy and as it was not adopted until late in 2023, officers had not been able to put together a set of performance indicators. However, officers had been collecting the information and 38 of the indicators were existing and there were 26 new indicators. Those indicators had been grouped into the new corporate priorities which were similar to the previous actual priorities. Members were informed that until the Corporate Strategy was adopted it was not possible to set performance indicators which would monitor performance against that strategy because it had not been agreed and published.

The Corporate Governance Manager further explained that Assistant Directors and Portfolio Holders had been asked to agree performance indicators in relation to the Corporate Strategy, Annual Plan and Directorate Plans. The data would be collected from April 2023 in order that the Panel would receive data on the full year's performance for 2023/2024 based on the new Corporate Strategy adopted in November 2023.

Councillor Lintern commented the Council would have had KPI's for previous years and added it would be irrelevant as they were ongoing, new ones could be added in but the bulk of indicators would already be in existence and were therefore not figures that had been manipulated in any way.

The Chair disagreed with the comments made by Councillor Lintern and stated that the idea of a KPI was that it was bespoke, measurable and set the drum beat of the business and to say that the authority would carry over KPI's from last year, the indicator(s) might be in the wrong area or at the wrong level. The Chair added that the key issue was that the Panel was looking at indicators for last year and the question was which committee would see the plan for 2024/2025 and

agree targets and input into Cabinet, if it was an amalgamation for the current year because of old figures, etc.

Councillor Lintern reiterated the points she had made previously and added that the core of the performance indicators would be ones that would be measured and monitored on an ongoing basis for many years and that indicators could be amended if appropriate and new indicators added. In response, the Corporate Governance Manager explained that Councillor Lintern was correct and explained that whilst the Core Strategy and indicators had been in development, the Council had continued its business as usual and outlined the variety of services, some of which were statutory and being delivered to the residents of West Norfolk.

The Chief Executive and Officers responded to questions from Councillor Blunt in relation to links between key performance indicators, the corporate strategy and the performance management framework.

In response to questions from Councillor Lintern, the Assistant Director Central Services provided an overview of the performance annual appraisal process and how targets may link to the corporate strategy undertaken for each employee.

The Corporate Governance Manager circulated a chart which set out the 2023/2027 Corporate Strategy Delivery Model.

The Chair commented that he had listened to the debate and stated that it was unusual, although this was a transitional year, that there was an amalgamation of last year's and this year's KPI's and looking at them towards the end of the year. The Chair added he had taken on board the comments made by Councillor Lintern but the targets within those indicators could vary and drew attention to recommendation and that the Panel was being asked to review the targets for 2023/2024 but the Panel was not being asked to review targets for 2024/2025 and that this should be included and the recommendation amended.

In response to a question from Councillor Devulapalli on % of contracts awarded SME, target 25%, the Corporate Governance Manager undertook to liaise with the relevant department and respond direct to Councillor Devulapalli.

The Corporate Governance Manager clarified that the KPI's would be monitored during the 4 year period of the Corporate Strategy.

Councillor Devulapalli commented that it would be better to look at targets year on year in order to see if they were still appropriate.

Councillor Devulapalli drew attention to the comments she had made above regarding the monitoring of bed and breakfast accommodation and asked if in the future monitoring of the usage of the night shelter

and the spend per user could be undertaken. The Chief Executive advised that the Council would need to consult with other organisations as the data was not all from the Borough Council

The Chair proposed the following amendment to the recommendation as set out below, highlighted in bold:

The Panel is asked to review and note the Council's proposed key performance indicators and targets for the 2023/2024 year **and 2024/2025 or 2024 to 2027**. Performance against these indicators will be reports to the Panel via the quarterly Performance Monitoring Report.

The Chief Executive accepted the above amendment to the recommended.

The proposal was seconded by Councillor Long.

Councillor Long commented the Chair asked for 2024/2025 and was happy to roll indicators forward, but for 2026/2027 there may be additions, changes, etc which would probably come back to the Panel and would therefore be happier that the proposal was for 2023/2024 and to note going forward 2024/2025 with a revision to come back in subsequent years as required.

In response to questions from Councillor Ryves, the Corporate Governance Manager advised that the Panel could put forward recommendations to Cabinet on 5 March 2024.

The Panel voted on the amendment to the recommendation as set out above, which was carried.

The Chair invited the Leader to address the Panel.

The Leader addressed the Panel and commented that the Corporate Plan would be monitored on an annual basis and any KPI's could be amended if required. The Leader added that he had taken on board the comments made by Councillor Blunt regarding the Performance Related Pay appraisal process and would hold discussions with Assistant Directors to ensure that service areas were aware of their part in the Corporate Plan and Key Performance Indicators. The Leader invited Councillor to discuss with him how the KPI's could be presented, etc.

RESOLVED: The Panel reviewed and noted the council's proposed key performance indicators and targets for the 2023/24 year and 2024/2025 with a revision to come back in subsequent years as required. Performance against these indicators will be reported to the panel via the quarterly Performance Management Report.

CP129 CABINET REPORT: ANTI-MONEY LAUNDERING POLICY REVIEW

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

The Senior Internal Auditor presented the report and explained that as a Local Authority the Council was not legally obliged to apply the provisions of the Money Laundering Regulations 2007. However, it was explained that as a responsible public body, the Borough Council who do not undertake any such regulated activities should employ policy policies and procedures which reflect the essence of the UK's anti-terrorist financing and anti-money laundering regimes.

The Panel was informed of the key changes set out in the supplement published on Mod Gov.

Members' attention was drawn to the key issues set out in the report and advised that this was a policy review to replace the current Anti-Money Laundering Policy which was formally approved on 21 April 2020.

The Chair thanked the Senior Internal Auditor for the report and invited those Members attending under Standing Order 34 to address the Panel.

Under Standing Order 34, Councillor Kemp asked which Directorates received training and how often it was updated. In response, the Senior Internal Auditor explained that the next step would be to carry out an assessment to help inform and understand the areas of the organisation and which officers would require training.

The Chair invited the Panel to ask questions/make comments, a summary of which is set out below.

Councillor Long welcomed the revision of the policy and the opportunity to scrutinise the proposed changes.

In response to comments made by Councillor Nash on Councillor involvement to enable an oversight of the policy, the Senior Internal Auditor advised that he was not aware of any Councillor involvement.

Councillor Nash asked if it was possible to amend the policy to include Councillor involvement. In response, the Monitoring Officer outlined the legal process and undertook to review the request with the Senior Internal Auditor the following day.

The Chair, Councillor Dark commented that there was reliance on staff to report anything unusual and asked if officers were confident that this message was conveyed to staff that the matter could be pushed further up the chain if on any occasion they felt uncomfortable and that the proper level of training would be given. In response, the Senior

Internal Auditor explained that there were plans in place to ensure the required arrangements were put in place. It was the Council's intention to liaise with the Norfolk Fraud Hub and for the Borough Council to lead for Norfolk.

Following further questions from the Chair, the Senior Internal Auditor explained that the Council was liaising with another local authority in the UK who already had the training arrangements, etc in place.

Councillor Nash further commented on how staff could raise an issue and asked how Councillors could be assured that the policy was safe without any Member involvement. In response, the Senior Internal Auditor drew attention to the flow chart in the report which set out the criteria and the steps staff could take.

In response to further comments from Councillor Nash regarding any financial risk to the council, for example fly tipping, the Monitoring Officer explained that this was a separate issue.

Councillor Nash proposed an amendment to the Policy to include Member involvement which was seconded by Councillor Devulapalli.

Councillor Long commented that he could see the point Councillor Nash was making but did not want the Council to build this element into a policy which could jeopardise a case.

Councillor Nash concurred with the comments made by Councillor Long and stated did not wish to prejudice any case but reiterated the importance of Councillor involvement.

The Chair, Councillor Dark stated that he understood the concern raised by Councillor Nash but added officers who had been professionally trained to deal with such matters often had to act quickly and did not wish to slow the process down if there was Councillor involvement.

The Chair invited the Portfolio Holder for Finance to address the Panel.

The Portfolio Holder for Finance explained that the anti-fraud process dovetailed with this policy and highlighted the importance of the Council complying with legislation.

Councillor Nash stated that he was not satisfied with the response given and made reference to the Council's Whistleblowing policy.

The Chair referred the Panel to the proposal by Councillor Nash to amend the policy to include Councillor involvement, which had been seconded by Councillor Devulapalli.

The Panel voted on the above amendment which was lost (4 For, 7 Against, no abstentions).

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

- a) Approval for this Policy to be put forward to Cabinet and Full Council for formal adoption.

CP130 **CABINET REPORT: KLACC - AREA COMMITTEE STATUS**

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

The Monitoring Officer presented the report which proposed that terms of reference be adopted to create a new decision making body to replace the King's Lynn Area Consultative Committee, due to be considered by Cabinet on 5 March 2024.

The Monitoring Officer advised that decisions of KLAC would be executive decisions subject to call-in under the Council's constitution.

The Panel was informed that KLACC had been consulted at two public meetings on the proposals and a draft Terms of Reference for an Area Committee was attached at Appendix 1.

The Chair thanked the Monitoring Officer for the report and invited Councillors attending under Standing Order 34 to address the Panel.

Under Standing Order 34, Councillor Kemp addressed the Panel and commented that it was a step in the right direction and added that the allocated budget from reserves/ community centres was not ideal but was just a start. Councillor Kemp added that she was disappointed that Cabinet had not allocated a proper budget.

The Chair invited the Panel to ask questions/make comments, a summary of which is set out below.

Councillor Long referred to the reserves pot which was to be used within KLACC wards and added what would happen when there was no reserve left and asked if there would be an ongoing budget to support the work of the proposed KLAC. In response, the Monitoring Officer explained that the terms of reference 4.1 – to determine the spend of any budget allocated to KLAC.

Following a question from Councillor Blunt, the Monitoring Officer confirmed that KLAC would have the authority to submit a CIL application as part of the normal process.

Councillor Ryves commented on the £35,000 budget was linked to community centres.

The Chair, Councillor Dark commented that there had been two plans:

- 1) To look at the potential to create a Town Council.
- 2) To look at the creation of a King's Lynn Area Committee

and added that Councillor Jones had been instrumental in proposing an alternative to a Town Council. The Chair referred to the comments made by Councillor Ryves above and expressed concern on the £35,000 funding for community centres and the potential impact. In conclusion, the Chair asked if officers of the Portfolio Holder for Finance could answer the question regarding budget in the financial plan for this year and going forward.

The Chair invited the Leader to address the Panel.

The Leader explained that money had been allocated to KLAC and going forward would seek to source additional funding from a variety of methods and added that in his view it would give KLAC more powers in the decision making process.

The Portfolio Holder for Finance referred to the reserve for community centres during the current financial year and explained that there may be more funding opportunities for KLAC and gave an example of the Shared Prosperity Fund.

The Chair invited Councillor Rust, Chair of KLACC to address the Panel.

The Chair of KLACC, Councillor Rust addressed the Panel and highlighted the importance of KLAC being able to make decisions which was a power KLACC did not currently have. Councillor Rust added that Councillors were mindful of the cost of creating a Town Council and did not wish to pass further expense onto residents. KLACC was aware that there was no budget allocation and that the community fund was available and two bids had been submitted to the Shared Prosperity Fund. In conclusion, Councillor Rust commented that this was a brilliant start.

The Panel supported the recommendations to Cabinet as set out below.

Councillor Long abstained against the following recommendations.

RESOLVED: The Panel supported the recommendation as set out below:

Cabinet resolves:

1. That a new executive Area Committee constituted pursuant to section 9E of the Local Government Act 2000 be established, to be known as the King's Lynn Area Committee ("KLAC").
2. The terms of reference at Appendix 1 be adopted for KLAC.

CP131 **CABINET REPORT: INDEMNITY FOR COUNCILLORS AND OFFICERS ON OUTSIDE BODIES**

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The Monitoring Officer presented the report which proposed the granting of indemnities to Members and officers to cover any loss, damages, costs or legal expenses which they may be ordered to pay or may reasonably incur arising from their action or failure to act during the course of their appointment to an outside body, including the Council's wholly owned companies.

The Chair, Councillor Dark thanked the Monitoring Officer for the report and invited Councillors attending under Standing Order 34 to address the Panel.

There were no questions or comments from Councillors attending under Standing Order 34.

The Chair invited the Panel to ask questions/make comments, a summary of which is set out below.

Councillor Long commented that he was supportive of the way forward as outlined by the Monitoring Officer.

The Monitoring Officer responded to questions from Councillor Ryves on the insurance arrangements for the Council's wholly owned companies.

In response to a question from Councillor Blunt, the Monitoring Officer explained that the proposal would include Councillors who had been appointed as Trustees to a board.

Councillor Ryves asked if the indemnity could extend to parish councils. The Monitoring Officer advised that this could not be extended to parish councils but undertook to discuss the matter with Councillor Ryves outside the meeting.

The Panel supported the recommendation to Cabinet as set out below.

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

- 1) An indemnity is granted to Members and officers, both current and former, who are or have been appointed by the Council to an outside body, including the Council's wholly owned companies, in the form set out in Appendix 1.
- 2) The Section 151 officer in consultation with the Portfolio Holder for Finance is authorised to make changes from time to time provided, they are non-material, with reference to the content of this report.

- 3) The Chief Executive, or in the event of their absence or a conflict arising, the Monitoring Officer, in consultation with the Leader, or in the event of their absence or a conflict arising, the Deputy Leader, is authorised to determine on a case-by-case basis whether an exclusion under the indemnity applies.

CP132 **CABINET REPORT: LGA CORPORATE PEER CHALLENGE ACTION PLAN**

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

The Chief Executive introduced the report and thanked the Corporate Governance Manager and Performance Officer for the work they had undertaken and for staff input. The Panel was informed that engagement sessions had been held with staff, the detail had been picked up in the Action Plan and would form part of the terms of reference for each working group and the outcome of those groups would form part of the overall Transformation Programme. It was highlighted that this was not a one-off piece of work and the process would continue. The Corporate Performance Panel would receive updates on a regular basis.

The Corporate Governance Manager drew the Panel's attention to the key issues and options considered as set out in the report. Members were advised that staff from all areas of the Council had provided significant input, many of whom had expressed an interest to be part of the work groups. It was noted that the transformation progresses would be developed from the Action Plan and be called the Transformation Plan and Strategy.

The Chair thanked officers for the report and invited questions and comments from Councillors attending under Standing Order 34.

Under Standing Order 34, Councillor Kemp addressed the Panel and commented that it was a good action plan and asked what extent the Council would look at the health in communities and gave an example of South Lynn and what residents wanted such as Hardings Way being traffic free. Councillor Kemp referred to recommendation 7 and asked how the Council proposed to underpin better data and consultation to address any outcome from residents.

The Chair invited the Panel to ask questions/make comments, a summary of which is set out below.

The Chair, Councillor Dark referred to page 183, the timetable and highlighted the importance of the Council leading the budget process to make it better for the residents of West Norfolk. The Chair expressed concern that the draft report had appeared in the local press before being circulated to all Councillors.

The Chair further added that it appeared that the process had been rushed and gave an example of the joint panel meeting in January 2024 and there not being sufficient time to consult in relation to the action plan.

The Chief Executive responded to the comments made by the Chair and explained that the points raised would be picked up during community engagement and sessions with staff.

Following a question from Councillor Blunt, the Chief Executive explained that it was proposed to bring regular updates to the Corporate Performance Panel either on a quarterly or 6 month basis. Councillor Blunt added that there was no frequency of report in the timescale. The Chief Executive advised that the Panel could amend the recommendation.

The Chair proposed that a recommendation to include the frequency of reporting on a regular basis be added. The proposal was second by Councillor Blunt.

The Leader explained that that Cabinet would receive regular updates and would then appear on the Cabinet Forward Decisions List, Members would then have the opportunity to identify the item be added to the Panel work programme.

The Panel voted on the proposal to receive updates on a regular basis and on being put to the vote was carried (7 for, 1 against, 1 abstention).

RESOLVED: The Panel supported the recommendation to Cabinet as set out below with the additional recommendation that the Corporate Performance Panel receive updates on a regular basis. :

Cabinet notes the final report of the LGA Peer Challenge Team and to endorse the Action Plan drawn up by Management Team and the Senior Leadership Team (SLT) in consultation with council staff to respond to the report's conclusions.

That Cabinet note that implementation of the actions stated will require resource and capacity. It is envisaged that a final allocation will be required in the future.

CP133 **CABINET REPORT: CORPORATE STRATEGY - ANNUAL PLAN 2024/25**

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

The Corporate Governance Manager presented the report which proposed the adoption of the Annual Plan for 2024-2025.

The Panel's attention was drawn to the key issues and options considered as set out in the report.

It was explained that the Annual Plan 2024/2025 had been developed to reflect the services and projects which would commence, be in progress or will be delivered during the year.

The Chair thanked the Corporate Governance Manager for the report and invited Councillors attending under Standing Order 34 to address the Panel.

Under Standing Order 34, Councillor Kemp addressed the Panel and referred one of the key corporate priorities – protect our environment and commented that consideration should be given as to how active travel could fit with the King's Lynn Area Transport Plan (KLATS) and gave examples of the King's Lynn Ferry being more accessible and the footpaths in West Lynn to reduce the traffic. Councillor Kemp also referred to the Town Deal Plan for West Norfolk and the opportunity for a new railway station.

The Chair invited the Panel to ask questions/make comments, a summary of which is set out below.

Councillor Mrs Spikings highlighted the fact that residents living in rural areas relied on a car and there was no suitable transport to travel into the town centre.

In response to questions from Councillor Sayers on encouraging private sector house development and what measurable impact could be expected, the Corporate Governance Manager undertook to liaise with the relevant Executive Director and provide a response to the Panel.

Following comments from the Chair on the presentation of the Corporate Plan, the Corporate Governance Manager explained that the 2023/2024 plan had been published and the Corporate Strategy 2023-2027 was adopted by Council in November 2023. To underpin the four-year Corporate Strategy, Cabinet resolved to produce an Annual Plan each year to highlight the key priorities for the year ahead which reflected the current economic climate, financial position and the needs of residents, visitors and business. It was the first time that the Annual Plan had been presented by the current Administration.

Councillor Long commented that it was now being presented in a new format which looked at priorities which were similar in all councils in the UK for a vibrant borough and added that it was importance that the priorities identified were delivered.

The Chair, Councillor Dark drew attention to page 211 – protect our environment and the Council will implement the Hunstanton Coastal Management Plan and carry out a geotechnical investigation of

Hunstanton sea defences. The Chair expressed concern regarding the role of the Environment Agency and the article in the Eastern Daily Press on 26 February 2024 that there was an issue with the Environment Agency maintaining sea defences and cost implications and asked if this section could be “beefed up.”

The Chair drew the Panel’s attention to page 212 – efficient and effective delivery of our services – consider appropriate resources to investigate a town council for the unparished area of King’s Lynn and the adoption of West Norfolk as the name of the borough and asked why it was included if the proposal was now off the table for a couple of years. In response, the Chief Executive explained that priorities set out in the Corporate Strategy were for the whole period 2023 to 2027. The Chief Executive reassured the Chair that the investigation into a town council would not progress in 2024.

The Chair referred to page 211 as above and commented that the word be amended to read: Implement the Hunstanton Coastal Management Plan led by the Environment Agency, etc...

Councillor Long concurred with the concerns expressed by the Chair in relation to the Hunstanton Coastal Management Plan and added that in the past the Shoreline Management Plan had been driven by partners and outlined the Environment Agency model to protect the single ridge. Councillor Long stated that he could not endorse the Annual Plan 2024-2025.

The Chair invited the Leader to address the Panel.

The Leader addressed the Panel and explained that the Council would produce a Annual Plan and referred to the article which had been published in the Eastern Daily Press and commented that he hoped the Panel would support the Annual Plan.

The Chair proposed the following amendment:

We will influence the Coastal Management Plan to best protect the businesses and residents of West Norfolk and carry out a geotechnical investigation of Hunstanton sea defences.

Councillor Long seconded the proposal but on being put to the vote was lost (4 for, 5 against).

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

That Cabinet resolve to endorse and adopt the Annual Plan for 2024/2025.

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

The Chair explained that it was normal practice for questions to be submitted in advance of the meeting.

Councillor Lintern asked how many staff were needed to produce the monitoring report for key performance indicators. In response, the Chief Executive explained that currently the performance monitoring was undertaken by the Corporate Governance Manager and Corporate Performance Officer. The Council was looking at software to assist in Performance Management and the Transformation Programme and that resource would also be looked at.

CP135 **CABINET FORWARD DECISIONS LIST**

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

The Cabinet Forward Decisions List was noted.

The Chair invited the Panel to contact him or the Democratic Services Officers of any items for consideration on the Panel work programme.

CP136 **SHAREHOLDER COMMITTEE FORWARD PLAN**

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

The Corporate Governance Manager explained that

CP137 **PANEL WORK PROGRAMME 2023/2024**

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

The Panel noted the work programme.

Councillor Nash asked if the role of the Monitoring Officer/Deputy Monitoring Officer and how the roles conflicted with the legal advice. The Monitoring Officer advised that she would look at the request and provide a response.

CP138 **DATE OF NEXT MEETING**

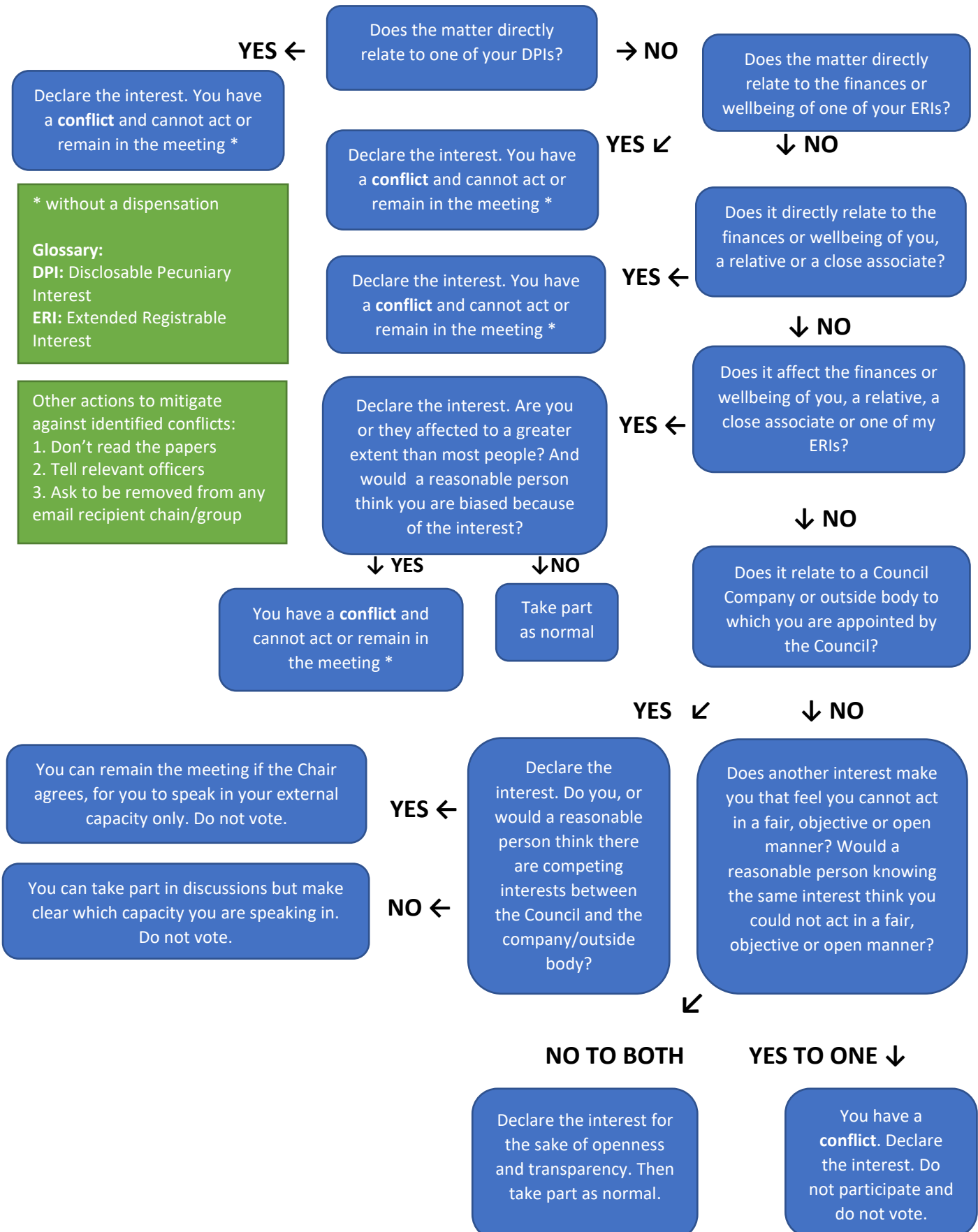
The next meeting of the Corporate Performance Panel will take place on 10 April 2024 at 4.30 pm in the Council Chamber, Town Hall, King's Lynn.

The meeting closed at 7.39 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
TITLE:	Service Level Agreements		
MEETING DATE:	26 February 2023		
REPORT AUTHOR:	Monitoring Officer		
OPEN/EXEMPT		WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes/No

BRIEFING NOTE ON SERVICE LEVEL AGREEMENTS

SUMMARY:
<p>An information report was sought by CPP on Service Level Agreements.</p> <p>The brief as captured in the work programme was as follows:</p> <p><i>Service Level Agreements - Number, examples, administration, creation, legal standing etc</i></p> <p>This was considered by CPP on 21 June 2023, where it was resolved as follows:</p> <p><i>RESOLVED: 1) The Monitoring Officer to draft an overarching report detailing the categories SLA's held by the Council and also setting out the definition of an SLA to be considered at a future sifting meeting.</i></p> <p>A Briefing Note is attached as Appendix 1 for Members' consideration.</p>
KEY ISSUES:
<p>Members are referred to the attached Briefing Note.</p>
OPTIONS CONSIDERED:
<p>Not relevant to the Briefing Note but Members are referred to CPP's own terms of reference for the remit of any recommendations they wish to take following the consideration of the Briefing Note at CPP.</p>
RECOMMENDATIONS:
<p>That the Briefing Note is noted and that the Panel considers whether it wishes to make any recommendations within its remit.</p>
REASONS FOR RECOMMENDATIONS:
<p>To fulfil the Panel's remit.</p>

REPORT DETAIL

1. Introduction

An information report was sought by CPP on Service Level Agreements.

The brief as captured in the work programme was as follows:

Service Level Agreements - Number, examples, administration, creation, legal standing etc

This was considered by CPP on 21 June 2023, where it was resolved as follows:

RESOLVED: 1) The Monitoring Officer to draft an overarching report detailing the categories SLA's held by the Council and also setting out the definition of an SLA to be considered at a future sifting meeting.

A Briefing Note is attached as Appendix 1 for Members' consideration.

2. Issues for the Panel to Consider

Members are referred to CPP's terms of reference for the remit of any recommendations it may wish to propose following consideration of the Briefing Note as Appendix 1, which includes making reports and/or recommendations to Full Council and/or the Cabinet (which includes individual Cabinet Members) in connection with the discharge of any of their functions.

3. Financial Implications

Not applicable as this is an information paper.

4. Any other Implications/Risks

Not applicable as this is an information paper.

5. Equal Opportunity Considerations

Not applicable as this is an information paper.

6. Environmental Considerations

Not applicable as this is an information paper.

7. Consultation

None.

8. Conclusion

An information paper was sought by CPP which is attached as a Briefing Note and Members are invited to consider CPP's terms of reference for any onward recommendations they may wish to make.

9. Background Papers

None



Briefing Note to CPP on Service Level Agreements

What is a Service Level Agreement

At its most basic level, a Service Level Agreement (SLA) is a document between two or more parties which sets out the parameters and requirements of how one party is going to carry out identified activities in return for payment or some other benefit from another party.

Within local government, SLAs tend to fall into the following four categories:

Category 1 – Financial grants

The Council can provide financial grants in furtherance of its corporate priorities and functions. These grants fall into one of the following groups:

- a) Community grants. Information is provided about these grants at the following link: [About community grants | About community grants | Borough Council of King's Lynn & West Norfolk \(west-norfolk.gov.uk\)](#). Examples: Festival Too and King's Lynn Festival
- b) Service area grants. These are made by a service area within the Council in furtherance of its functions. These primarily fall under the 'People & Communities' portfolio, for example the funding for the Ukrainian Welcome Centre provided by the Hanseatic Union.
- c) Project/issue specific grants. These are made in relation to bespoke funding becoming available externally which is channelled through the Council, for example Shared Prosperity Funding, CIL Funding, the Council Tax Energy Rebate

In respect of categories a) and b) above, where these are annual grants, Service Level Agreements will be used to detail how the grant is to be used, together with such information about the organisation's finances and other matters (e.g. audited final accounts, business plans, etc.) as may be considered appropriate.

A wholesale review is due to be commenced of all annual community grants, to include an evaluation of their relevance to the Corporate Strategy, consideration of the amount paid and the production of a template Service Level Agreement to be entered between the Council and the grant recipient. This work will continue through 24/25 with a view to any changes taking effect from 1 April 2025.

Category 2 – Service provision between public bodies

Local authorities can provide services to one another and specific other public bodies outside the usual procurement regime for procuring services.

To differentiate a 'public body > public body' service provision from a procurable services contract, it is common terminology within the public sector to refer to the agreement that captures the arrangement between the two public bodies as a 'Service Level Agreement'.



The provision and receipt of these services can be by way of the enabling power in the Local Authorities (Goods and Services) Act 1970 or a delegation of function under section 101 of the Local Government Act 1972.

Examples within the Council of this type of arrangement are the provision to other authorities of CCTV and car park enforcement functions and services. The legal agreements to capture these arrangements will often be referred to as SLAs.

This category also applies to the Council's wholly owned companies. The arrangements whereby services are carried out by the Council for the companies, which are charged to the companies, are referred to as SLAs.

Category 3 – Services Contract

Sometimes, the reference to an SLA is just shorthand for a reference to a procurable contract for services. There is nothing about it being referred to as an SLA which imports any legal difference to the arrangement being anything other than a services contract; it is just a label.

Category 4 – Schedule to a Services Contract

An SLA can be an identifiable schedule to a services contract, which is the part of the contract where the service level is defined in detail. This will be very common in day-to-day delivery of time-critical functions, where a certain required level of service is fundamental to the practical delivery of the contract, for example software and other IT contracts. These schedules will commonly set out matters such as support hours, type of support, support requests, priority levels, service credits, etc

Alexa Baker
Monitoring Officer



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	10 April 2024		
TITLE:	Homes for Ukraine		
TYPE OF REPORT:	Briefing		
PORTFOLIO(S):	People and Communities		
REPORT AUTHOR:	Mark Whitmore		
OPEN/EXEMPT		WILL BE SUBJECT TO A FUTURE CABINET REPORT:	<i>Yes/No</i>

BRIEFING NOTE ON HOMES FOR UKRAINE SCHEME

<p>PURPOSE OF REPORT/SUMMARY:</p> <p>An information report was sought by CPP on the operation of the Homes for Ukraine scheme in West Norfolk.</p> <p>A briefing report is attached as Appendix 1 for Members' consideration.</p>
<p>KEY ISSUES:</p> <p>Members are referred to the attached Briefing Note</p>
<p>OPTIONS CONSIDERED:</p> <p>Not relevant</p>
<p>RECOMMENDATIONS:</p> <p>That the Briefing Note is noted.</p>
<p>REASONS FOR RECOMMENDATIONS:</p> <p>To fulfil the Panel's remit</p>

REPORT DETAIL

1. Introduction

An information report was sought by CPP on the operation of the Homes for Ukraine scheme in West Norfolk.

A briefing report is attached as Appendix 1 for Members' consideration.

2. Issues for the Panel to Consider

Members are referred to CPP's terms of reference for the remit of any recommendations it may wish to propose following consideration of the Briefing Note as Appendix 1, which includes making reports and/or recommendations to Full Council and/or the Cabinet (which includes individual Cabinet Members) in connection with the discharge of any of their functions.

3. Corporate Priorities

Provision of support to our communities

4. Financial Implications

Not applicable as this is an information paper.

5. Any other Implications/Risks

Not applicable as this is an information paper

6. Equal Opportunity Considerations

Not applicable as this is an information paper

7. Environmental Considerations

Not applicable as this is an information paper

8. Consultation

None

9. Conclusion

Provision of support under the Homes for Ukraine scheme will continue for as long as the scheme remains in place.

10. Background Papers

None

Briefing Note to CPP on Homes for Ukraine Scheme April 2024

The Borough Council has supported the Ukraine Sponsorship Visa scheme since its inception at the outbreak of the war. The scheme is managed by the Community Health & Wellbeing Manager and is delivered by a directly employed Ukraine Support Officer and through a service level agreement with the Hanseatic Union.

Hanseatic Union continue to operate a Welcome Centre based in King's Court, this arrangement has been extended until March 2025 following Governments extension of the scheme in February 2024.

Whilst the scheme is still seeing new arrivals numbers have significantly reduced and support is predominately around assisting clients already in West Norfolk.

Current position in West Norfolk

52 hosts supporting 83 guests.

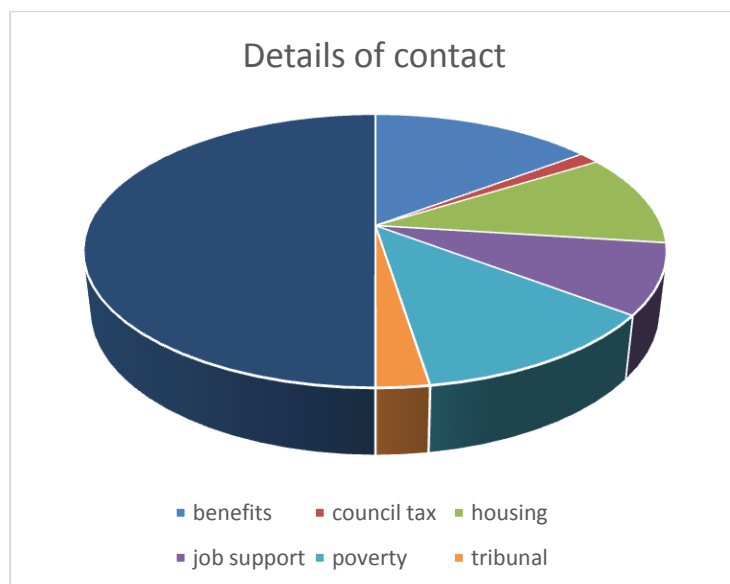
There have been 2 new arrivals in March.

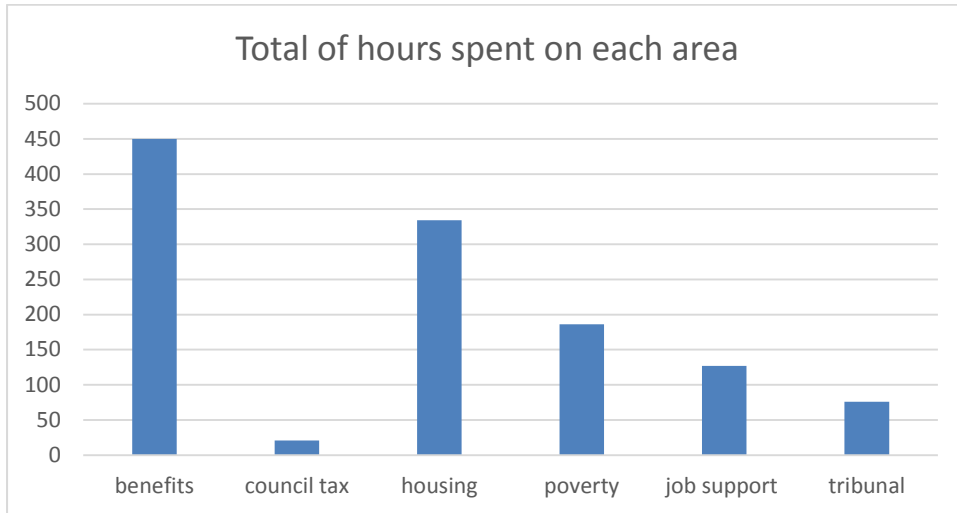
1 family is being supported with a move on from their hosts by July 2024.

There have been no breakdowns of host/ guest relationships or the need to use temporary accommodation for a number of months.

Support provided by Hanseatic Union

In the 2023 calendar year Hanseatic Union have provided 1194 hours of support to guests across 764 individual contacts for support. This is work that the council could not have supported alone and covered provision of advice on access to benefits, housing, cost of living and work. A breakdown of the contacts and hours spent in each area are shown in the graphs below.





Challenges for 2024

The provision of support for guests under the scheme is now well-established and there are no specific concerns or challenges related to the ongoing provision.

The challenges for the next year to eighteen months will be managing any proposed national closure of the scheme and supporting guests and hosts through this process. The council will continue to work with our partners at Norfolk County Council and Central Government to manage this scenario should it occur.

There have been ongoing discussions around the location of the Welcome Centre in the Council Offices. The current position is that the Welcome Centre will remain in King's Court however consideration and exploration of other town centre locations will continue and discussed with the Hanseatic Union. Officers are committed to ensuring any location is central and easily accessible by public transport.

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	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: cllr.terry.parish@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet members			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Honor Howell E-mail: honor.howell@west-norfolk.gov.uk 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
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: 23 April 2024

2023-2024 Q3 Performance Management Report

<p>Summary</p> <p>The new Q3 Performance Management report has been produced to update Cabinet on progress against the Council's Corporate Strategy and key performance indicators. This report contains information on progress made against key actions and indicators up to 31 December 2023.</p> <p>There are 38 actions in place to monitor performance against the Council's Corporate Strategy. The report confirms that 31 of the actions are on target, 6 actions require attention and 1 action has been completed.</p> <p>A revised suite of 64 indicators has been agreed by portfolio holders and management team as the key performance measures to monitor council services and impacts on borough wide issues. Of the 64 indicators monitored for Q3, 29 performance indicators have met or exceeded targets and 7 have not met target, these indicators missed the target by more than 5%. 21 indicators will be reported as monitor only for 2023-2024 to allow sufficient data to be collected to help set targets for 2024-2025. 7 indicators will be introduced when new data processes have been established.</p> <p>Recommendation</p> <p>That Cabinet reviews the Performance Management Report and comments on the delivery against the Corporate Strategy.</p> <p>Reason for Decision</p> <p>Cabinet should use the information within the management report to review progress on the agreed actions and indicators and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule members can seek additional information to explain variances.</p>
--

1. Background

- 1.1 The Council's 2023-2027 Corporate Strategy was approved by Council on 23 November 2023, it sets out the broad framework for the period of the administrative term 2023-2027.
- 1.2 The priority areas are:
 - Promote growth and prosperity to benefit West Norfolk
 - Protect our environment
 - Efficient and effective delivery of our services
 - Support our communities
- 1.3 These priorities are further defined in 37 objectives and 38 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 strategy.

2. Management Report

- 2.1 The management report focuses on each of the corporate priorities individually, providing management team and members with an overview on the current status of projects and performance levels achieved by key indicators. A selection of people performance measures has been included to provide an overview of key employee data and features within the 'our organisation' section of the report.
- 2.2 Assistant Directors are responsible for providing the latest update on progress as well as rating each of the projects they are responsible for up to 31 December 2023. An overall summary of the actions and indicators is provided at the beginning of the report to highlight the current position for each of the priorities in place to support the delivery of the corporate strategy.
- 2.3 The performance in Q3 is broadly in line with expectations, the repairs to the Howdale car park in Downham Market have been completed within the target date, and the majority of projects are underway and progressing well.
- 2.4 The following six projects have an amber status, indicating the scope or target date requires attention:
 - Continue to develop the Car Parking Strategy and produce a draft by March 2024
 - Progress the work to review property assets and valuations which will inform a new Asset Management Strategy and Plan
 - Agree to designate a Village Green at Hardings Pits
 - Continue work on the Tree Strategy, management system and associated actions
 - Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made concerning the shingle ridge at Heacham and Hunstanton sea defences
 - Investigate with key stakeholders engaging the Institute of Health Equity to make West Norfolk a Marmot place
- 2.5.1 A breakdown by corporate priority, of the seven performance indicators which have not met target by more than 5%:

2.5.2 Promoting growth and prosperity to benefit West Norfolk

- Percentage of major planning applications provided with an extension of time
- Percentage of non-major planning applications provided with an extension of time
- Number of new homes delivered in the Borough to meet the housing need target
- Percentage of rent arrears on industrial units

2.5.3 Protect our environment

- Total tonnage of food waste collected and treated
- Total tonnage of mixed recycling collected and treated

2.5.4 Efficient and effective delivery of our services

- Percentage of meeting minutes produced within 3 working days of meeting

3 Options Considered

3.1 None.

4 Policy Implications

4.1 The Corporate Strategy 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.

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 strategy includes a specific priority focused on protecting our 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 strategy 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.

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	2023-2024 Q3 Performance Management Report				
Is this a new or existing policy/service/function?	New / Existing (delete as appropriate)				
Brief summary/description of the main aims of the policy/service/function being screened.	Performance report contains information on progress made against key actions and indicators up to 31 December 2023				
Please state if this policy/service is rigidly constrained by statutory obligations	No				
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			x	
	Disability			x	
	Gender			x	
	Gender Re-assignment			x	
	Marriage/civil partnership			x	
	Pregnancy & maternity			x	
	Race			x	
	Religion or belief			x	
	Sexual orientation			x	
	Other (eg low income)			x	



Borough Council of King's Lynn & West Norfolk

Q3 Performance Management Report December 2023

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Introduction and Summary	Page
Purpose of the report	3
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Delivering our Corporate Strategy	
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Priority: Support our communities	11
Managing the business	
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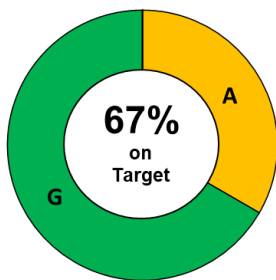
Introduction and Executive Summary

Purpose of the Report

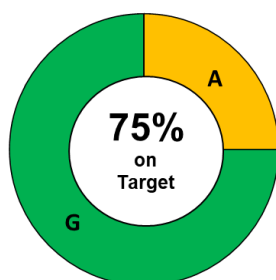
The purpose of the report is to demonstrate the performance of the Council at the end of Q3 2023/24 against the Council's Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the 2023-2027 Corporate Strategy and 2023-2024 Annual Plan.

This report does not contain details of the numerous activities ongoing in each service area that also contribute to delivering what is important and will make a difference to the residents of West Norfolk.

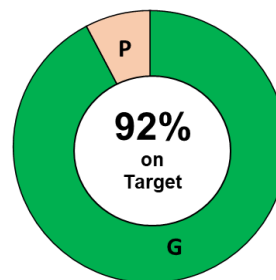
Executive summary of the Corporate Strategy - current position for the end of Q3 2023-24



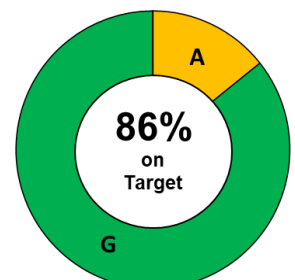
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



Efficient and effective delivery of our services



Support our communities

Corporate Priorities	Status of projects and actions				
	R	A	G	B	P
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	2 (33%)	4 (67%)	0 (0%)	0 (0%)
Protect our environment	0 (0%)	3 (25%)	9 (75%)	0 (0%)	0 (0%)
Efficient and effective delivery of our services	0 (0%)	0 (0%)	12 (92%)	0 (0%)	1 (8%)
Support our communities	0 (0%)	1 (14%)	6 (86%)	0 (0%)	0 (0%)
Overall position	0 (0%)	6 (16%)	31 (81%)	0 (0%)	1 (3%)

KEY:

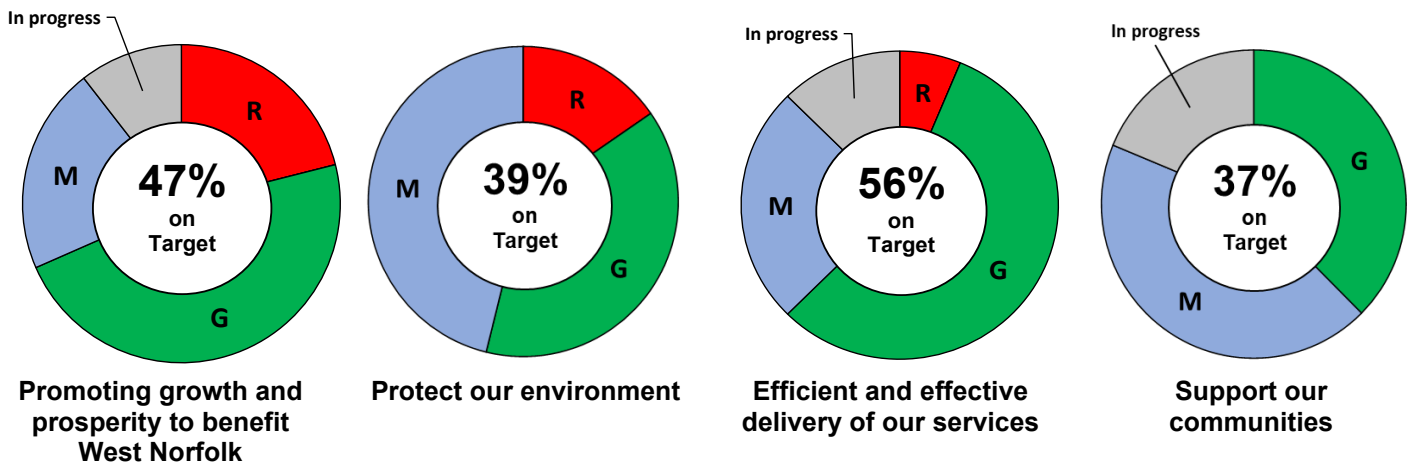
R	Project requires amendment	B	Project aborted/closed
A	Project scope/target date requires attention	P	Project completed
G	Project on target		

Summary Position

The performance in Q3 is broadly in line with expectations, the repairs to the Howdale car park in Downham Market have been completed within the target date and the majority of projects are underway and progressing well. The following six projects have an amber status:

- Continue to develop the Car Parking Strategy and produce a draft by March 2024
- Progress the work to review property assets and valuations which will inform a new Asset Management Strategy and Plan
- Agree to designate a Village Green at Hardings Pits
- Continue work on the Tree Strategy, management system and associated actions
- Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made concerning the shingle ridge at Heacham and Hunstanton sea defences
- Investigate with key stakeholders engaging the Institute of Health Equity to make West Norfolk a Marmot place

Executive summary of the Key Performance Indicators - current position for the end of Q3 2023-24



Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	4 (21%)	0 (0%)	9 (47%)	4 (21%)	2 (11%)
Protect our environment	2 (15%)	0 (0%)	5 (39%)	6 (46%)	0 (0%)
Efficient and effective delivery of our services	1 (6%)	0 (0%)	9 (56%)	4 (25%)	2 (13%)
Support our communities	0 (0%)	0 (0%)	6 (37%)	7 (44%)	3 (19%)
Overall position	7 (11%)	0 (0%)	29 (45%)	21 (33%)	7 (11%)

KEY:

- R** Performance indicator is 5% or more below target
- A** Performance indicator is up to 5% below target
- G** Performance indicator has achieved target

Summary Position

29 performance indicators have met or exceeded targets. 7 have not met target, these indicators missed the target by more than 5%. 21 indicators will be reported as monitor only for 2023-2024 to allow sufficient data to be collected to help set targets for 2024-2025. 7 indicators will be introduced when new data processes have been established.

The areas of underperformance are in relation to the:

- Percentage of major planning applications provided with an extension of time (>5%)
- Percentage of minor and other applications provided with an extension of time (>5%)
- Number of new homes delivered in the Borough to meet the housing need target (>5%)
- Percentage of rent arrears on industrial units (>5%)
- Total tonnage of food waste collected and treated (>5%)
- Total tonnage of mixed recycling collected and treated (>5%)
- Percentage of meeting minutes produced within 3 working days of meeting (>5%)

Some key areas of the business are experiencing an increase in demand on their services and we will continue to monitor these areas and our performance to focus our resources and achieve our corporate objectives.

Delivering our Corporate Strategy

Promoting 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.

Actions carried out by the council

R Requires amendment **A** Scope/target date requires attention **G** On target **B** On hold/closed **P** Completed

Project description and comments	Target Date	
<p>Agree financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough</p> <p>Q4 actions: A report on council company funding for West Norfolk Property Limited (WNPL) and West Norfolk Housing Company (WNHC) will go to Cabinet on 15 January 2024, with recommendation to full council on 31 January 2024. The report will give delegated authority to the section 151 Officer in consultation with the Portfolio Holder to amend the Capital Strategy for 2023-2024 to reflect the approved drawdown facility to the companies.</p>	March 2024	G
<p>Continue to develop the Car Parking Strategy and produce a draft by March 2024</p> <p>The strategy is due to be completed at the end of March with a view to be delivered in April 2024.</p> <p>Q4 actions: AECOM to be instructed and initial analysis to take place including discussions with officers / wider meetings.</p>	March 2024	A
<p>Commence works in relation to Downham Market toilets</p> <p>Design works are in progress.</p> <p>Q4 actions: Procurement of works and commencement on site are due by end of March 2024.</p>	March 2024	G
<p>Progress the work to review property assets and valuations which will inform a new Asset Management Strategy and Plan</p> <p>The main area of focus in respect of this project is in relation to assessing the potential cost of undertaking an asset condition survey of all the property assets held by the council. This exercise was last undertaken in 2008. Many of the properties comprise of leased-out commercial properties and the properties leased to Alive West Norfolk. The lease agreements largely pass on the maintenance and repair liability to the occupying tenants.</p> <p>Q4 actions:</p> <ul style="list-style-type: none"> Review previous Asset Management Plans drafted and agreed in 2003–2006, and the work undertaken by the then Asset Management Task Group. Seek to draft outline for a new, up-to-date Corporate Asset Management Plan, in line with the wider corporate objectives. Identify a potentially suitable software package that can accommodate relevant data in order to facilitate the longer asset strategy(ies). Develop tender package for the condition survey exercise – potentially to be undertaken in phases over 2–3 years. Seek budget approval for condition survey exercise (note: budgets do not exist at present) Familiarise Cabinet Members with the council's property portfolio and the relevant issues. 	March 2024	A

Actions carried out in partnership with others

R Requires amendment
 A Scope/target date requires attention
 G On target
 B On hold/closed
 P Completed

Project description and comments	Target Date	
<p>Continue to work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the Guildhall project</p> <p>Q4 actions: The CIO will engage with the design team and seek legal advisors to support them in the activity of preparing the governing document that will define the relationship between the CIO and the council. The CIO will be involved in the planned review of the Business Plan. The Town Deal Board will continue its oversight role and will be involved in key strategic decisions. The completion of RIBA stage 3 in June will lead to some decisions about the scope of the project and phasing details in connection with the Town Fund funding elements of the project.</p>	March 2024	G
<p>Continue engagement with schools and colleges particularly in relation to skills development</p> <p>A West Norfolk Skills forum was established in 2021 – this emerged from a group originally planning and monitoring the Boost project. With a wider remit this group will now consider and look to influence priorities for the skills development element of the (to be 2024/25) devolved Adult Education Budget, and UKSPF going forward.</p> <p>The West Norfolk Primary Heads network continues to meet on a termly basis and is well attended by Heads from schools across the Borough. The agenda for each meeting is developed in partnership with Heads to ensure it covers matters that are relevant and of interest to the group.</p> <p>Q4 actions: Hold the winter term Primary Heads network meeting, scheduled for 25 January 2024.</p>	March 2024	G

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.

Actions carried out by the council

R Requires amendment
 A Scope/target date requires attention
 G On target
 B On hold/closed
 P Completed

Project description and comments	Target Date	
<p>Continue to work proactively to support residents, regardless of tenure, to access funding for energy efficiency improvements and to continue to work to alleviate fuel poverty</p> <p>The Housing Standards team have continued to support residents through attendance at Beat the Bills events, which provide access to a range of other support and services too. Additionally the programme of targeted work to identify households eligible for grants to energy efficiency improvements has continued and West Norfolk secured 40% of the funding available to Norfolk for Local Authority Deliver round 3.</p> <p>Q4 actions: Develop work with the West Place Board and Health and Wellbeing Partnership to inform and identify vulnerable groups who will benefit from energy efficiency grants. Further rounds of Beat the Bills events are scheduled for 2024. Ensuring West Norfolk is well placed to deliver the next round of funding – Local Authority Retrofit Scheme (LARS)</p>	March 2024	G
<p>Prepare for statutory Biodiversity Net Gain (BNG)</p> <p>We have been preparing for Biodiversity Net Gain (BNG) for some time, and it will come into force for new major applications received after 12 February 2024, and for non-major qualifying applications, after 6 April 2024. The website will be updated as required, and ongoing training is being provided.</p>	February 2024	G

Project description and comments	Target Date	
<p>Establish a Biodiversity Task Group to deliver a programme to increase biodiversity (BTG)</p> <p>The Biodiversity Task group (BTG) commenced on 18 December 2023 and is programmed to run until Summer 2024, any recommendations will be reported to Cabinet.</p> <p>Q4 actions: To receive applications for Biodiversity Net Gain, and to continue with the Biodiversity Task Group</p>	June 2024	
<p>Agree to designate a Village Green at Hardings Pits</p> <p>Seek to gain Cabinet Approval in January 2024 to designate large area of land at Harding’s Pits as a Town or Village Green (existing Harding’s Pits Doorstep Green). Draft Cabinet Report circulated through Cabinet Sifting and Panel system. Additional areas of land to be considered for a Community Orchard, and also for an arboreal art installation, to eventually be included within the Town and Village Green application. Complications relating to some sites being allocated for residential development within the current Local Plan, however this is under review. Application for areas to be agreed by Cabinet potentially in two phases.</p> <p>Q4 actions: Develop application for Phase 1 Town and Village Green application (Harding’s Pits Doorstep Green area). Submit report to Cabinet on 15 January 2024 for a decision to agree to allow Town and Village Green application. Develop application for Phase 2 Town and Village Green application (Community Orchard & arboreal art installation) – but hold until conclusion of Local Plan review.</p>	March 2024	A
<p>Participation in National Food Waste Week 18-24 March, including pop ups in Downham Market and King’s Lynn, Docking village market, school engagement, radio and social media</p> <p>Leaflets approved for the two school sessions, pop ups are booked at King’s Lynn, Downham Market and Docking village market, materials prepared for Radio West Norfolk, food caddies/liners ordered and video filming booked.</p> <p>Q4 actions: Finish preparations of community leaflets to support the project.</p>	March 2024	G
<p>Launch of Norfolk Net Zero Communities Project</p> <p>Update reports have been provided to the Environment and Community Panel on 29 August 2023 and 14 November 2023. Following 23 expressions of interest, Marshland St James Parish was selected as the identified community for King’s and Lynn and West Norfolk in this county wide project. Initial communications have been prepared relating to the selection and launch event.</p> <p>Q4 actions: Comms to be issued ahead of the launch event being held on 12 February 2024 at Marshland St James village hall in collaboration with parish council and “Beat Your Bills”.</p>	March 2024	G
<p>Commence update on Climate Change Strategy and Action Plan including climate literacy training</p> <p>Work has progressed on the development of the Council’s carbon footprint for 2022/23. Research is underway on climate change impact assessment tools and approaches to rolling out climate change training. Discussions have been held with partners on the Norfolk Climate Change Partnership on carbon literacy accredited training.</p> <p>Q4 actions: Secure a place on LGA funded Carbon Literacy accredited training programme in April 2024. Consider learning materials to inform inhouse training to be deployed later in 2024. Develop the content for e-learning module. Prepare a 2022-2023 carbon footprint report. Prepare an update report for Environment and Community Panel on 9 April 2024 including the action plan and climate change reserve fund.</p>	March 2024	G
<p>Carry out public consultation on Air Quality Action Plan</p> <p>Currently out to consultation, due to finish on the 1 March 2024.</p> <p>Q4 actions: Complete consultation and start to collate responses to prepare a draft plan.</p>	March 2024	G

Project description and comments	Target Date	
<p>Continue work on Tree Strategy, management system and associated actions</p> <p>Works are ongoing alongside the pressures of operational matters. This is a joint piece of work between Operations and Planning</p> <p>Q4 actions: Meeting to be organised to agree the progression of this piece of work</p>	March 2024	A
<p>Mayor's Business Awards 1st March 2024 – Environmental Champion selection</p> <p>The Council agreed to sponsor the Environmental award to highlight exemplars of amongst local businesses. Entries were shortlisted in December 2023.</p> <p>Q4 actions: Arrange visits to the three shortlisted companies in January and February to identify the winner and finalise the arrangements for the awards event.</p>	March 2024	G

Actions carried out in partnership with others

R Requires amendment	A Scope/target date requires attention	G On target	B On hold/closed	P Completed
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Project description and comments	Target Date	
<p>Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made to improve sea and river water quality</p> <p>Ongoing collaborative working including a presentation by all parties to member panels. Additional work is currently being progressed to install additional waste bins and dog waste bins between Hunstanton and Heacham to help reduce waste matter left on the beaches. This is scheduled for completion during the 2024 main season subject to permit approval by the Environment Agency.</p> <p>Q4 actions: Secure Environment Agency approval and prepare for installation of additional waste bins and dog waste bins.</p>	March 2024	G
<p>Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made concerning the shingle ridge at Heacham and Hunstanton sea defences</p> <p>The Environment Agency are currently leading a technical review with a report published around Spring 2024, this will help to determine a future policy review. A newsletter and public engagement have taken place in December 2023.</p> <p>Q4 actions: Awaiting the report to help determine future actions.</p>	March 2024	A
<p>Participate in a regional benchmarking exercise to understand our preparedness for new procurement requirements that consider economic, social, environmental and cultural factors to determine Scope 3 emissions</p> <p>The council's purchasing influences are referred to as Scope 3 carbon emissions. East of England Local Government Association have launched a diagnostic exercise to help understand how councils in the region are prepared for the new procurement regulations, identify learning needs and notable practice.</p> <p>Q4 actions: Issue questionnaires to officers who participated in the procurement training, set a closing date of 11 February 2024. Receive feedback from regional project on 5 March 2024. Undertake research on climate change assessment tool for reports and projects.</p>	March 2024	G

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.

Actions carried out by the council

R Requires amendment **A** Scope/target date requires attention **G** On target **B** On hold/closed **P** Completed

Project description and comments	Target Date	
<p>Set the Financial Plan 2023-2028 and development of the Cost Management and Income Generation Plan</p> <p>Budget Development Sessions carried out regularly. Provisional settlement figures announced and incorporated into draft budget figures. Reports now being drafted ahead of consultation events.</p> <p>Q4 actions: Attend various staff and member briefings/panels, voluntary and non-domestic consultation. Finalise reports for Cabinet and then Council to approve.</p>	March 2024	G
<p>Complete introduction of a 100% Council Tax Support Scheme</p> <p>Scheme was approved by Council on 31 January 2024.</p> <p>Q4 actions: To implement the scheme.</p>	March 2024	G
<p>Agree revision of 100% levy for Long Term Empty Properties with effect from 1/4/24</p> <p>Approved by Council on 31 January 2024.</p> <p>Q4 actions: To prepare billing and implement from 1 April 2024.</p>	March 2024	G
<p>Agree proposals to double Council Tax on second homes from 1/4/25</p> <p>Approved by Council on 31 January 2024.</p> <p>Q4 actions: To continue/progress discussions for arrangements from 1 April 2025 including discussions with County Council for agreement to returning a proportion of funding for local priorities.</p>	March 2024	G
<p>Complete procurement process to identify a partner to undertake a confidential staff survey during spring 2024</p> <p>A specification for the staff engagement survey has been developed and the tender has been advertised in accordance with procurement procedures.</p> <p>Q4 actions: During Q4 we will be assessing the tenders received, including interviews/demo's as appropriate, to determine the successful provider. Once the arrangements for the contract have been finalised we will move into the initiation stage of the project, including the detailed planning for the project and development of the staff survey and associated communications plan.</p>	March 2024	G
<p>Continue to lobby Government for alternative means of Internal Drainage Board funding</p> <p>Funding announced by Government for 2024/25. Awaiting announcement of allocation due 5 February 2024. Event at House of Commons on 6 February to support lobbying for a permanent funding solution. Increase estimated around 8% for 2024/25 meaning £3.5m levy paid to IDB's.</p> <p>Q4 actions: Support event at House of Commons and work with Special Interest Group on lobbying strategy.</p>	March 2024	G
<p>Provide information, advice and support for Parish Councils. Produce a document pack for dealing with unreasonable and vexatious complaints</p> <p>Q4 actions: Officer working group to be set up and document packs created.</p>	March 2024	G

Project description and comments	Target Date	
<p>Hold a second consultation with all Parish Council Chairs and/or their representatives</p> <p>Q4 actions: Two sessions are scheduled with the Leader to be held on 21 February 2024.</p>	March 2024	G
<p>Review the governance arrangements for the delivery of leisure and arts</p> <p>A working group has been established to review the current operating model for the delivery of leisure and arts.</p> <p>Q4 actions: A range of options will be considered during Q4 and reported to Cabinet in June 2024.</p>	March 2024	G
<p>Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme</p> <p>Work to ensure the provision of services to support employees wishing to cycle to work has been progressed (eg provision of lockers at King's Court)</p> <p>Q4 actions: Further activities to support cyclists to be undertaken during Q4 include a 'Dr Bike' session supported by Sustrans. Work to review potential providers of a cycle to work scheme will also be progressed.</p>	March 2024	G
<p>Complete the resurface the Howdale car park, Downham Market</p> <p>This was a repair, not a resurfacing project and these repairs have been completed. We will continue to monitor the surface as it is highly susceptible to damage especially in period of excessive rainfall.</p>	March 2024	P
<p>Commence the replacement of pay and display machines across the network to deliver increased payment options</p> <p>Currently procuring first phase of replacement machines, these will be prioritised to Resort Services as these machines are in the poorest condition. Other areas will continue rollout and upgrade of signage throughout the year.</p> <p>Q4 actions: Finalise procurement to ensure Resort Services machines are replaced.</p>	March 2024	G
<p>Agree the Action Plan in response to Corporate Peer Challenge</p> <p>The council undertook a Local Government Association Corporate Peer Challenge on 16 October 2023. The purpose of the Peer Challenge was to get an external view of what we are doing. It highlights the things we are doing well, and also recommends areas for improvement. The peers highlighted eight key recommendations to be considered as part of the Action Plan.</p> <p>Q4 actions: During January the Chief Executive will host a number of face to face staff engagement sessions to feed into the Action Plan. The plan will be considered and approved by Cabinet on 5 March and published by 19 March as required by the Local Government Association. Work will commence on monitoring the implementation of the agreed actions.</p>	March 2024	G

R Requires amendment
A Scope/target date requires attention
G On target
B On hold/closed
P Completed

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.

Actions carried out by the council

R Requires amendment **A** Scope/target date requires attention **G** On target **B** On hold/closed **P** Completed

Project description and comments	Target Date	
<p>Refresh our financial assistance programme with review of existing and new SLAs and associated funding</p> <p>Currently reviewing and agreeing on a new template for service level agreements for implementation from 1 April 2024.</p> <p>Q4 actions: To finalise template for service level agreements and issue with allocations for 2024/2025.</p>	March 2024	G
<p>Bring forward proposals to enable the King's Lynn Advisory and Consultative Committee (KLACC) to become a decision-making body</p> <p>KLACC have agreed to the creation of an executive area committee as the decision making body.</p> <p>Q4 actions: Agree the terms of reference.</p>	March 2024	G
<p>Develop a plan for communicating the Council's budget both internally and externally</p> <p>The Communications team has supported the Assistant Director Resources and Portfolio Holder for Finance to develop a communications plan for the budget, including the provision of press releases, and written information for staff, supporting the provision of staff briefing sessions and production of a recorded briefing for staff.</p> <p>Q4 actions: The Communications Team will continue to support the distribution of information relating to the Council's budget internally and externally as required by the Assistant Director Resources, Chief Executive, Portfolio Holder for Finance and Leader.</p>	March 2024	G
<p>Progress actions identified following a review of our equalities policy, procedure and practices</p> <p>Priority actions arising from the review of equalities practices were to reconstitute the equalities working group and to review arrangements for equality impact assessments. The group has been reformed with a refreshed membership and training for all group members. A first meeting of the group took place in December 2023. The equality impact process has been refreshed, new guidance to assist managers with the process has been produced and steps have been taken to strengthen the links between cabinet/panel reports and completed EIA forms.</p> <p>Q4 actions: The equality working group will meet during Q4 to discuss further workstreams/priorities and form sub-groups to progress some of these actions. Equality working group members will receive EIA related training during February 2024 to develop their knowledge and understanding to assist this process. Plans to roll this training out to a wider pool of officers will also be progressed during Q4.</p>	March 2024	G
<p>Establish commitment to the care leavers covenant</p> <p>Commitment to the care leavers covenant was agreed at Cabinet during Q3 and has led to the Council signing Covenants the statement of intent to demonstrate this support. An action plan to take the work forward has also been produced.</p> <p>Q4 actions: Actions which will take place during Q4 include the first meeting of a new officer working group to support the Care Leavers Covenant, a press release to promote the activities we are undertaking, a meeting with the corporate parenting team at Norfolk County Council to strengthen our links with the team and help inform the activities we undertake.</p>	March 2024	G

Actions carried out in partnership with others

R Requires amendment
 A Scope/target date requires attention
 G On target
 B On hold/closed
 P Completed

Project description and comments	Target Date	
<p>Ensure our need for better dentistry services and the release of funding for a new QEH remains a joint priority between ourselves and our partners.</p> <p>A round of informal E&C panel meetings have been arranged for members to hear from relevant agencies regarding the challenges facing dental provision. These are ongoing and will inform the Motion to Council regarding dentistry.</p> <p>Q4 actions: Continuation of panel meetings to inform members.</p>	March 2024	G
<p>Investigate with key stakeholders engaging the Institute of Health Equity to make West Norfolk a Marmot place</p> <p>Funding has been secured for the councils contribution, discussions with Norfolk County Council, Integrated Care System and the Institute of Health Equity are ongoing.</p> <p>Q4 actions: Dependent on confirmation of match funding from NCC and Integrated Care System the Institute of Health Equity will be engaged to work in West Norfolk with an anticipated start date in late Q1 early Q2 of 2024/25.</p>	March 2024	A

Managing the Business

Our Performance Indicators in detail

R Performance indicator is 5% or more below target	A Performance indicator is up to 5% below target	G Performance indicator has achieved target	M Monitor only
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Promote growth and prosperity to benefit West Norfolk							
Ref	Performance indicator	2023/24				Comments	
		Q1	Q2	Q3	FY Target		
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	82%	86.5%	87.5%	70%	G	
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	83%	86%	89%	60%	G	
1.3	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	1.27%	3.75%	4.76%	10%	G	Careful monitoring required as upcoming major appeals could see the situation get worse.
1.4	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	0.63%	0.61%	0.66%	10%	G	
1.5	% of major planning applications provided with an extension of time	92%	79%	79%	50%	R	A backlog of planning applications and workloads remain high. A recruitment campaign will commence in February to help the current staff shortage.
1.6	% of non-major planning applications provided with an extension of time	66%	70%	65%	40%	R	Target has been amended to reflect the recently published proposed Government target. Efforts are underway to amend our processes.
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	£0	Monitor only	M	
1.8	% of new enforcement cases actioned within 12 weeks of receipt				75%		Data available from Q1 2024/25
1.9	No of new homes delivered in the Borough to meet the housing need target	181	110	88	571	R	Recent work shows that the need is likely to be lower.
1.10	No of new homes built through the Council's Major Housing Programme	40	0	0	63	G	23 homes are planned be completed in Q4 to achieve the target.
1.11	No of new Affordable Homes delivered by the Major Housing Programme	10	0	0	10	G	

Ref	Performance indicator	2023/24				Comments	
		Q1	Q2	Q3	FY Target		
1.12	% of rent arrears on industrial units	11.92%	10.46%	10.6%	10%	R	Economic pressures on tenants are increasing, resulting in a slight increase in Q3. Measures to be put in place to meet the target in Q4.
1.13	% of rent arrears on retail/general units	23.42%	13.33%	12.92%	25%	G	
1.14	No of brownfield sites brought into use for commercial and housing	0	0	1	Monitor only	M	Sites on the brownfield register only
1.15	No of business grants awarded	6	6	7	Monitor only	M	
1.16	No of impressions on Visit West Norfolk's social media channels	44,516	41,439	43,811	Monitor only	M	
1.17	King's Lynn long stay car parking tickets purchased	41,258	43,784	34,778	124,890	G	
1.18	King's Lynn short stay car parking tickets purchased	258,708	259,581	246,907	854,658	G	
1.19	% of contracts awarded to SMEs				25%		Data available from Q1 2024/25

Protect our Environment

Ref	Performance indicator	2023/24				Comments	
		Q1	Q2	Q3	FY Target		
2.1	No of electric vehicle charging points installed within district owned car parks	18	0	0	Monitor only	M	
2.2	EV charging usage (kWh)	5,942	12,071	9,587	Monitor only	M	
2.3	% of street lighting within the borough converted to LED	4.74%	7.56%	11.4%	Monitor only	M	Cumulative data recorded
2.4	Solar power (kWh) generated across council sites	250,885	192,321	39,762	Monitor only	M	
2.5	% increase in cycling usage on key routes				Monitor only	M	Data available in Q1 2024/25
2.6	No of brown bins in use for composting per quarter	29,300	29,757	29,821	28,500	G	
2.7	Total tonnage of commercial waste collected	535	741	610	1,700	G	
2.8	Total tonnage of garden waste collected and treated	4,041	3,728	2,364	11,000	G	
2.9	Total tonnage of food waste collected and treated	412	427	409	1,800	R	An action plan has been created and is being delivered in Q4 2023/24 to challenge the fall in food waste collected
2.10	Total tonnage of mixed recycling collected and treated	3,604	3,469	3,517	15,500	R	This is a trend across Norfolk and may be linked to cost of living issues leading to reduced consumption. Where needed an action plan will be considered for 2024/25
2.11	No of fly tipping incidents recorded	303	531	476	Monitor only	M	

Ref	Performance indicator	2023/24					Comments
		Q1	Q2	Q3	FY Target		
2.12	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%	95%	G	
2.13	% of waste enforcement cases referred to CSNN resulting in an intervention (investigation to prosecution)	100%	99%	100%	90%	G	

Efficient and effective of our services							
Ref	Performance indicator	2023/24					Comments
		Q1	Q2	Q3	FY Target		
3.1	% of calls reduced by web chat	90%	89%	90%	75%	G	
3.2	% of calls answered within 90 seconds	81%	80%	84%	75%	G	
3.3	% of meeting minutes produced within 3 working days of meeting	80%	82%	83%	90%	R	The team will look at ways to improve performance against target but while workloads and demands remain high it is unlikely that the target will be met during the current year.
3.4	% increase in engagement on social media channels compared to previous year	20%	-39%	-16%	Monitor only	M	
3.5	% of press releases covered by media within one month of being issued	100%	98%	97%	Monitor only	M	
3.6	Reduce revenue expenditure by 2%	0%	0%	0%	2%	G	
3.7	% of supplier invoices paid within 30 days	99%	99%	99%	99%	G	
3.8	% of local supplier invoices paid within 10 days	97%	97%	96%	96%	G	
3.9	% of Council Tax collected against outstanding balance	28%	56%	83%	97.5%	G	Cumulative data recorded against annual target
3.10	% of Business Rates collected against outstanding balance	33%	59%	83%	98%	G	Cumulative data recorded against annual target
3.11	Council Tax Support Caseload shown as equivalent Band D Taxbase figures	4,902	4,856	4,756	Monitor only	M	
3.12	% of BID Levy collected	50.2%	80.2%	91.0%	97.5%	G	Cumulative data recorded against annual target
3.13	No of completed fraud/corruption investigations (including data matching exercises)	2,974	1,330	1,294	5,000	G	
3.14	No of cyber security incidents reported	0	0	2	Monitor only	M	
3.15	% of influenceable spend with contracted suppliers				70%		Data available from Q1 2024/25
3.16	% of influenceable spend with non-contracted suppliers				15%		Data available from Q1 2024/25

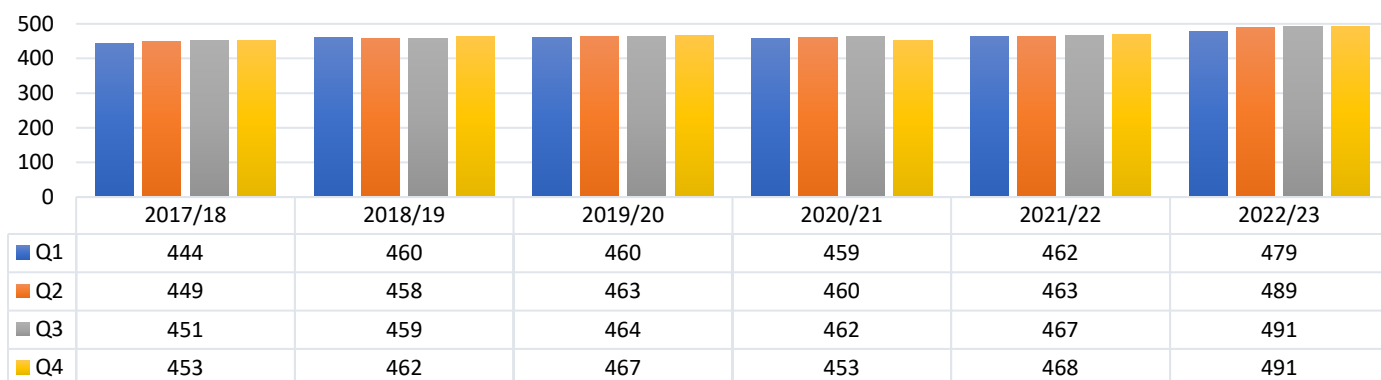
Support our communities								
Ref	Performance indicator	2023/24				FY Target	M	Comments
		Q1	Q2	Q3				
4.1	No in bed and breakfast and nightly paid accommodation	82	107	23	Monitor only	M		
4.2	Spend on bed and breakfast and nightly paid accommodation (gross)	£70,199	£96,638	£141,321	Monitor only	M	£308,158 spend to date	
4.3	No of households prevented from becoming homeless for a minimum of 6 months	21	11	15	Monitor only	M		
4.4	No of verified rough sleepers	1	2	0	Monitor only	M		
4.5	No of days to process new housing benefit and council tax support claims	14	13	13	22	G		
4.6	No of days to process housing benefit and council tax support changes of circumstances	13	18	16	18	G		
4.7	% of food premises achieving a rating of 3 or above	100%	94%	95%	90%	G		
4.8	No of social isolation and loneliness referrals to Lily	73	73	64	Monitor only	M		
4.9	% of people attending Food for Thought who rated the information provided as Good or above				80%		Data available in Q4 2023/24	
4.10	% of accepted West Norfolk Help Hub Lily referrals heard within 28 days of receipt				Monitor only	M	Data available in Q4 2023/24	
4.11	% of housing adaptations completed within time				90%		Data available in Q4 2023/24	
4.12	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	411	465	647	1,400	G		
4.13	% of anti-social behaviour incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	88%	90%	86%	80%	G		
4.14	% of HMO's inspected within agreed timescale				85%		Data available in Q4 2023/24	
4.15	No of 16-30 year olds registering with the BOOST project	102	57	58	200	G		
4.16	No of volunteer opportunities supported in heritage venues	-	9	15	Monitor only	M		

Our Organisation

The following is a selection of our people performance measures:

Indicator	Q1 2023/24	Q2 2023/24	Q3 2023/24	Annual Target	Summary Notes Ref
Total headcount	492	497	495	Monitor only	-
Total staff FTE	481.87	485.53	485.53	Monitor only	-
% of voluntary staff turnover (cumulative)	2.92%	4.85%	7.55%	12%	(1)
Number of voluntary leavers from permanent roles	15	10	14	Monitor only	(2)
Number of starters to permanent roles	18	18	8	Monitor only	(3)
Average no of working days lost to sickness absence per FTE employee (cumulative)	1.79	3.62	6.62	8.7 days	(4)
% of employees undertaking an apprenticeship	5.60%	5.56%	5.56%	2.30%	(5)

Year on Year Headcount



Summary of progress

The data provides an overview of key employee related data in the year to date. The indicators in relation to the number of voluntary leavers from permanent roles and the number of starters to permanent roles should be read in isolation from each other.

1. Voluntary turnover rates have started to increase in comparison to previous years.
2. The number of voluntary leavers captures the number of employees who have left a permanent role within the council during a particular quarter.
3. The number of starters to permanent roles in any quarter will vary due to a number of factors, for example; appointments to any new posts which may not have been previously filled; appointments made to posts which became vacant in previous quarters which have taken time to fill and the notice periods required by new recruits which may delay their start date to a different quarter from when the position became vacant.
4. As at the end of Q3 the average number of working days lost due to sickness absence is an improvement on the Q3 figure reported for 2022/23. Ongoing monitoring of sickness absence, support for managers in dealing with sickness absence cases and changes to procedures for supporting absence are helping to improve sickness absence rates. However, the figures still reflect the impact of pressures on the NHS for some employees following treatment plans or awaiting treatment for long term absences.
5. Our continued support for apprentices and for permanent employees to undertake apprenticeships is demonstrated in the indicator relating to this issue. The benefits and positive impact of our commitment to apprentices will be celebrated during National Apprentice week in February when we will take the opportunity to celebrate the success of our apprentices and the contribution they are making to the delivery of council services.

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
11 April 2024 Special Meeting						
	Local Plan Gypsy and Traveller Preferred Sites	Key	Council	Development and Regeneration Asst Dir S Ashworth	Local Plan Task Group mins and Agendas	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						
23	CIL applications referred to Cabinet	Non	Cabinet	Development and Regeneration Asst Dir – S Ashworth		Public
	Corporate Performance Management report – Quarter 3 2023/24	Non	Cabinet	Leader H Howell - Corporate Governance Manager		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
11 June 2024						
	St George's Guildhall RIBA Stage 3 and project scope	Key	Cabinet	Regeneration & Development Asst Dir		Public
	Empty Homes Strategy Review	Key	Council	People and Communities Asst Dir M Whitmore		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)
	Appointments to Outside Bodies	Non	Cabinet	Chief Executive Leader		Public
	Review of Planning Scheme of Delegation	Non	Council	Development and Regeneration Asst Dir – S Ashworth		Public
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – S Ashworth		Public
61	Recommendations from the Biodiversity Task Group	Non	Cabinet	Development and Regeneration Asst Dir – S Ashworth		Public
	Review of Outside Bodies	Non	Cabinet and Council	Leader		Public
	Redundancy Payments Scheme	Non	Council	Leader Exec Dir – D Gates		Public
	Data Protection Policy Review	Non	Council	Leader Monitoring Officer		Public
	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)

Date of meeting	Report title	Key or Non Key	Decision Maker	Cabinet Member and Lead Officer	List of Background	Public or Private Meeting
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		Decision			Papers	
30 July 2024						
	Review of Alive West Norfolk	Key	Council	Tourism Events and Marketing H Howell - Corporate Governance Manager		Part Public and part 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
27 September 2024						
	Homelessness and Rough Sleeping Strategy Update	Non	Cabinet	Asst Director - D Hall		Public

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
	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
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		Public
	Pay Award 2024	Key	Cabinet	Leader		Public

SHAREHOLDER COMMITTEE 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 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
	Election of Chair	Shareholder Committee	Democratic Services Monitoring Officer – A Baker	Cabinet Report 15 November 2022	Public
25 October 2023	Review of Terms of Reference	Shareholder Committee			Public
	Section 21's - WNH	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Council Companies		Public
	Draft Shareholder Agreement West Norfolk Property	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Council Companies 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)
	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

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 Draft Business plans for WNP WNH	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Review of WNHC Governance Documents	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder Council Companies Honor Howell – Corporate Governance Manager		Public
Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
22 January 2024 – meeting postponed	Responses from WNH and WNP regarding Section 21 Notices	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder Council Companies Alexa Baker – Monitoring Officer		Public
	Review of draft business Plan for AWN	Shareholder Committee	Cllr Simon Ring – Portfolio Holder – Leisure Honor Howell – AWN Client Officer		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)

	Consideration of WNP and WNH business plans following initial feedback	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder Council Companies Duncan Hall/Karl Patterson – Housing Companies		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Appointment of new Director to WNPL	WNPL Board	Cllr Alistair Beales – Portfolio Holder Council Companies Karl Patterson		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
20 March 2024	Council Companies Funding	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Michelle Drewery – Section 151 Officer Duncan Hall/David Ousby – Housing Companies	Cabinet Report 5 December 2023	Part public and part 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
23 April 2024	Shareholder Committee Terms of Reference	Shareholder Committee	Leader Monitoring Officer – A Baker		Public

	Responses from WNH and WNP regarding Section 21 Notices	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder Council Companies Alexa Baker – Monitoring Officer		Public
Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
June 2024	Approval of Business plans for WNP WNH	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer Duncan Hall/Karl Patterson – Housing Companies		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)

ORPORATE PERFORMANCE PANEL WORK PROGRAMME 2024/2025

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
29 May 2024	Appointment of Vice-Chair for the Municipal Year 2024/2025			To appoint a Vice-Chair for the Municipal Year 2024/2025.
29 May 2024	Call-in (if any)			
29 May 2024	Annual Communications Update	Annual Update	J Hillard T Baldwin P Sillis A Howell	
29 May 2024	Portfolio Holder Question and Answer Session			Questions to be submitted in advance of the meeting.
29 May 2024	Cabinet Forward Decisions List			The Panel are invited to identify any items for inclusion on the work programme.
29 May 2024	Shareholder Committee Forward Plan			The Panel are invited to identify any items for inclusion on the work programme.
29 May 2024	Panel Work Programme			The Panel are invited to identify any items for inclusion on the work programme.

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DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
17 July 2024	Call-in (if any)			
17 July 2024	Exempt Report: Hunstanton Sailing Club	Annual Update (Exempt)	Borough Council Representative	The Borough Council's Representative role is to observe only.
17 July 2024	Portfolio Holder Question and Answer Session			
17 July 2024	Cabinet Forward Decisions List			
17 July 2024	Shareholder Committee Forward Plan			
17 July 2024	Panel Work Programme			
4 September 2024	Call-in (if any)			
4 September 2024	Portfolio Holder Question and Answer Session			
4 September 2024	Cabinet Forward Decisions List			
4 September 2024	Shareholder Committee Forward Plan			
4 September 2024	Panel Work Programme			

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
16 October 2024	Call-in (if any)			
16 October 2024	Portfolio Holder Question and Answer Session			
16 October 2024	Cabinet Forward Decisions List			
16 October 2024	Shareholder Committee Forward Plan			
16 October 2024	Panel Work Programme			
27 November 2024	Call-in (if any)			
27 November 2024	Portfolio Holder Question and Answer Session			
27 November 2024	Cabinet Forward Decisions List			
27 November 2024	Shareholder Committee Forward Plan			
27 November 2024	Panel Work Programme			
7 January 2025	Call-in (if any)			
7 January 2025	Portfolio Holder Question and			

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
	Answer Session			
7 January 2025	Cabinet Forward Decisions List			
7 January 2025	Shareholder Committee Forward Plan			
7 January 2025	Panel Work Programme			
26 February 2025	Call-in (if any)			
26 February 2025	Portfolio Holder Question and Answer Session			
26 February 2025	Cabinet Forward Decisions List			
26 February 2025	Shareholder Committee Forward Plan			
26 February 2025	Panel Work Programme			
2 April 2025	Call-in (if any)			
2 April 2025	Portfolio Holder Question and Answer Session			
2 April 2025	Cabinet Forward Decisions			

	List			
2 April 2025	Shareholder Committee Forward Plan			
DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
2 April 2025	Panel Work Programme			

Forthcoming Items to be scheduled

Annual Communications Update – Panel to determine if it wishes to receive an update in 2025 – B Box

Report of the Informal Working Group – Taxi Testing Contract