

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



Corporate Performance Panel

Agenda

Wednesday, 26th February, 2025
at 4.30 pm

in the

**Council Chamber, Town Hall, Saturday
Market Place, King's Lynn and available
for the public to view on You Tube**



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

Tuesday 18th February 2025

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 26th February, 2025 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 5 - 9)

To approve the minutes from the additional meeting of the Corporate Performance Panel held on 28th January 2025.

3. Declarations of Interest (Page 10)

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

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

4. Urgent Business Under Standing Order 7

To consider any business which, by reason of special circumstances, the Chairman proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act 1972.

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

6. Chair's Correspondence (if any)

7. Call Ins (if any)

8. Cabinet Report - Quarter 3 2024-2025 Performance Management Report (Pages 11 - 36)

9. Cabinet Report - Planning Member Code of Good Practice (Pages 37 - 51)

10. Cabinet Report - Appointments Board/IDC Terms of Reference (Pages 52 - 69)

11. Panel Work Programme (Pages 70 - 75)

12. Cabinet Forward Decisions List (Pages 76 - 80)

13. Shareholder Committee Work Programme (Pages 81 - 84)

14. Date of Next Meeting

To note that the next meeting of the Corporate Performance Panel is scheduled to take place on 2nd April 2025 at 4.30pm in the Town Hall, Saturday Market Place, King's Lynn.

To:

Corporate Performance Panel: J Bhondi, R Blunt (Vice-Chair), Mrs J Collingham, B Jones, B Long (Chair), S Nash, J Osborne, C Rose, A Ryves, S Sandell, D Sayers and Mrs V Spikings

Portfolio Holders:

Councillor Beales – Leader of the Council – Agenda Items 8 and 10

Councillor Moriarty – Portfolio Holder for Planning and Licensing – Agenda Item 9

Officers

Becky Box – Assistant Director

Debbie Ess – Corporate Performance Officer

Stuart Ashworth – Assistant Director

Alexa Baker – Assistant Director

James Arrandale – Principal Lawyer

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

Minutes from the Meeting of the Corporate Performance Panel held on Tuesday, 28th January, 2025 at 5.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors Long (Chair), Bhondi, Blunt, Jones, Nash, Osborne, Rose, Sandell, Sayers and Spikings.

PORTFOLIO HOLDERS:

Councillor Ring – Deputy Leader and Portfolio Holder for Business and Culture
Councillor Morley – Portfolio Holder for Finance

OFFICERS:

Becky Box – Assistant Director
Alexa Baker – Monitoring Officer

CP98 **APOLOGIES**

Apologies for absence were received from Councillors Beales and Ryves.

CP99 **MINUTES**

RESOLVED: The minutes from the previous meeting were agreed as a correct record and signed by the Chair, subject to Councillor Sayers being added to the list of apologies.

CP100 **DECLARATIONS OF INTEREST**

There were no declarations of Interest.

CP101 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

CP102 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Kunes.

CP103 **CHAIR'S CORRESPONDENCE**

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

The Chair read out an email relating to the Independent Remuneration Panel Report from Councillor Joy as follows:

“As your panel has first view of the new scheme of proposed members allowances scheme and I am required elsewhere this is coming to you.

The recommendation of the Independent Remuneration Panel to abolish the ICT allowance has not been fully thought through. The present situation is the Council provides a mobile phone explicitly for council business use. Some councillors use it for that while others use their own personal mobile phone for council business.

With no ICT allowance (which includes a telephone allowance) why would a councillor use their own mobile? As for those who use the council’s phone what happens when the council’s mobile battery runs out? Does a councillor have to bring it into the council office for it to be charged? Or will an officer come out and collect it to be charged? At a weekend?

The council provides laptops or ipads and in a number of cases both. Several years ago, the Council removed the broadband/phone list from councillors’ homes, introducing the ICT allowance. It was a cost cutting measure which was accepted. However, with no phone/broadband line what’s the benefit of a laptop provided by the Council? It was suggested by a member of the Independent Panel that most people now have broadband in their homes for which they as individuals pay. That may very well be true. It does not alter the fact the Council is a public authority not a charity and should not be reliant on the goodwill of any councillors.

An alternative to the ICT allowance is that any communication between the Council and a councillor will have to be at all times in hard copy, and other than personal interaction any communication between constituents and groups of interested parties will have to be in hard copy with written communication sent initially via Royal Mail or to the Council for sending on via Royal Mail.”

The Chair explained that the Cabinet Report had made recommendations on the Independent Remuneration Panel’s Report and one of the recommendations was for the ICT allowance to be retained.

CP104 **CALL INS**

There were no call-ins to consider.

CP105 **CABINET REPORT - INDEPENDENT REVIEW OF THE MEMBERS ALLOWANCES**

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

The Assistant Director presented the recommendations of the Independent Remuneration Panel (IRP) and the covering Cabinet report which included recommendations to be considered by the Panel.

The Deputy Leader, Councillor Ring highlighted section 2.1 to 2.6 Cabinet Report which set out recommendations on amendments to the IRP Report. He explained that the IRP had recommended a 20% public service discount and commented that many Councillors were unaware of this and the Cabinet recommendation was to reduce this discount to 5%. It was also recommended that the ICT allowance and the larger opposition leader and deputy allowances be retained.

The Chair thanked the Assistant Director and Portfolio Holder for the report and invited questions and comments from the Panel, as summarised below.

Councillor Kunes addressed the Panel under Standing Order 34 stating that prior to becoming a Councillor he was a Member of the IRP and provided information on the public service discount.

The Chair requested that the Panel consider the recommendations as included in the Cabinet Report. Following comments from Members of the Panel, the Chair, expressed concern that the papers had been published late.

Councillor Spikings commented that being a Councillor shouldn't be about the money and stated that she had held many positions concurrently, but only received on Special Responsibility Allowances, and she accepted that. Councillor Spikings commented that the public service discount of 20% was too high, especially when Councillors worked so many hours voluntarily and did not receive benefits such as a pension.

Councillor Sandell commented that she was unaware that a public service discount was applied to allowances and did not agree with this due to the amount of work she carried out.

The Deputy Leader clarified that it was advisory guidance that recommended deduction of a public service discount and some Councils had chosen not to have a discount at all. The Portfolio Holder requested the Panel consider making a recommendation to Cabinet on the level of public service discount they felt was appropriate, noting that the IRP had estimated that Councillors duties equated to approximately twelve hours per week.

The Monitoring Officer read out the guidance on public service discount which included ensuring that Councillors were not at a financial loss and the allowances encouraged people to stand for election.

Councillor Osborne commented that he agreed with the IRP recommendation of 20% public service discount and proposed that this

be recommended to Cabinet. Councillor Jones seconded the proposal and after being put to the vote the proposal was lost.

The Panel then debated the Cabinet recommendation that a 5% public service discount be applied.

Councillor Sayers asked if some allowances could have a 5% deduction and the basic allowance have a 10% deduction, with additional funds being added to the Councillors Community Grant Scheme. Councillor Sandell commented that the Councillor Community Grants fund was often underspent. Councillor Spikings suggested that each Councillor could be asked what level of public service discount they wished to deduct from their allowances. The Panel felt that staggering deductions would be too complicated to administer and needed a flat rate across all allowances.

The Portfolio Holder for Finance commented that the schedule of allowances should be simple to administer and noted that any Councillors who wished to forfeit their allowances, or a portion of their allowances could do so by notifying the Council. Councillor Morley also drew attention to the Carers Allowance which was included to encourage people to stand for election.

Councillor Sandell referred to the workload of Councillors and felt that those that were less active should be paid less, but acknowledged that this would be difficult to administer with Councillors having to fill in time sheets etc. The Chair also commented that, with being such a large Borough, travel time would also have to be a consideration. Councillor Sayers also commented that for dual-hatters it would be difficult to differentiate between Borough and County duties.

Councillor Spikings made reference to dual Member Wards and large Wards with lots of Parishes, which involved a lot of additional work, noting that Borough Councillors did not get paid for attending Parish Council Meetings. Councillor Kunes stated that it was his understanding that attendance at Parish Council meetings were not a requirement for Borough Councillors.

The Chair asked the Panel to consider if they would like to make a recommendation to Cabinet that Borough Councillors should be paid mileage for attending Parish Council meetings.

Councillor Bhondi commented that he did not agree with the public service discount of 20% and some Councillors chose not to claim mileage.

Councillor Sandell proposed that the Panel recommend that the public service discount be set at 0%. The proposal was seconded by Councillor Rose and after being put to the vote this additional recommendation was carried.

RESOLVED: That the Corporate Performance Panel support the recommendations to Cabinet, as set out below with an additional recommendation that a public service discount of 0% be applied.

1. The content and recommendations of the report of the Independent Remuneration Panel dated November 2025 are noted.
2. The Members Allowances for 2025-2026 set out in Table 3 of the report are approved, subject to a 0% public service discount being applied.
3. The Members' Allowances Scheme 2025-2029 attached as Appendix 2 is approved to come into effect on 1 April 2025 for a period of four years, subject to being updated with the members Allowances approved at recommendation 2 above.
4. Following the 2025-26 year, indexation is applied to Members Allowances for 3 years in line with the percentage increase to the national joint council for local government pay services pay grades spinal column point 43.
5. The Chief Finance Officer is delegated to approve non-material revisions to the Members' Allowances Scheme, including the levels of allowances to reflect the current figures after indexation has been applied.

CP106 **PANEL WORK PROGRAMME**

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

Councillor Spikings requested an update on Cemeteries and the Chair agreed to discuss this with the Chair of the Environment and Community Panel.

RESOLVED: The Panel Work Programme was noted.

CP107 **CABINET FORWARD DECISIONS LIST**

RESOLVED: The Cabinet Forward Decisions List was noted.

CP108 **SHAREHOLDER COMMITTEE WORK PROGRAMME**

RESOLVED: The Shareholder Committee Work Programme was noted.

CP109 **DATE OF NEXT MEETING**

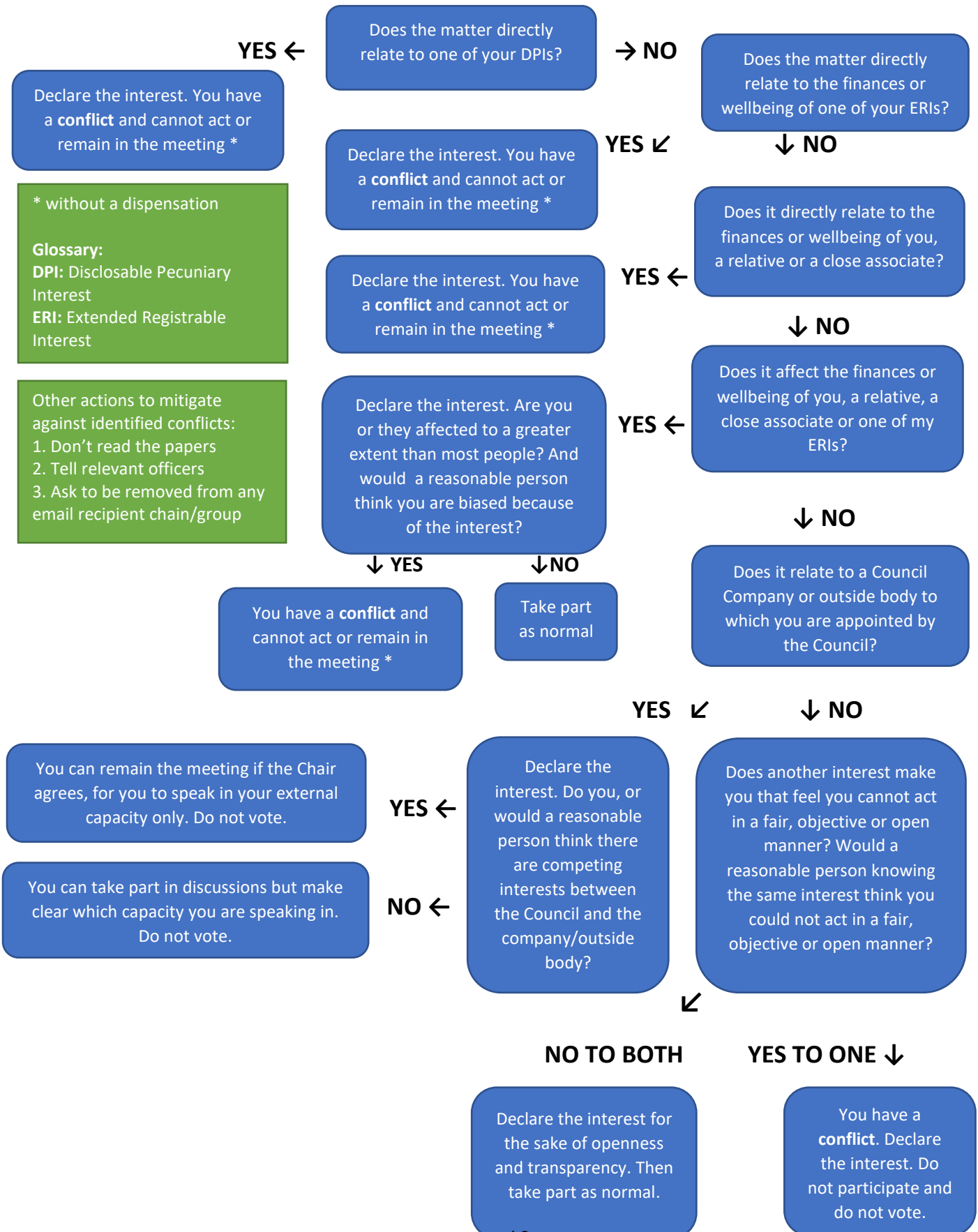
The next meeting of the Corporate Performance Panel was scheduled to take place on 26th February 2025 at 4.30pm in the Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 5.46 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



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

* without a dispensation

Glossary:

DPI: Disclosable Pecuniary Interest
ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

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

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	26 th February 2025		
TITLE:	Q3 2024-2025 Performance Management Report		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Leader of the Council		
REPORT AUTHOR:	Debbie Ess, Corporate Performance Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
The Cabinet report is produced to update Cabinet on progress against the Council's Corporate Strategy and key performance indicators and contains information on progress made against key actions and indicators up to 31 December 2024.
KEY ISSUES:
Members are directed to the attached Cabinet report for full details of the key issues.
OPTIONS CONSIDERED:
Members are directed to the attached Cabinet report for full details of the options.
RECOMMENDATIONS:
The Panel are requested to consider the report and make any appropriate recommendations to Cabinet.
REASONS FOR RECOMMENDATIONS:
To scrutinise recommendations being made for an executive decision.

REPORT TO CABINET

Open		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 Alistair Beales, Leader E-mail: cllr.alistair.beales@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet members			
Lead Officer: Debbie Ess, Corporate Performance Officer E-mail: debbie.ess@west-norfolk.gov.uk Direct Dial: 01553 616282		Other Members consulted: Corporate Performance Panel			
Lead Officer: Debbie Ess, Corporate Performance Officer E-mail: debbie.ess@west-norfolk.gov.uk Direct Dial: 01553 616282		Other Officers consulted: Senior Leadership 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: 4 March 2025

Q3 2024-2025 Performance Management Report

Summary

The Performance Management report is 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 2024.

The number of actions to be monitored in Q3 has reduced to 50 as a result of 8 actions being completed in Q2. The overall performance of the Corporate Strategy has improved compared with the previous reported quarter, 29 of the actions are on target (↑10%), and 7 actions are reporting minor issues/delays (↓10%). A further 2 actions have been completed in Q3 and 12 actions are reported as information only. Corporate priorities, Protect our Environment and Support our Communities are currently recorded as 100% on target.

Of the 64 performance indicators for Q3, 39 have met or exceeded targets (↑4%), 8 indicators have not met target by more than 5% (↑2%) and 2 indicators did not meet the target by less than 5% (↓6%). Monitor only indicators remains at 13 and 2 indicators will be introduced when new data processes have been established.

Recommendation

Cabinet Resolves:

1. To review the Performance Management Report and comment on the delivery against the Corporate Strategy.

Reason for Decision

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.

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 58 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 2024. 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 Q3 2024-2025 overall position of the Corporate Strategy is reporting 81% of the current projects are on track and progressing well, 19% have minor issues or delays and 2 projects have been completed within the target date. Trend arrows indicate the performance trend on the previous reported quarter.
- 2.4 Q3 position of the Corporate Strategy for each of the corporate priorities:
- 2.4.1 **Protect our Environment: 33% improvement against target**
No projects recorded with an amber or red status, indicating major or minor issues/delays.
- 2.4.2 **Support our communities: 17% improvement against target**
No projects recorded with an amber or red status, indicating major or minor issues/delays.
- 2.4.3 **Promoting growth and prosperity to benefit West Norfolk: No change**
The following 3 projects have an amber status, indicating minor issues/ delays:
- Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025
 - Develop and commence implementation of an investment strategy for property assets owned by the council for income generation
 - Review options in relation to the Hunstanton Masterplan and key council assets

2.4.4 **Efficient and effective delivery of our services: -8% reduced improvement against target**

The following 4 projects have an amber status, indicating minor issues/ delays:

- Review and determine impact of government changes to Internal Drainage Board funding
- Agree arrangements for approved 100% premium on second homes for implementation from 1 April 2025
- Review CIL governance arrangements
- Develop a Digital Strategy

2.5 Q3 position of the key performance indicators for each of the corporate priorities:

2.5.1 **Efficient and effective delivery of our services: 12% improvement against target**

The following 3 performance indicators did not meet the target by more (>) or less (<) than 5%:

- >5% Reduce revenue expenditure by 5%
- <5% Percentage of supplier invoices paid within 30 days
- <5% Percentage of local supplier invoices paid within 10 days

2.5.2 **Protect our Environment: No change**

The following 2 performance indicators did not meet the target by more (>) than 5%:

- >5% Total tonnage of food waste collected and treated
- >5% Total tonnage of mixed recycling collected and treated

2.5.3 **Promoting growth and prosperity to benefit West Norfolk: No change**

The following performance indicator did not meet the target by more (>) than 5%:

- >5% Number of new homes delivered in the Borough to meet the housing need target
- >5% Number of new homes built through the Council's Major Housing Programme
- >5% Number of new Affordable Homes delivered by the Major Housing Programme

2.5.4 **Support our communities: No change**

The following 2 performance indicators did not meet the target by more (>) than 5%:

- >5% Number of days to process housing benefit and council tax support changes of circumstances
- >5% Percentage of housing adaptations completed within time

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 (EqIA)

- 9.1 This report is reporting on the performance of projects/workstreams across the council, and as such there are no direct equality considerations related to this report however, each project/workstream that is being reported on will have had an EqIA completed.

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.



Borough Council of King's Lynn & West Norfolk

Q3 2024-25 Performance Management Report

Contents

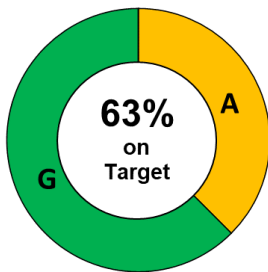
Introduction and Summary	Page
Purpose of the report	3
Summary of Corporate Strategy Projects	3
Summary of Key Performance Indicators	4
Delivering our Corporate Strategy	
Priority: Promoting growth and prosperity to benefit West Norfolk	5
Priority: Protect our environment	7
Priority: Efficient and effective delivery of our services	9
Priority: Support our communities	12
Managing the business	
Our key performance indicators in detail	15
Our Organisation	21

Introduction and Executive Summary

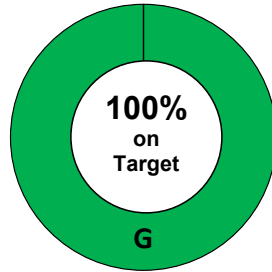
The purpose of the report is to demonstrate the performance of the Council for Q3 2024-25 against the Council’s Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the 2023-2027 Corporate Strategy and 2024-25 Annual Plan.

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

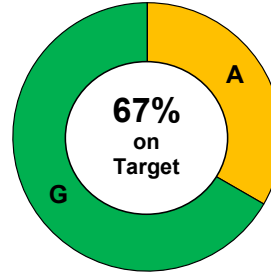
Executive summary of the Corporate Strategy - current position for Q3 2024-2025



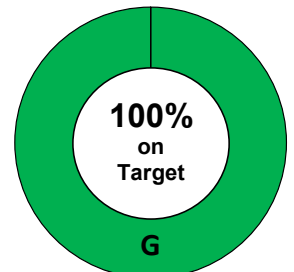
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

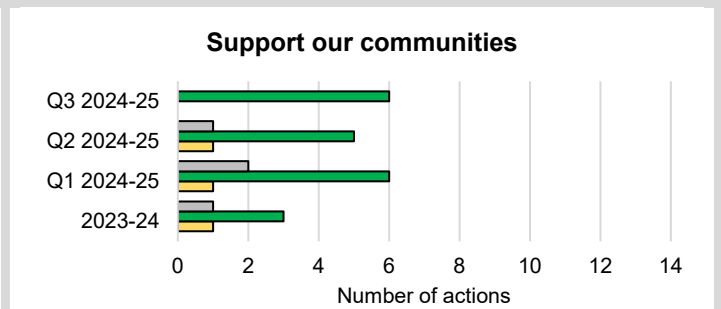
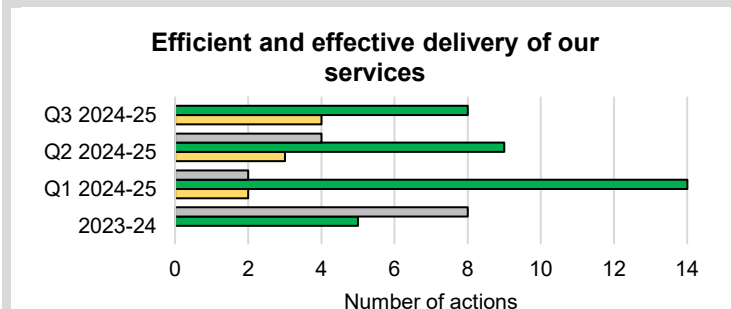
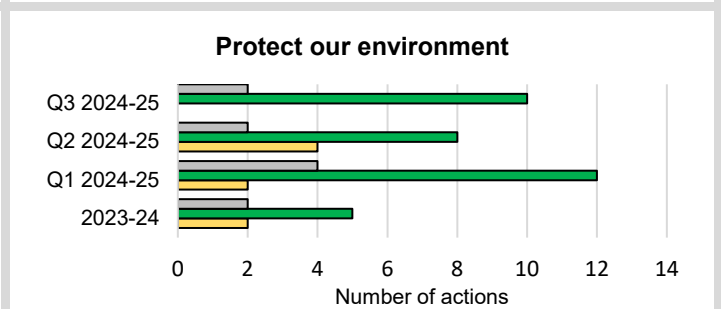
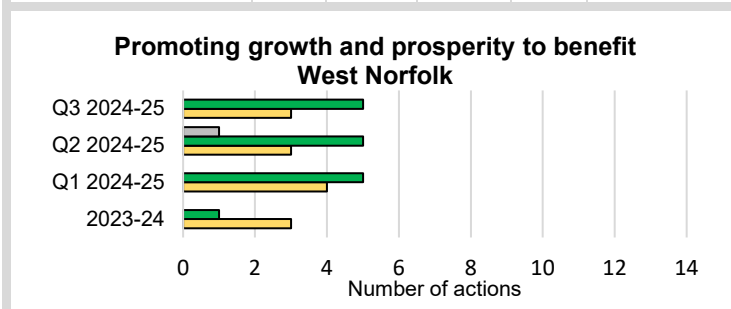
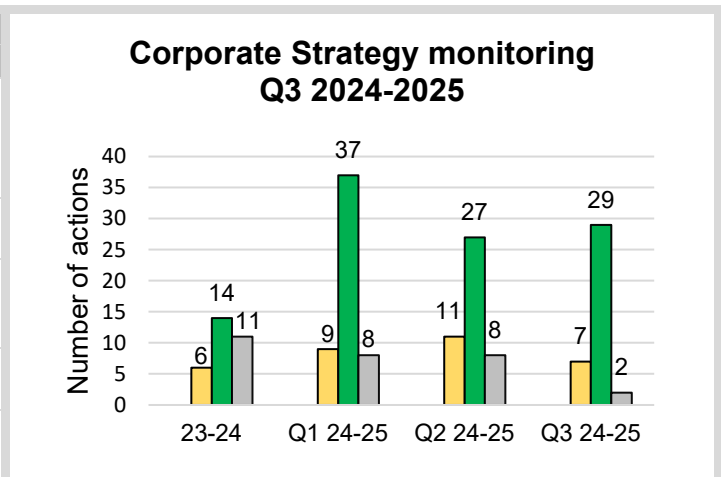


Efficient and effective delivery of our services



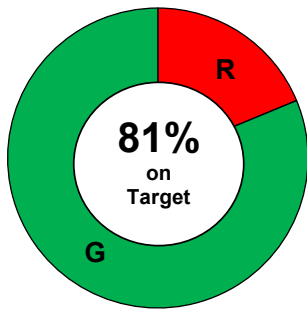
Support our communities

Corporate Priorities	Status of projects and actions				Completed
	R	A	G	B	
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	3 (37%)	5 (63%)	0 (0%)	0
Protect our environment	0 (0%)	0 (0%)	10 (100%)	0 (0%)	2
Efficient and effective delivery of our services	0 (0%)	4 (33%)	8 (67%)	0 (0%)	0
Support our communities	0 (0%)	0 (0%)	6 (100%)	0 (0%)	0
Overall position	0 (0%)	7 (19%)	29 (81%)	0 (0%)	2

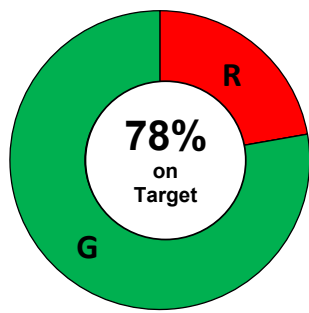


R Major issues to resolve **A** Minor issues/delays **G** Project on target **B** Project aborted/closed Project completed

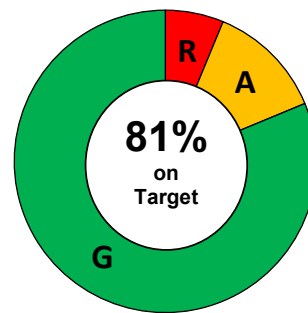
Executive summary of the Key Performance Indicators - current position for Q3 2024-2025



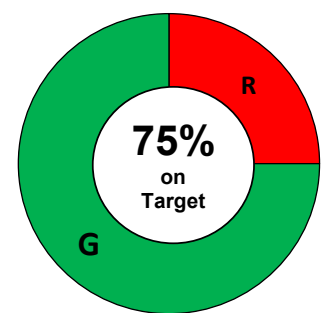
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

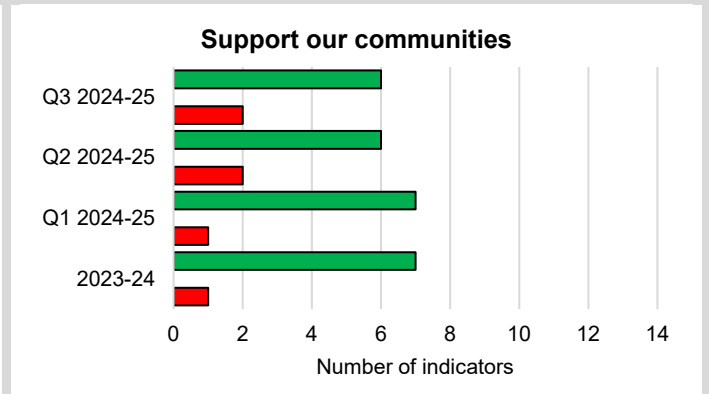
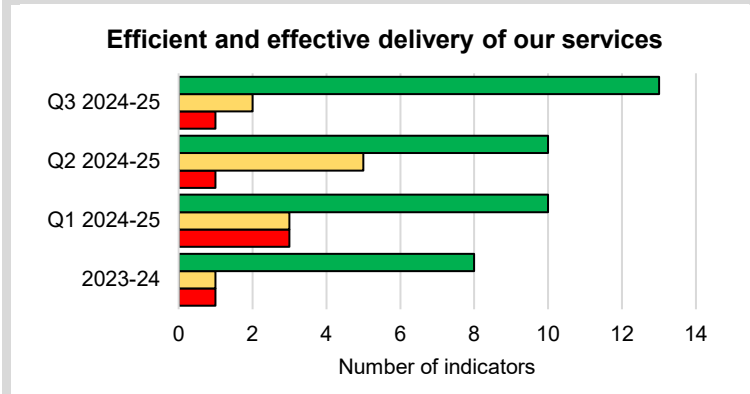
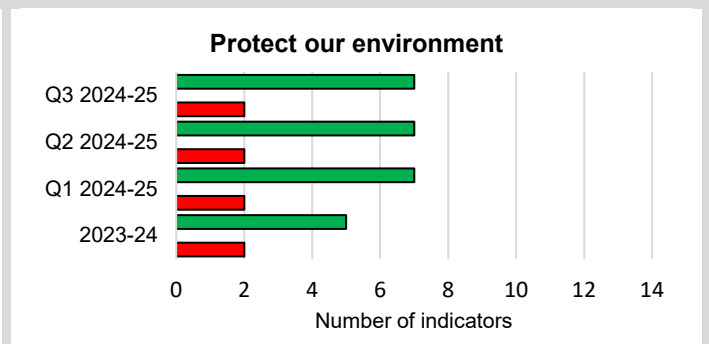
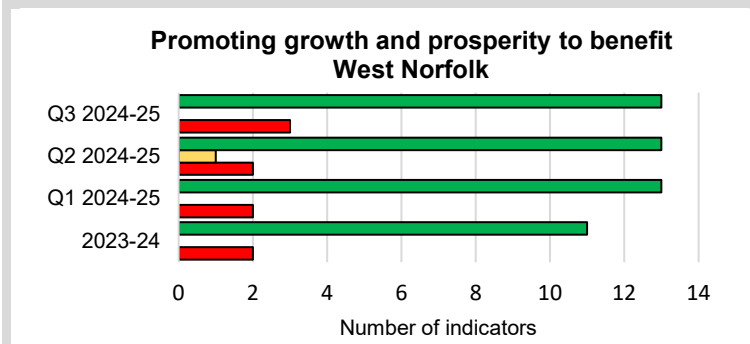
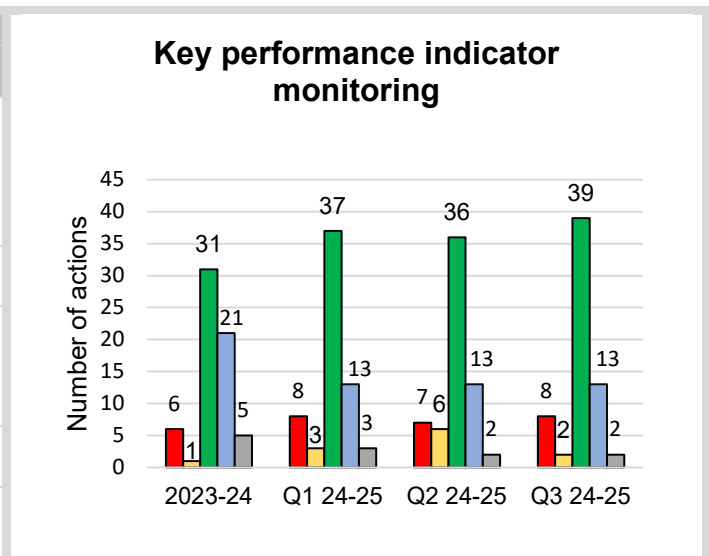


Efficient and effective delivery of our services



Support our communities

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	3 (19%)	0 (0%)	13 (81%)	3	0
Protect our environment	2 (22%)	0 (0%)	7 (78%)	3	1
Efficient and effective delivery of our services	1 (6%)	2 (13%)	13 (81%)	0	0
Support our communities	2 (25%)	0 (0%)	6 (75%)	7	1
Overall position	8 (16%)	2 (4%)	39 (80%)	13	2



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

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 Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **Completed**

Project description and comments	Target Date	
<p>Agree and deliver financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough</p> <p>Documentation and governance remains in place to support delivery when the interest rate conditions are right.</p> <p>Q4 actions: Awaiting interest rate levels to reduce.</p>	Mar 2025	G ↔
<p>Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025</p> <p>The strategy is behind schedule due to capacity issues and other pressing deadlines.</p> <p>Q4 actions: Officers to feedback on draft documents. SLT and Cabinet to consider revised drafts.</p>	Mar 2025	A ↔
<p>Commence works in relation to Downham Market toilets</p> <p>Construction has resumed following the rectification of a structural issue. Contractors are currently installing new wall elements and working to recover time lost due to the structural column redesign.</p> <p>The original program completion date, as outlined in the tender, was 22nd November 2024. However, the project start date was delayed due to procurement issues, and the structural delay further impacted the timeline. The revised completion date, factoring in these delays will be 20th February 2025.</p> <p>Q4 actions: Following completion of construction, an estimated 2-4 weeks will be required for operational handover and final preparations. A formal opening is anticipated in mid-to-late March.</p>	Mar 2025	G ↔
<p>Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan</p> <p>Invitation to tender drafted for sub-set of buildings – awaiting Senior Management approval for tender in Q4.</p> <p>Q4 actions: Asset Valuations to be procured through a framework contract and completed during Q4.</p>	Mar 2026	G ↑ A
<p>Develop and commence implementation of an investment strategy for property assets owned by the council for income generation</p> <p>Work is on-going however, staffing resources significantly impacted. Review underway.</p> <p>Q4 actions: Draft to be developed as part of the Asset Management Strategy.</p>	Mar 2025	G ↓ A
<p>Create a Cultural and Heritage Strategy for the Borough</p> <p>Cultural and Heritage strategy was completed in December.</p> <p>Q4 actions: Strategy to be considered by Panel and Cabinet in February/March 2025</p>	Mar 2025	G ↔

Project description and comments	Target Date	
<p>Review and develop existing events programme across the Borough</p> <p>This work is ongoing and helps to formulate the plan for following years, along with the availability of suitable budget.</p> <p>Q4 actions: Plans for 2025 will be finalised to include provision to support VE Celebration on 8th May and deliver a broad programme of events.</p>	Ongoing	<p>G</p> <p>↔</p>
<p>Review options in relation to the Hunstanton Masterplan and key council assets</p> <p>The action is subject to proposals to re-structure Economic Development and Regeneration activities and also subject to agreement of the proposals and additional resource being in place.</p> <p>Q4 actions: Preparatory work on the Hunstanton Masterplan to commence in January 2025.</p>	Dec 2025	<p>A</p> <p>↔</p>

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Continue to work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the St Georges Guildhall project</p> <p>The focus has changed to reflect that the CIO will focus on fundraising matters (those organisations that will only fund charities and not public bodies). Draft funding agreements are being prepared to facilitate funding from the charity to contribute to project costs.</p> <p>Q4 actions: From initial business plan assumptions on the CIO taking operational responsibility from March 2026 – this is likely to be later with a longer lead in period where the council could undertake some of the start-up activities prior to handover.</p>
<p>Continue engagement with schools and colleges particularly in relation to skills development</p> <p>The West Norfolk Primary Heads network met on 28th November and received presentations on a range of topics including a Climate Change Champions project, awareness of young carers in schools and careers related to leading in primary schools. Work to support projects through our small grants scheme continues as projects progress through the school year.</p> <p>Q4 actions: The next meeting of the network will be held on 13th March 2025.</p>
<p>Agree the Economic Development Strategy for the Borough, working closely with Norfolk County Council, to ensure alignment of delivery and engagement with the business community</p> <p>Strategy was endorsed by Cabinet in December 2024.</p>

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 Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **■** 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 pathway referral scheme is live and Housing Standards are working with the NHS/ICB to identify residents eligible for fully funded energy efficiency improvements under the ECO Flex scheme. Beat your Bills events continued to be delivered taking the total for the year to 27, these are attended by Housing Standards, Lily and Careline as well as external partners to ensure attendees can access as much support as possible. Damp and Mould Project funding has been received and the project is underway.</p> <p>Q4 actions: Continue the delivery of Beat Your Bills and Damp and Mould projects, ensuring access to energy efficiency schemes is as simple as possible.</p>	Ongoing	G ↔
<p>Commence update and endorse the Climate Change Strategy and Action Plan including climate literacy training</p> <p>Discussion on current action plan and carbon footprints has been held with Senior Leadership Team.</p> <p>Q4 actions: Draft action plan to be revised to a smaller number of key actions.</p>	Mar 2025	G ↔
<p>Continue work on Tree Strategy, management system and associated actions</p> <p>Officers continue to review and update the Tree Strategy until expiry in 2027. The management system has been procured, contracts signed and orders raised.</p> <p>Q4 actions: The Arboricultural Officer will work with our selected provider to populate any meaningful data already digitally available as a starting point with all new inspections being carried out using the system which will go live on 1st April 2025.</p>	Mar 2025	G ↑ A
<p>Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment</p> <p>Previous Asset Management Plan and outputs arising have been reviewed. Re-assessment of potential for installing photovoltaic panels on council occupied/operated building. Technological advances and electricity unit price rises mean that schemes may be more viable (3 sites identified to develop business case during Q4).</p> <p>Q4 actions: Energy Performance Certificates (EPC's) and Minimum Energy Efficiency standards are being assessed for some of the council's investment property portfolio. This work should be completed in Q4, with potential improvement works being undertaken during Q1 2025/26.</p>	Mar 2025	G ↔
<p>Develop and deploy a climate change assessment tool for council policies and projects</p> <p>Senior Leadership Team considered report on 3 December 2024.</p> <p>Q4 actions: A more holistic impact assessment tool is to be developed incorporating climate change. Project to be led by Assistant Director – Central Services.</p>	Mar 2025	G ↑ A

Project description and comments	Target Date	
<p>Create a community orchard at South Lynn</p> <p>Planning application was submitted on 10 December 2024. Tender for tree planting issued including various tree planting requirements across the council. Further tender prepared for hard landscaping work at the community orchard site and Beuys Acorns site. Prices to inform CIL application.</p> <p>Q4 actions: Await the decision of the planning application and submit CIL application.</p>	Mar 2025	G ↑ A
<p>Carry out the work towards the formal adoption of the new Local Plan</p> <p>The Inspectors were provided with the representations and a summary schedule as part of the Main Modification consultation part 1. All outstanding actions have been completed relating to the final hearing session to the satisfaction of the Inspectors. A schedule of Main Modifications for the Gypsy and Travellers and Travelling Show people element of the Local Plan was agreed, these were publicly consulted on for 6 weeks part 2.</p> <p>Q4 actions: Receive the Inspectors report, fact check and take the report and final version of the Local Plan through the council's processes, to adoption by the end of March 2025.</p>	Mar 2025	G ↔
<p>Host the Mayor's Business Awards 2025 – Environmental Champion</p> <p>Entries have been shortlisted and site visits will take place during January 2025.</p> <p>Q4 actions: Award winner to be identified by the end January in advance of the award event in March 2025.</p>	Mar 2025	G ↔
<p>Upgrade street lighting and other council assets with energy-efficient LED lighting</p> <p>Contract for the replacement of LEDs to be tendered in Q3/4.</p> <p>Q4 actions: Tender returns due to be received in January 2025.</p>	Jun 2025	G ↔
<p>Complete a review of the vehicle fleet</p> <p>Delays in due diligence and contract approval resulted in the kick off meeting being delayed until 8 January 2025. Mitie, the successful contractor, proposed an 8 week schedule to conduct the review.</p> <p>Q4 actions: Request for information and internal vehicle user meetings to be completed during January 2025.</p>	Mar 2025	G ↔
<p>Implement the Hunstanton Coastal Management Plan and carry out a geotechnical investigation of Hunstanton sea defences</p> <p>The investigation has been completed and the results of the survey are expected in February 2025.</p>	Completed	
<p>Establish EV charging points at Austin St East car park</p> <p>Claim form was sent to OZEV and the outstanding funding has been received.</p>	Completed	

Actions carried out in partnership with others (Information only)

Project description and comments
<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>The last two standalone years have shown significant improvement in water quality, although not enough to raise the designation which is based on a four year moving average. We remain committed to working with our partners on opportunities to make further improvements.</p> <p>Q4 actions: Prepare for dog bin installation prior to the start of the main season.</p>

Project description and comments
<p>Continue to engage with Anglian Water (AW) and the Environment Agency (EA) on work being done or investigations made concerning the shingle ridge at Heacham and Hunstanton sea defences</p> <p>A general update was given on the works completed to Hunstanton sea defences and Unit C shingle ridge at the Stakeholder Group held on 5th December. EA have started to undertake some background work ahead of the project's main work which is expected to start once funding has been allocated in the next financial year.</p> <p>Q4 actions: Hold meetings to discuss Wash East Coast Management Strategy Funding group. Annual beach recycling works are programmed to be completed during February/March. Arrange Stakeholder Group in Spring following funding award.</p>
<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>Procurement matters such as social value to be incorporated into the impact assessment tool referred to above.</p>
<p>Continue to formalise the scope of the West Norfolk Air Quality project with Public Health (Norfolk County Council)</p> <p>Meeting held in December with Norfolk County Council Public Health to agree a way forward.</p> <p>Q4 actions: Arrange meetings to agree actions and implement.</p>
<p>Work with stakeholders supporting the delivery of the Norfolk Net Zero Communities project in the parish of Marshland St James</p> <p>Use of thermal imaging cameras to be demonstrated at Farmers Market in Marshland St James on 16th February 2025. Case study is in development for low carbon heating at village hall.</p>

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 Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date
<p>Continue to lobby Government for alternative means of Internal Drainage Board funding</p> <p>The House of Commons event took place in October with 70 guests including new MPs in attendance. Conversations have also taken place with the Minister and Baroness Taylor who both have a lot of knowledge on this matter. A meeting with the Minister is now scheduled for 17th January. Whilst lobbying continues for a permanent solution, there is also strengthened conversations around the £3m funding announced in the provisional settlement for 25/26 being insufficient when compared to the cumulative impact of year on year increases. Again, we do not know what our allocation from this will be due to the way MHCLG allocate the funding.</p> <p>Discussions have been had with two of the three IDB leads that we pay levies to. We are anticipating above inflationary increases again for next year of currently around 7-12.5%. IDBs are highlighting increased costs from NI increases and Highland Water costs being incurred despite making efficiencies which they are having to pass on. The draft budget is being drafted on this basis.</p> <p>Q4 actions: Continue lobbying actions as part of the Special Interest Group (SIG) and respond to MHCLG regarding the provisional finance settlement. Work with SIG to develop and produce options for permanent solution. Continue work to engage with IDBs and Council representatives on IDB Boards for awareness and understand issues/implications.</p>	<p>Ongoing</p> <p style="text-align: center;">G ↔</p>

Project description and comments	Target Date	
<p>Review and determine impact of government changes to Internal Drainage Board funding</p> <p>The previous Government administration had committed £75m to IDBs in response to flooding last year. A representative of The Association of Drainage Authorities (ADA) has confirmed that £25m of this funding has now been committed. The remaining £50m has now been made available to bid for but the date to commit spend is short and IDBs are flagging this as an issue. We are still seeing above inflation costs being passed back through the levies when the expectation was that Government funding would mitigate this.</p> <p>Q4 actions: To finalise meetings with IDBs on their financial forecasts for 25/26 recognising where we can support them in their own lobbying to Government bodies. To work with SIG to support actions to secure this funding for IDBs to mitigate increases to levies.</p>	Mar 2025	<p>A</p> <p>↔</p>
<p>Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme</p> <p>The Cycle to Work Scheme was launched at the end of November 2024 and to date one employee has signed up to purchase a bike via the scheme. Work to support wider actions to encourage employees to cycle to work continues. The sustainable travel working group met in November and a further 'Dr Bike' session took place in November, with a particular focus on 'be bright, be seen'.</p> <p>Q4 actions: The staff working group will continue to progress work on active travel maps for staff. Work to review external support for cycling initiatives will be progressed as funding for current support from Sustrans comes to an end.</p>	Mar 2025	<p>G</p> <p>↔</p>
<p>Commence the replacement of pay and display machines across the network to deliver increased payment options</p> <p>The current performance and use of the Hunstanton machines has exceeded expectations with 80% of transactions now being carried out by card.</p> <p>Q4 actions: The remaining 45 machines for the district have been ordered and will be installed once delivered.</p>	Mar 2025	<p>G</p> <p>↔</p>
<p>Refresh the Financial Plan 2024-29 and implement the Cost Management and Income Generation Plan</p> <p>Work has been undertaken to produce a schedule of efficiencies and initiatives for 2025/26 which should provide a balanced revenue budget position. The budget is due to be discussed at Cabinet on 5th February. A series of engagement sessions have been undertaken in December and formal consultation will now be carried out ahead of the Cabinet meeting.</p> <p>Q4 actions: Finalise the budget reports and carry out consultation meetings in accordance with the budget setting timetable. Work with Group leaders on their proposals ahead of the budget in preparation for Full Council in February.</p>	Mar 2025	<p>G</p> <p>↔</p>
<p>Develop a transformation programme and commence a review of the council and its operations to ensure it is efficient and 'fit for the future'</p> <p>The Transformation Programme, led by the Chief Executive will commence in April 2025. The programme will focus on priorities within three 'pillars' of work: Organisational Development, Service Innovation and Digital Transformation and Enterprising our Assets. A governance framework has been established, overseen by a Transformation Programme Board made up of Senior Officers and cross-party members. Senior Responsible Officers (SRO) from the council's Senior Leadership Team have been appointed to lead each of the pillars. The Transformation Programme will be presented to Cabinet in January 2025. Staff were briefed on the proposals in December 2024.</p> <p>Q4 actions: Senior Responsible Officers will produce their initial plans, outlining priorities, resources during Quarter 4 and the governance framework will be implemented.</p>	Ongoing	<p>G</p> <p>↔</p>

Project description and comments	Target Date	
<p>Agree arrangements for approved 100% premium on second homes for implementation from 1 April 2025</p> <p>The action plan continues to be worked through in preparation for implementing the changes from 1st April 2025. Training sessions have been held with Parish Clerks which have been successful. A report is scheduled to go to Cabinet on 14th January which will then go to Council for approval before implementing the second home premium. There is no significant progress at this stage on the Norfolk wide discussions for Norfolk County Council returning a proportion of the additional funds raised back to district and borough councils to fund local priorities. This puts the decision on implementation at risk.</p> <p>Q4 actions: Leader/Chief Executive to progress discussions with Norfolk Leaders and Chief Executives. Taxbase calculation to be considered and approved as part of the budget setting process.</p>	Mar 2025	A ↔
<p>Review CIL governance arrangements</p> <p>Work regarding the ongoing operation of CIL has taken precedence in earlier quarters. The delay will allow another round of CIL for smaller scale projects. Cabinet agreed to continue with the current CIL governance arrangements, for January 2025 only.</p> <p>Q4 actions: Make contact with the Planning Advisory Service to provide support in assessing the future new governance arrangements. This will lead to new arrangements in summer 2025.</p>	Mar 2025	G ↓ A
<p>Analyse and identify actions arising from a staff survey, including development of corporate values</p> <p>Assistant Directors received their area specific reports on the findings of the survey and have shared the results with staff in their teams with the aim of identifying actions they can take to address any issues or concerns within their specific areas. Senior Leadership Team (SLT) considered the findings from the survey in relation to visibility of SLT at an away day in October. A number of actions were identified including developing profiles of SLT members to be shared on the new intranet, holding SLT meetings in different locations and Assistant Directors supporting the Chief Executive Officer at staff briefing sessions.</p> <p>Work to identify and implement improvements to internal communication channels have been progressed, including launching a new staff newsletter 'Our News' which has been developed and named in consultation with a working group of staff. Work to develop a new internal communications and engagement strategy has also commenced. Work to develop corporate values will be progressed via the Organisational Development pillar of the transformation programme.</p> <p>Q4 actions: Feedback on the range of actions being undertaken by Assistant Directors in response to issues identified in the staff survey has been collated centrally and examples will be shared with staff via the staff newsletter in January 2025. Further improvements to internal communication channels and improve the visibility of SLT will be progressed in Q4.</p>	Mar 2025	G ↔
<p>Develop a Digital Strategy</p> <p>There has not been much progress in this area in Q3. The development of the Strategy links in with the transformation work. The transformation framework is being progressed where Senior Responsible Officers will need to outline the projects within their pillars of work. The digital strategy will be developed with this in line. The Devolution White Paper has also been published which will define the local authority structures going forward. This strategy will need to be considered with that in mind.</p> <p>Q4 actions: To consider outline for options and agree next steps with the Transformation Board.</p>	Mar 2025	A ↔
<p>Implement a performance management system to manage information to support decision-making</p> <p>The contracts for the new Performance Management system have been finalised and the implementation of the system has commenced. Training is currently being carried out for the team by Ideagen (Pentana) and this will continue throughout January 2025. Data is currently being gathered to populate the system.</p>	Mar 2025	G ↔

Project description and comments	Target Date	
<p>Q4 actions: Continue with the training and implementation of the system. Report templates will be produced and consultation with Portfolio Holder and Senior Leadership Team on the format of the reports will commence.</p>		
<p>Engage in formal Land Registry Migration Project</p> <p>Initial meeting has been held with the assigned delivery manager.</p> <p>Q4 actions: Contact the delivery manager to request an update on how the project is being managed and establish a formal project plan with Land Registry.</p>	Mar 2025	G ↔

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Explore funding opportunities emerging through the County Deal for Norfolk and explore new ways of working with Norfolk County Council</p> <p>Government have withdrawn the County Deal offer that was originally proposed. Conversations continue on future/alternative funding options.</p>

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 Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date	
<p>Refresh our financial assistance programme with review of existing and new service level agreements (SLAs) and associated funding</p> <p>All SLA's have been reviewed, including assessing evidence provided by SLA holders as to how they meet the corporate objectives. Based on this review, grant amounts for the 2025/2026 financial year have been agreed with the Deputy Leader and Portfolio Holders. These are all within the budget for the Scheme. SLA holders will be informed of their funding for 2025/2026 early in quarter 4.</p> <p>Portfolio Holders and the Deputy Leader also agreed to open the Small Grants Scheme (currently open), and these funds will be allocated towards the end of Q4 / early Q1 2025/2026.</p> <p>Q4 actions: Inform SLA holders of their funding for 2025/26. Finalise small grants scheme allocations and notify recipients of the agreed funding allocations.</p>	Mar 2025	G ↑ A
<p>Develop a plan for communicating the Council's budget both internally and externally</p> <p>Our first budget survey 'Let's talk West Norfolk' was launched on 21st October and closed on 3rd December, receiving a response of over 1000 which is a great result for an open-access self-selection survey.</p> <p>Q4 actions: Responses to the survey will be analysed with findings feeding into the budget setting process for 2026. Further communications about the response and findings from the survey will be shared once the results have been analysed.</p>	Mar 2025	G ↔

Project description and comments	Target Date	
<p>Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers</p> <p>We supported national 'Care Leavers week' by lighting up the Corn Exchange on 30th October and this was promoted via local media. Work to engage with local care leavers is progressing, although this is proving difficult.</p> <p>Q4 actions: Continue to work to develop our local offer for care leavers, develop links with the Children's Services participation team and progress ideas on how to engage with local care leavers.</p>	Ongoing	G ↔
<p>Further develop 'Creating Communities' events</p> <p>Planned community engagement events for the Parkway and Salters Road sites, scheduled for November and December, were postponed due to construction delays. These events were strategically timed to coincide with the opening of Parkway on 1st February and the completion of Salters Road on 15th March, facilitating direct community interaction and the dissemination of project updates.</p> <p>Despite the delays, the team actively engaged the community. Key initiatives included:</p> <ul style="list-style-type: none"> • Clear Hold Build Launch: Participation in the launch with the North Lynn Police on 21st September, fostering positive relationships with law enforcement and addressing community concerns related to the Salters Road site. • Florence Fields Show Home Launch: Representation at the event held on 7th December, showcasing project progress to potential residents and gathering feedback on design and amenities. <p>Q4 actions: The team is developing a Creating Communities Strategy Plan to build upon existing work and embed community engagement processes within all council developments.</p>	Ongoing	G ↔
<p>Undertake a review of the council's equality policy and continue to progress a range of workstreams to support equality, diversity and inclusion</p> <p>The Equality, Diversity and Inclusion Policy has been completed and a new Equality, Diversity and Inclusion guide, to provide additional information to support the Policy. New Equality Impact Assessment (EIA) guidance has been developed, as procedures have received further updates and improvements in response to feedback. Corporate Equality Working Group (CEWG) members have supported a number of Full Impact Assessments and pre-screening forms to support cabinet reports and work to consider how EIA's can be used to support other decision making processes is progressing.</p> <p>Q4 actions: Further Equality Impact Assessment training for officers and Members will be delivered in January 2025. Consultation on the draft Equality, Diversity and Inclusion policy will be undertaken with CEWG members during January, with the revised policy going to Cabinet in April 2025. Sub-Groups of the CEWG will continue to progress identified workstreams during Q4 including reviewing reasonable adjustments for customers, reviewing corporate complaint procedure including Equality, Diversity and Inclusion related issues and working towards becoming a disability confident employer.</p>	Ongoing	G ↔
<p>Develop a Community Engagement Strategy as part of the Corporate Peer Challenge Action Plan</p> <p>Work to develop an external communications and engagement strategy has commenced, and discussions have been held with Senior Leadership Team regarding the key factors they would like to see addressed within the strategy. To support our engagement with local communities, a revised and co-ordinated approach to external consultation processes has been implemented, supported by detailed guidance and the provision of training to relevant officers on the new approach. Work to review the online residents newsletter has also been progressed to improve engagement and sharing of information.</p> <p>Q4 actions: Work to develop the external communications and engagement strategy will progress. Changes to the software used to support external surveys will be implemented, to help support and embed the revised approach to consultation processes. The new residents online newsletter will be launched.</p>	Mar 2025	G ↔

Actions carried out in partnership with others

Project description and comments
<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>We continue to work with QEH colleagues at Place Board and Health and Wellbeing Partnership to support prevention of ill health at the earliest opportunities.</p> <p>Q4 actions: Continue to look at how the council can influence and educate children and adults on good dental health practices.</p>
<p>Investigate with key stakeholders engaging the Institute of Health Equity (IHE) to make West Norfolk a Marmot place</p> <p>Work on developing the data pack that will inform the work of the Marmot Group has continued to be developed with Public Health and the IHE. Draft Terms of Reference for the Advisory Board and Steering Group have been developed. Work on a formal launch of the programme is underway and is scheduled for the 12 March 2025. Internally, a Marmot working group has been formed and has good representation from across the council. The group will advocate the Marmot principles within the council and explore how service delivery is aligned with the Marmot Principles.</p> <p>Q4 actions: First Advisory Group meeting will be held on 22 January to agree priority areas for focus. Comms work to commence for the formal launch event on 12th March.</p>
<p>Continue to work with Integrated Care Systems to support services delivered in the community</p> <p>Attendance at the ICB conference including West Place and Food for Thought. A workshop was held on 21st October to discuss estates across the West system (different organisations – NHS/ Public sector/ voluntary). This is a medium to long term piece of work with the initial phase looking at the new hospital and opportunities this presents.</p>

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

Promote growth and prosperity to benefit West Norfolk									
Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	89%	92%	92%	93%		70%	G ↔	
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	90%	100%	100%	100%		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	5.95%	4.60%	5.15%	2.94%		10%	G ↔	
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	0.58%	0.80%	0.81%	0.85%		10%	G ↔	
1.5	% of major planning applications provided with an extension of time (EOT)	80%	100%	50%	40%		50%	G ↔	
1.6	% of non-major planning applications provided with an extension of time (EOT)	64%	36%	43%	21%		40%	G ↑ A	
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	£0	£0		£0	G ↔	
1.8	% of new enforcement cases actioned within 12 weeks of receipt	-	-	70%	83%		75%	G ↑ R	
1.9	No of new homes delivered in the Borough to meet the housing need target	636	40	214	347		571	R ↔	Most actions to meet the target is out of our control. Cumulative data.
1.10	No of new homes built through the Council's Major Housing Programme	66	0	23	24		106	G ↓ R	Q3 target of 69 dwellings was not met due to delays, these will be completed in Q4.

Ref	Performance indicator	2023/24	2024/25					Comments
			Q1	Q2	Q3	Full Year	Target	
1.11	No of new Affordable Homes delivered by the Major Housing Programme	37	0	23	24		61	G ↓ R Q3 target of 31 dwellings was not met due to delays, these will be completed in Q4.
1.12	% of rent arrears on industrial units	7.52%	5.86%	6.19%	5.39%		10%	G ↔
1.13	% of rent arrears on retail/general units	10.88%	10.64%	9.70%	11.27%		25%	G ↔ Late payments have increased the Q3 figure
1.14	No of brownfield sites brought into use for commercial and housing	6	1	0	1		-	M Sites on the brownfield register only
1.15	No of business grants awarded	48	13	31	80		-	M Cumulative data
1.16	No of impressions on Visit West Norfolk's social media channels	169,530	18,633	65,873	114,064		-	M Cumulative data
1.17	King's Lynn long stay car parking tickets purchased	163,535	40,407	82,297	124,489		124,890	G ↔ Cumulative data
1.18	King's Lynn short stay car parking tickets purchased	1,053,137	257,002	519,871	796,446		854,658	G ↔ Cumulative data
1.19	Contracts awarded to SMEs: %, Number, Value	-	70% 14 £1,282,176	80% 8 £355,580	68% 30 £1,756,771		25%	G ↔

Protect our Environment								
Ref	Performance indicator	2023/24	2024/25					Comments
			Q1	Q2	Q3	Full Year	Target	
2.1	No of electric vehicle charging points installed within district owned car parks	18	22	29	30		30	G ↔ Cumulative data
2.2	EV charging usage (kWh)	28,232	37,503	84,321	116,556		30,000	G ↔ Cumulative data
2.3	% of street lighting within the borough converted to LED	26.82%	26.82%	26.82%	28.80%		-	M Cumulative data
2.4	Solar power (kWh) generated across council sites	544,163	211,670	392,560	424,257		-	M Cumulative data
2.5	No of people using the cycle hire scheme	-	-	-	-		100	Awaiting survey to be launched
2.6	No of brown bins in use for composting	29,993	29,111	29,223	29,094		28,500	G ↔
2.7	% and total tonnage of commercial waste collected	2,497	603	1,258	1,808		1,700	G ↔ Cumulative data
2.8	% and total tonnage of garden waste collected and treated	11,664	3,994	7,431	9,677		11,000	G ↔ Cumulative data

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
2.9	% and total tonnage of food waste collected and treated	1,667	418	830	1,250		1,800	R ↔	Schools were visited during recycling week to promote food waste collection. A trial of free caddy liners will commence in four collection areas.
2.10	% and total tonnage of mixed recycling collected and treated	14,154	3,525	7,116	10,609		15,500	R ↔	Changes to packaging materials is having an impact on the collection rate. Continued promotion of 'look at the label' to encourage the correct items to be placed in the recycling bin.
2.11	No of fly tipping incidents recorded	2,307	522	1,165	1,640		-	M	Cumulative data
2.12	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%	100%		95%	G ↔	
2.13	% of waste enforcement cases referred to CSNN resulting in an intervention (investigation to prosecution)	99.7%	100%	100%	100%		90%	G ↔	2023/24 217 cases 2024/25 Q3 6 cases

Efficient and effective of our services

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
3.1	% of calls reduced by web chat	90%	89%	87%	87%		75%	G ↔	
3.2	% of calls answered within 90 seconds	84%	70%	71%	76%		75%	G ↑ A	
3.3	% of meeting minutes produced within 3 working days of meeting	83%	89%	89%	91%		90%	G ↑ A	
3.4	% increase in engagement on social media channels compared to previous year	13%	-20%	92%	51%		10%	G ↑ R	
3.5	% of press releases covered by media within one month of being issued	97%	96%	95%	96%		95%	G ↔	

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
3.6	Reduce revenue expenditure by 5%	6.3%	0%	0%	0%		5%	R ↔	Work is being undertaken via budget monitoring to reduce expenditure prior to year-end for 2024/2025. However, the budget setting process has already identified savings to close the £4m gap for 2025/2026 meaning a fully funded budget can be presented to council for approval.
3.7	% of supplier invoices paid within 30 days	99%	98%	98%	98%		99%	A ↔	Processes are being reviewed to identify where further training and guidance is required to improve prompt payment across all suppliers
3.8	% of local supplier invoices paid within 10 days	95%	94%	93%	93%		96%	A ↔	
3.9	% of Council Tax collected against outstanding balance	97.2%	28%	55%	82%		97.5%	G ↔	Cumulative data
3.10	% of Business Rates collected against outstanding balance	99.1%	32%	59%	83%		98%	G ↔	Cumulative data
3.11	Council Tax Support Caseload shown as equivalent Band D Taxbase figures	4,764	4,887	4,803	4,829		4,893	G ↔	
3.12	% of BID Levy collected	98.3%	57.3%	74.9%	85.4%		97.5%	G ↔	Cumulative data
3.13	No of completed fraud/corruption investigations including data matching exercises	7,312	2,130	3,161	5,297		5,000	G ↔	Cumulative data
3.14	No of cyber security incidents reported	1	0	1	0		0	G ↑ A	
3.15	% of influenceable spend with contracted suppliers	-	84%	94%	93%		70%	G ↔	
3.16	% of influenceable spend with non-contracted suppliers	-	8%	6%	7%		15%	G ↔	

Support our communities

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
4.1	No in bed and breakfast and nightly paid accommodation	311	90	195	330		-	M	Cumulative data

Ref	Performance indicator	2023/24	2024/25				Full Year	Target	Comments	
			Q1	Q2	Q3					
4.2	Spend on bed and breakfast and nightly paid accommodation (gross)	£559,576	£77,230	£213,549	£389,606		-	M	Cumulative data	
4.3	No of households prevented from becoming homeless for a minimum of 6 months	64	32	54	78		-	M	Cumulative data	
4.4	No of verified rough sleepers	1	3	1	1		-	M		
4.5	No of days to process new housing benefit and council tax support claims	12	15	15	15		22	G ↔		
4.6	No of days to process housing benefit and council tax support changes of circumstances	13	14	24	24		18	R ↔	The benefits software issue was resolved in Q3 however, the impact this has had on performance for Q2 will affect the overall 2024/25 figure.	
4.7	% of food premises achieving a rating of 3 or above	94%	92%	91%	94%		90%	G ↔		
4.8	No of social isolation and loneliness referrals to Lily	272	71	119	168		-	M	Cumulative data	
4.9	% of people attending Food for Thought who rated the information provided as Good or above	100%	100%	100%	100%		80%	G ↔		
4.10	% of accepted West Norfolk Help Hub Lily referrals heard within 28 days of receipt	100%	100%	100%	100%		-	M		
4.11	% of housing adaptations completed within time	59%	73%	75%	76%		90%	R ↔	Progress continues on reducing the waiting list, with priority remaining on supporting those most in need.	
4.12	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	2,153	505	965	1,411		1,400	G ↔	Cumulative data	
4.13	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	85%	90%	90%	89%		80%	G ↔		
4.14	% of HMO's inspected within agreed timescale	-	-	-	-				Reporting to commence from Q1 2025/26	

Ref	Performance indicator	2023/24	2024/25					Target	
			Q1	Q2	Q3	Full Year			
4.15	No of 16-30 year olds registering with the BOOST project	379	69	148	255		200	G ↔	Cumulative data
4.16	No of volunteer opportunities supported in heritage venues	31	5	8	42		-	M	Cumulative data

Our Organisation

The following is a selection of our people performance measures:

Performance Indicator		2023/24	2024/25				Summary Notes Ref	
		Full Year	Q1	Q2	Q3	Full Year		Target
Permanent staff	Total established permanent posts	569	569	569	569		-	
	Total permanent post FTE	532.83	532.83	532.83	532.83		-	
	Total number of people in established posts	536	534	537	529		-	
	% of voluntary permanent staff turnover (cumulative)	9.47	2.64	4.74	7.21		12%	(1)
	Number of voluntary leavers from permanent roles (cumulative)	49	15	27	41		-	(2)
	Number of starters to permanent roles (cumulative)	54	7	24	32		-	(3)
	Average no of working days lost to sickness absence per permanent employee FTE (cumulative)	9.11	2.64	5.51	8.34		8.7 days	(4)
	Number of permanent employees on long term sickness (cumulative)	61	27	39	56		-	(5)
	% of employees undertaking an apprenticeship	6.18	4.56	4.56	4.56		2.30%	
Temporary staff	Total number of temporary posts	26	24	26	23		-	
	Total number of temporary staff FTE	24.7	22.7	23.4	20.44		-	
	Average no of working days lost to sickness absence per temporary employee FTE (cumulative)	5.57	2.25	1.26	5.75		-	(6)

Position summary

Members should note that 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 due to the time lag between resignation of one employee and start date for a new employee, which often spans any particular quarter.

1. Voluntary turnover rates continue to show an upward trend in comparison to 2023/2024, but is still in line with anticipated turnover levels for the year.
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. The average number of working days lost due to sickness absence by permanent employees has increased. This is impacted by the number and length of long term sickness absence cases. Work to review our sickness absence procedures is progressing.
5. Cumulative has been added to the description of this indicator to clarify that it reports on the number of employees who have had a period of long term sickness within the year to date. It is not a record of the number of employees who are absent due to long term sickness at that point in time.
6. The average number of working days lost due to sickness absence by temporary employees is impacted by movement within this part of our workforce (for example, temporary employees who had taken sickness absence and are leaving our employment to be replaced by employees who have not had absence, or employees who were previously temporary moving into permanent roles).

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	26 th February 2025		
TITLE:	Planning Member Code of Conduct		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Portfolio Holder for Planning and Licensing		
REPORT AUTHOR:	Stuart Ashworth and Alexa Baker, Assistant Directors		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
The Cabinet report presents a new planning member code of conduct and asks Cabinet to adopt the new planning member code of conduct.
KEY ISSUES:
Members are directed to the attached Cabinet report for full details of the key issues.
OPTIONS CONSIDERED:
Members are directed to the attached Cabinet report for full details of the options.
RECOMMENDATIONS:
The Panel are requested to consider the report and make any appropriate recommendations to Cabinet.
REASONS FOR RECOMMENDATIONS:
To scrutinise recommendations being made for an executive decision.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Discretionary / Operational	Be entirely within Cabinet's powers to decide	NO		
		Need to be recommendations to Council	YES		
		Is it a Key Decision	NO		
Lead Member: Cllr James Moriarty E-mail: cllr.James.Moriarty@west-norfolk.gov.uk		Other Cabinet Members consulted:			
		Other Members consulted:			
Lead Officers: Stuart Ashworth/ Alexa Baker – Assistant Director for Legal, Governance & Licensing (Monitoring Officer) E-mail: stuart.ashworth@west-norfolk.gov.uk or alexa.baker@west-norfolk.gov.uk Direct Dial: 01553-616417/01553-616270		Other Officers consulted: Hannah Wood-Handy, Planning Control Manager			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES	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: 4 March 2025

PLANNING MEMBER CODE OF CONDUCT

Summary

The current planning member code of conduct was last updated in August 2017, and is therefore in need of a refresh. A new code of conduct is therefore attached, which is based on codes already in use, as many of the issues are relevant across the country, albeit they may be tweaked to suit local circumstances. One of the model codes used was the latest (2023) Lawyers in Local Government (LLG) standard model, provided in association with the Local Government Association (LGA).

Recommendation

To adopt the new planning member code of conduct, attached to this report.

Reason for Decision

To ensure that in their dealings with planning decisions, councillors act in accordance with the law, best practice and guidance.

1.0 Background

1.1 It is important that councillors act in accordance with the law when making planning decisions, which can have far reaching implications. The aim of a code

of conduct is to ensure that, in the planning process, there will be no grounds for suggesting that a planning decision has been biased, partial or not well founded on planning considerations, and to inform potential developers and members of the public of the standards adopted by the Borough Council in the performance of its planning function. Whilst the Planning Committee make a relatively small number of decisions overall, the ones that they do make can often be the most complicated or controversial, and therefore potentially the most likely to be at risk of legal challenge.

- 1.2 There is a current planning code of conduct (currently known as a code of good practice), which was agreed in 2017. Whilst many of the principles will remain unchanged, it undoubtedly needs a refresh and updating.
- 1.3 The new code proposed has been based on codes already in use, including the latest (2023) Lawyers in Local Government (LLG) standard model, provided in association with the Local Government Association (LGA).
- 1.4 The scheme has been slightly amended to include some changes that were included at the previous update, including that members need to attend the ongoing planning training when it takes place, and to match it as appropriate to the planning scheme of delegation.

2.0 Options Considered

2.1 Option 1 – To refresh and update the Member Planning Code of Conduct

This is the preferred option as it is considered important to have an up to date code of conduct, to help protect members when making planning decisions and in operating the planning function.

2.2 Option 2 - To continue with the previous 2017 code of conduct

Whilst the majority of the code of conduct still remains relevant, it is considered better to update it, so it takes into account any more recent changes, for example case law that has come forward since it was last agreed.

2.3 Option 3 – To not adopt a Member Planning Code of Conduct

This is not a sensible or indeed realistic option, as it would likely leave the council open to legal challenge on certain planning decisions.

3.0 Policy Implications

3.1 N/A

4.0 Financial Implications

4.1 None direct, but it should be noted that legal challenges can be expensive, and an up to date code of conduct which members follow, would give the council the best chance of defending a challenge.

5.0 Personnel Implications

5.1 None.

6.0 Environmental Considerations

6.1 There are no direct environmental considerations.

7.0 Statutory Considerations

7.1 These relate to the lawfulness of decisions made by the Planning Committee in particular, as if decisions are not made correctly, and if the code of conduct is not followed, decisions made may be more open to legal challenge.

8.0 Equality Impact Assessment (EIA)

8.1 Pre-screening assessment attached.

9.0 Risk Management Implications

9.1 Should a code of conduct fail to be adopted, then there is an increased risk of legal challenge to some planning decisions. Likewise, if an up to date code is not adopted, then whilst the risk would be much less, there could still be an increased risk of challenge.

10.0 Declarations of Interest / Dispensations Granted

10.1 None

11.0 Background Papers

LLG Model Members Code of Good Practice

(Definition : Unpublished work relied on to a material extent in preparing the report that disclose facts or matters on which the report or an important part of the report is based. A copy of all background papers must be supplied to Democratic Services with the report for publishing with the agenda)

Stage 1 - Pre-Screening Equality Impact Assessment

For equalities profile information please visit [Norfolk Insight - Demographics and Statistics - Data Observatory](#)

Name of policy/service/function	Members Code of Good Conduct for Planning				
Is this a new or existing policy/service/function?	New		Existing	x	
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	To update the member code of conduct when making planning decisions. No it isn't, rather it is best practice.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	N/A				
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, 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. NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p>		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Sex			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
	Armed forces community			X	
	Care leavers			X	
	Other (eg low income, caring responsibilities)			X	
Please provide a brief explanation of the answers above:					
The policy is for councillors of the authority when exercising their legal duties in carrying out the planning function.					

Question	Answer	Comments	
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No		
3. Could this policy/service be perceived as impacting on communities differently?	No		
4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions: Not relevant as there are no impacts.	
		Actions agreed by EWG member:	
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member:</p>			
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	Please provide brief summary:	
Assessment completed by: Name	Stuart Ashworth		
Job title	Assistant Director – Environment & Planning		
Date completed	20/1/'25		
Reviewed by EWG member	C. Marriott	Date	24.01.24

Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)

Planning Member Code of Conduct

1. Purpose

The purpose of this Code is to:

- Provide Planning Committee Members with guidance on the parameters in which to act to be compliant with the Members Code of Conduct
- To minimise the risk of legal challenge of the Council's planning decisions
- Provide assurance to the public that planning decisions taken by the Council are sound.

This Code is addressed to Planning Committee Members.

This Code provides general advice and guidance. Situations may arise that are not explicitly addressed in this Code. If you have any doubts about the application of this Code to your own circumstances you should seek advice immediately from the Monitoring Officer, the Assistant Director Environment & Planning or the Planning Control Manager.

2. When the Code of Good Practice Applies

This Code applies at all times when you engage in planning matters in your role as a Councillor, including (but not exclusively):

- Formal decision-making meetings
- Consultations with officers or the public
- Planning enforcement matters
- Site visits and informal discussions

If in doubt about how this Code applies to you, seek early advice from the Monitoring Officer, Assistant Director-Environment & Planning or Planning Control Manager.

3. Relationship to the Members' Code of Conduct

Member's Code of Conduct: [184426 - KL Code of Conduct Feb 23.pdf](#)

Do:

- ✓ Follow the Member's Code of Conduct, including the seven principles of public life.
- ✓ Comply with rules on registering your interests.
- ✓ Comply with the rules on Gifts & Hospitality.
- ✓ Follow the 'Declaring an Interest and Managing any Conflicts Flowchart' [181981 - Interest Flowchart.pdf](#)

4. Conflict of Interest

Disclosable pecuniary interests are those declared, or which should be declared, on your Register of Interest and which are referred to in the Member Code of Conduct.

The Member Code of Conduct also refers to 'Extended Registrable Interests' and 'Other Interests'.

Other Interests are not necessarily declared on your Register of Interest but must nonetheless be considered as part of managing whether you have a conflict of interest.

'Extended Registrable Interests'	a) any unpaid directorships (excluding the Council's Companies) b) any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management
'Other Interests'	Where a matter directly relates to your financial interest or wellbeing (and is not a Disclosable Pecuniary Interest) or a financial interest or wellbeing of a relative or close associate.

Do:

- ✓ Remember that interests include Disclosable Pecuniary Interest, Extended Registrable Interests and Other Interests.
- ✓ Remove yourself from participation in decision-making where you have a conflict of interest, i.e. the planning matter directly relates to either your Disclosable Pecuniary Interest, Extended Registrable Interests and Other Interests.
- ✓ Follow the 'Declaring an Interest and Managing any Conflicts Flowchart' [181981 - Interest Flowchart.pdf](#)
- ✓ Declare your interests early on.

Don't:

- ✗ Act or participate in a planning matter where you have a conflict of interest, i.e. the planning matter directly relates to either your Disclosable Pecuniary Interest, Extended Registrable Interests and Other Interests.
- ✗ Discuss your own applications with officers in your capacity as a Councillor or those of your close associates.
- ✗ Take part in decisions affecting land owned by you, a relative or a close associate.
- ✗ Use, or attempt to use, your position improperly for the personal advantage or disadvantage of yourself or anyone else.

5. Predetermination & Bias

X	Predetermination:	Where a public body fetters its discretion by deciding a matter in advance before the time and place it purports to take the decision. This includes where a Member on Planning Committee has made their decision with a closed mind or where the circumstances give rise to such a real risk of a closed mind that the decision should not, in the public interest, be upheld.
X	Presumed Bias:	Where a decision-maker has a direct financial interest (including both pecuniary and proprietary)) in the outcome of the decision.
X	Actual Bias:	Where a decision-maker is shown, in fact and for whatever reason, to have been influenced in the decision-making by prejudice, predilection or personal interest.
X	Apparent Bias:	Where the fair minded and informed observer, having considered all the facts, would conclude that there was a real possibility of bias.
✓	Predisposed	Where there is a general leaning, including political leanings, towards a particular outcome before formally considering all the relevant evidence and arguments, so long as an open mind is kept to the possibility of changing position on the outcome after consideration of all the evidence and arguments.

Do:

- ✓ Ask yourself: assuming there is no conflict of interest, is the view you hold mainly influenced by what is in the public interest or a personal interest? If it's the former you are most likely predisposed, if it's the latter you are most likely biased.
- ✓ Remember that the decisions you take are to be taken in convened Planning Committee meetings
- ✓ Keep an open mind – listen to all of the debate, hear all of the evidence before you, both the officers' presentation of the facts and their advice and the arguments from all sides decision before reaching a final decision
- ✓ Remember that decisions must be based on material planning considerations.
- ✓ Recognise that predisposition (having an initial view) is acceptable, but predetermination (having a fixed view before all evidence is considered) is not.
- ✓ Understand that you are entitled to express views on planning matters. Prior observations, apparent favouring or objections in respect of a particular outcome will not on their own amount to predetermination so long as you keep as open mind.
- ✓ Ensure transparency— avoid even the perception of bias.
- ✓ Choose whether you wish to speak as the Ward Member under Standing Orders OR act as a Member of the Planning Committee – you cannot do both.
- ✓ Carefully consider whether you should join special interest groups if you wish to preserve

your ability to participate in Planning Committee decisions related to their causes

Don't:

- ✗ Publicly commit to a decision before considering all evidence.
- ✗ Take part in political discussions that seek to pre-agree a voting position.
- ✗ Take part in the decision-making at the Borough Council if you've been part of a decision on the same matter in another capacity, for example at a special interest group, a Parish Council or the County Council or equally where you wish to reserve your position to be part of the decision making process in a different capacity, i.e. choose the hat you wish to wear and keep the same hat on throughout
- ✗ Participate where the Council is the applicant or landowner and you have been a chief advocate for the development coming forwards as part of another role in the Council, for example a Cabinet Member
- ✗ Participate where you are a member, director, trustee etc of the applicant or in relation to an application that your other organisation has been a chief advocate for.
- ✗ Participate where you have a close connection to the applicant. This could be professional or personal and includes both cordial close connections and hostile connections.

5. Lobbying

Lobbying is a normal part of the planning process. Those who may be affected by a planning decision, whether through an application, a site allocation in a development plan or an emerging policy, will often seek to influence it through an approach to their Ward Member or to a Member of the Planning Committee.

Lobbying, however, can lead to the impartiality and integrity of a Councillor being called into question, and so care and common sense must be exercised by all parties involved.

5.1 Lobbying of Councillors

Do:

- ✓ Engage with lobbyists if you wish to do so but explain that you will be keeping an open mind so as not to prejudice your ability to participate in the decision-making.
- ✓ Do remember that your overriding duty is to the whole community not just to the people in your ward and, taking account of the need to make decisions impartially, that you should not improperly favour, or appear to improperly favour, any person, company, group or locality.
- ✓ Ensure fair engagement—avoid the perception of closed minded favoritism.
- ✓ Copy or pass on any lobbying correspondence you receive to the Planning Control Manager at the earliest opportunity.
- ✓ Promptly refer to the Planning Control Manager any offers made to you of planning gain or constraint of development, through a proposed s.106 Planning Obligation or otherwise.
- ✓ Report excessive lobbying efforts or improper approaches to the Monitoring Officer.
- ✓ If you elect to speak on behalf of a lobby group, applicant or objector then withdraw from the meeting once public speaking opportunities have been completed to counter any suggestion that Members of the Committee may have been influenced by your continuing

presence.

✓ Carefully consider whether you should join special interest groups if you wish to preserve your ability to participate in Planning Committee decisions related to their causes

✓ Remember that, unless you have a disclosable pecuniary interest or overriding other personal conflict of interest or bias, you will be operating within this Code by:

- listening or receiving viewpoints from residents or other interested parties;
- making comments on your views to residents, interested parties, appropriate officers or other Members (subject to the rules on lobbying other Members) whilst being aware that you must keep an open mind;
- seeking information through appropriate channels; or
- being a vehicle for the expression of opinion of others in your role as a Ward Member.

Don't:

✗ Accept gifts, hospitality, or offers of advantage from lobbyists where a reasonable suspicion of influence to show them favour could arise.

✗ Express views in a way that prejudices an application.

✗ Allow yourself to be put in a position where your integrity could be compromised – for example being invited to speak at a developer's presentation. If in doubt – speak to the Monitoring Officer Assistant Director for Planning & Environment or the Planning Control Manager.

5.2 Lobbying by Councillors

Do:

✓ Ensure that any public engagement or social media use does not indicate a closed mind. Be aware of the power of social media posts or re-posting which can give the impression that you will vote in a certain way

✓ Disclose any affiliations with groups that have made representations on an application or proposal, or that promote special interest campaigns, such as the RSPB.

Don't:

✗ Attempt to persuade fellow Members to vote a certain way.

✗ Allow political group discussions to dictate planning votes.

✗ Take part in political discussions that seek to pre-agree a voting position.

✗ Participate as a Planning Committee Member on an application in relation to which you have actively lobbied or campaigned for or against – or a group on which you sit has actively lobbied for or against. This is not intended to capture having views or opinions about a development but where your course of conduct shows that you are a chief advocate for or against the development.

6. Engagement with Applicants, Developers & the Public

Do:

- ✓ Direct applicants and other parties to officers for procedural or technical advice.
- ✓ Remember that your engagement with any parties will likely be disclosed by them at some stage within the application process
- ✓ If you intend to meet with an applicant and participate in the decision-making process, ask the Planning Control Manager to organise the meeting so that an officer attends to record the meeting and disclose details of the meeting when it is considered by the Planning Committee.
- ✓ Consider whether or not it would be prudent in the circumstances to make notes when contacted; and
- ✓ Report to the Planning Control Manager any significant contact with the applicant and other parties, explaining the nature and purpose of the contacts and your involvement in them so that this is recorded on the planning file.
- ✓ Do be aware that a presentation is a form of lobbying and, whilst you may express any view on the merits or otherwise of the proposal presented, you should never state how you or other Members would intend to vote at a Committee Meeting.

Don't:

- ✗ Arrange private meetings with developers or objectors when there is a live application being processed if you intend to take part in the decision determining the application.
- ✗ Attend developer-led presentations without an officer present.

7. Site Visits

Formal site visits are part of the decision-making process and therefore need to be regulated to ensure the soundness of the decision.

Site visits are for observing the site and gaining a better understanding of the issues. They should not be used as a lobbying opportunity by objectors or supporters. This will be made clear to any members of the public who are there.

Once you become aware of a proposal you may be tempted to visit the site alone. In such a situation, you are only entitled to view the site from public vantage points and you have no individual rights to enter private property.

Do:

- ✓ Treat site visits as fact-finding opportunities to seek information and to observe the site.
- ✓ Ensure all observations are reported back to the Committee – any information acquired by one Member must be shared with the whole Committee for sound decision making.
- ✓ Do ask the officers at the site visit questions or seek clarification from them on matters which are relevant to the site inspection.

Don't:

- X** Engage with applicants, objectors, or the public during site visits.
- X** Express personal opinions or views about the merits of the application at the site visit; save them for deliberations back at the convened Planning Committee
- X** Participate in the Planning Committee decision on an application if you missed the site visit.
- X** Don't enter the site outside the formal site visit process, even with the applicant's invitation, without an officer present as this can lead to the perception of bias. This will also enable a record to be kept for the benefit of all Planning Committee Members.

8. Public Speaking at Meetings

Do:

- ✓ Do ensure that you comply with the Council's procedures in respect of public speaking.

Don't:

- X** Allow members of the public to communicate with you during the Committee's proceedings (orally, in writing, including through the passing of messages/notes, or by social media) other than through the scheme for public speaking or through the Chair.
- X** Participate in social media or exchanges by texting during the Committee's proceedings as this may give the impression of undue external influence and may give the appearance of bias.

9. Officers & Decision-Making

9.1 Working with Officers

Do:

- ✓ Recognise that officers act impartially and should not be pressured into recommendations.
- ✓ Respect the Member/Officer Protocol and officers' professional independence.
- ✓ Recognise that officers are part of a management structure and only discuss a proposal with the officer identified for this purpose.
- ✓ Recognise and respect that officers must act in accordance with the Officer Code of Conduct and their professional codes of conduct, primarily the Royal Town Planning Institute's Code of Professional Conduct. As a result, planning officers' views, opinions and recommendations will be presented on the basis of their overriding obligation of professional independence.

Don't:

X Seek to influence officers to alter reports or recommendations for personal or political reasons.

X Put pressure on officers to put forward a particular recommendation. (This does not prevent you from asking questions or submitting views which may be incorporated into any Committee report).

X Do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the Council in relation to a planning matter.

9.2 Decision-Making

Do:

✓ Follow planning law and policies, making decisions based on material considerations.

✓ Give clear reasons for your decision based on material planning considerations, particularly if they differ from officer recommendations.

✓ Make decisions in accordance with Development Plans unless material considerations support a different decision. Be ready to articulate those reasons at the Planning Committee meeting.

✓ Provide your reasons for inclusion in the report to the Committee where you request a proposal to go before the Committee rather than be determined through officer delegation (call-in).

✓ Come to meetings with an open mind and demonstrate that you are open-minded.

✓ Come to your decision after due consideration of all of the information and deliberations at the Planning Committee meeting. If you feel there is insufficient time to digest new information or that information is missing, request that further information or take advice from the Planning Control Manager on proposing to defer.

Don't:

X Vote unless present for the whole item.

X Introduce new information after the issue of Committee agenda papers without having previously raised the information with the Planning Control Manager.

10. Training Requirement

Do:

✓ Attend mandatory training before participating in decision-making.

✓ Continue ongoing planning training to stay informed of policy and legal changes.

Don't:

X Take part in decisions if you haven't completed the mandatory training.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	26 th February 2025		
TITLE:	Revisions to Constitution regarding Discipline, Dismissal and Grievance involving Statutory Officers		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Leader of the Council		
REPORT AUTHOR:	James Arrandale, Deputy Monitoring Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
The Cabinet report invites Cabinet to consider minor revisions to the procedures that are operated within the Investigations and Disciplinary Committee.
KEY ISSUES:
Members are directed to the attached Cabinet report for full details of the key issues.
OPTIONS CONSIDERED:
Members are directed to the attached Cabinet report for full details of the options.
RECOMMENDATIONS:
The Panel are requested to consider the report and make any appropriate recommendations to Cabinet.
REASONS FOR RECOMMENDATIONS:
To scrutinise recommendations being made for an executive decision.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide		NO	
	Discretionary /	Need to be recommendations to Council		YES	
	Operational	Is it a Key Decision		NO	
Lead Member: Cllr Alistair Beales E-mail: cllr.alistair.beales@west-norfolk.gov.uk			Other Cabinet Members consulted:		
			Other Members consulted:		
Lead Officer: James Arrandale E-mail: james.arrandale@west-norfolk.gov.uk			Other Officers consulted: Becky Box		
Financial Implications NO	Policy/ Personnel Implications YES	Statutory Implications YES	Equal Impact: Pre-screening	Risk Management Implications YES	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) - N/A					

Date of meeting: 4 March 2025

REVISIONS TO CONSTITUTION REGARDING DISCIPLINE, DISMISSAL AND GRIEVANCE INVOLVING STATUTORY OFFICERS

Summary

This Paper invites Cabinet to consider minor revisions to the procedures that are operated within the Investigations and Disciplinary Committee. These revisions are proposed following a recent review of Council's adopted IDC complaints procedure, and also updates that have subsequently been made to national best-practice code and guidance.

Recommendation

Recommendations to Full Council:

1. That the IDC Terms of Reference should be amended as follows:
 - i. Paragraph A.5 should be deleted.
 - ii. Insert new A.12: *"The Monitoring Officer is nominated to assess the allegation to determine whether it falls within the remit of the procedure, or whether it is clearly unfounded or trivial or can best be dealt with under some other procedure (the **Initial Filter Exercise**). Either of the Deputy Monitoring Officer or the Head of Personnel is delegated authority to carry out this role if it is not possible or appropriate for the Monitoring Officer to do so. The Monitoring Officer (or substitute officer above) shall report to the Chair of the IDC if they determine that an allegation does not fall within the remit of this procedure."*

iii. Insert new A.13: *“For the purposes of the Initial Filter Exercise above, the Monitoring Officer is delegated authority to carry out any preliminary inquiries that are needed. Either of the Deputy Monitoring Officer or the Head of Personnel is delegated authority to carry out this role if it is not possible or appropriate for the Monitoring Officer to do so.”*

2. That the Standards Committee Terms of Reference should be amended as follows:

Insert new E.17: “Act as Grievance Committee where required in grievance matters concerning the Chief Executive, in accordance with the JNC Model Code. For this purpose, five Standards Committee members shall be convened with political proportionality (or three members if this is not possible), none of whom shall be members of the IDC or the Appeal Committee.

For the purposes of fulfilling the Council’s adopted grievance procedures in accordance with the JNC Model Code, Standards Committee nominates the Monitoring Officer to act as Receiving Officer. Where the Monitoring Officer cannot so act, qualifying members of the Standards Committee (i.e. non-members of the IDC and Appeals Committee) shall nominate a Monitoring Officer from a neighbouring authority to act as the Receiving Officer.”

Reason for Decision

To clarify the relevant arrangements and to maintain consistency with national best practice.

1 Background

The Council’s procedures for disciplinary matters involving the Chief Executive, Monitoring Officer and s.151 Officer (**Statutory Officers**) were revised in April 2020. The purpose of these revisions was to implement the Model Disciplinary Procedure and Guidance agreed by the Joint Negotiating Committee for Local Authority Chief Executives (the **JNC Model Procedure and Guidance**, together the **Model Code**). The revisions included:

- Expanding the terms of reference for Appointments Board to deal with disciplinary matters for Statutory Officers (i.e. becoming the Appointments Board/IDC),
- Revising the terms of reference of Licensing & Appeals Panel to deal with appeals by Statutory Officers against certain disciplinary sanctions; and
- Delegating powers to the IDC to appoint investigators and to suspend a Statutory Officer

These revisions are found in Part 3 of the Constitution.

The 2020 decisions also provided that:

- The IDC would form a sub-committee which would carry out a preliminary assessment and decide whether to refer to the full committee for further consideration.
- The Executive Director for Central Services would develop a bespoke procedure for handling complaints against Relevant Officers, adapted from the JNC Model Code.

In 2021, an IDC complaint was handled under these procedures. The complaint was made by Cllr Nash against Alexa Baker as Monitoring Officer (the **2021 Complaint**).

In September 2022, the Model Code was updated with a number of relevant changes.

In 2024, officers undertook a review of the current IDC processes and the conduct of the 2021 Complaint, and identified the points which are now raised in this paper.

Discussion

The JNC Model Code envisages the following stages at the start of an IDC complaint:

- Stage 1: to “*filter out and deal with allegations against the [Statutory Officer] which are clearly unfounded, or trivial, or can best be dealt with under some other procedure*” (the **Filter Stage**)
- Stage 2: to consider whether the allegation can be dismissed or whether it requires more detailed investigation (for current purposes, **Initial Assessment**).
- Stage 3: if the allegation does warrant investigation, to appoint an independent investigator, and to take a decision based on the outcome of that investigation.
- Further stages may follow depending on the decision taken.

The Model Code recommends that the Monitoring Officer should carry out the Filter Stage. All of the subsequent stages will then be carried out by the IDC and other member bodies.

Following the 2020 decisions, paragraph A.5 within the IDC’s Terms of Reference (Part 3 of the Constitution) currently provides:

“In the case of a complaint being received against a statutory officer, the decision whether to refer the matter to the Investigating and Disciplinary Committee will be delegated to a sub-committee of the IDC consisting of three members, and which will be politically balanced as far as is practicable. The three members forming the sub-committee

will then be excluded from participating in any process arising from their decision."

In the 2021 Complaint process, officers carried out the Filter Stage, consistent with the Model Code (the MO was not involved as she was the object of the complaint). They relied on the support of an external investigator to assist with the Filter review. However, there was some uncertainty around how this fitted in with the paragraph A.5 arrangements.

As regards the recommendation that the Monitoring Officer should be nominated to carry out any preliminary inquiries, this is again consistent with the Model Code.

In the 2021 Complaint process officers instructed an external JNC-listed investigator to make preliminary inquiries for the purposes of the Filter Stage. However, this is not explicit in the current procedures, which led to confusion from the subject Councillor that the investigator was carrying out the full investigation (i.e. stage 3), without the proper involvement of the IDC.

It is recommended that the lack of clarity on these points should be removed.

Grievance Committee

The revised Model Code makes further arrangements regarding a Grievance Committee, and recommends that this is a standing body within the Council.

The Council already operates a Standards Committee, with a membership that largely does not overlap with either the IDC or the Licensing and Appeals Board. A straightforward way to address the need for a Grievance Committee would be to expand its Terms of Reference.

Consequential Amendments

Included as an Appendix to this Report is a proposed revised version of the Council's operational procedures that were created in accordance with the 2020. The proposed revision is consistent with the recommendations in this report.

Consequential changes would also be made to the Scheme of Delegations to record the officer roles.

2 Options Considered

Do not make the proposed changes.

This presents a risk that confusion may arise in any future IDC procedure, jeopardising the robustness of the procedure.

As regards recommendation 1, in principle, the IDC sub-committee could be made responsible for the Filter Stage. However, this is contrary to the recommendations of the Model Code. It is also arguably disproportionate to convene a panel of members to make this assessment, given the filter

exercise is extremely high-level and limited to weeding out complaints which are “clearly unfounded or trivial”.

In addition, the requirement that the sub-committee members “*will then be excluded from participating in any process arising from their decision*” could risk the political balance of the remainder of the IDC, or create problems where there may be other members who are conflicted.

Alternatively, the IDC sub-committee could be retained with the specific remit of carrying out Initial Assessments. Again however, the requirement that the sub-committee members “*will then be excluded from participating in any process arising from their decision*” could risk the political balance of the remainder of the IDC, or create problems where there may be other members who are conflicted.

3 Policy Implications

The proposed revisions bring the Council’s arrangements into closer alignment with the JNC Model Code.

4 Financial Implications

None.

5 Personnel Implications

The proposed revisions affect the personnel arrangements for the Statutory Officers, but in a way that is consistent with national best practice.

6 Environmental Considerations

None.

7 Statutory Considerations

None.

8 Equality Impact Assessment (EIA)

Pre-Screening Assessment attached

9 Risk Management Implications

Failure to maintain the Council’s employment arrangements clear and consistent with national best practice risks potential consequences in terms of the Council’s liability to employment claims.

10 Declarations of Interest / Dispensations Granted

N/A

11 Background Papers

Draft revised operational procedures

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	Personnel				
Is this a new or existing policy/service/function?	Existing				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>	<p>HR arrangements relating to the Chief Executive, Monitoring Officer and s.151 Officer.</p> <p>Statutory obligations apply, supplemented by national best practice.</p>				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			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

PROCEDURES FOR DISMISSAL DISCIPLINE AND GRIEVANCE MATTERS FOR THE CHIEF EXECUTIVE AND STATUTORY OFFICERS

The Head of Personnel is authorised to develop this procedure from time to time, based on the Model Procedure, but adapted to reflect the specific details outlined above as agreed by Full Council.

1 Background

In these Procedures, “**Statutory Officers**” means the Council’s Chief Executive, Monitoring Officer and s.151 Officer.

In principle it is for each employer to determine its procedures and practical arrangements for the handling of grievances, disciplinary action and the termination of employment contracts, taking into account of relevant considerations in general employment law. However, further legal requirements need to be taken into consideration in the case of Local Authority Statutory Officers.

The Local Authorities (Standing Orders) (England) Regulations 2001 (as amended, the “**Standing Orders Regulations**”) set out the statutory processes for dismissal and disciplinary action against a Statutory Officer. A set of best-practice model procedures and guidance, reflecting the Standing Orders Regulations, have been devised by the Joint Negotiating Committee for Local Authority Chief Executives.¹ These are set out in a Conditions of Service Handbook, most recently updated on 7 September 2022 (the **Model Procedure**, together with accompanying guidance the **Model Code**). Although the Model Code was devised to apply only to Chief Executives, the Council has determined to apply the disciplinary and dismissal provisions to matters involving the other two Statutory Officer roles as well: this is consistent with best practice across other local authorities.

The procedures in the JNC Model Code were integrated into the Council’s Constitution following decisions in April 2020, and have been incorporated into the contracts of employment of the Council’s Statutory Officers.

At the same time, it is important to note that the Model Code (as with any Guidance document) is not a binding document, and its provisions are not mandatory. The Model Code also expressly provides for authorities to make local arrangements for various parts of the wider procedure, and to agree amendments in specific cases where this is in the interests of both parties. Accordingly it is open to the Council to depart from the Model Code where this is appropriate in the circumstances.

The Council will therefore follow the JNC Model Code as appropriate when handling dismissal, disciplinary or grievance matters against any of its Statutory Officers.

¹ The JNC is the negotiating body bringing together the LGA (representing employer local authorities) and the Association of Local Authority Chief Executives (ALACE) representing officers.

Key aspects of the Council's local arrangements are explained in section 3 of this document.

All other terms and conditions of employment for the Statutory Officers are as per the Council's employment terms and conditions, as set out in the contracts of employment for the individuals concerned and the Council's Employee Handbook.

2 Dismissal Procedures

2.1 Redundancy, Permanent Ill-Health and the expiry of Fixed Term Contracts

Proposed dismissals on the grounds of redundancy, permanent ill-health and the expiry of a fixed term contract, where there has been no commitment to renew it, shall be managed in accordance with the Council's normal procedures. It should be noted that dismissals for all reasons including those set out in this paragraph must be approved by Full Council.

2.2 Disciplinary action resulting in proposals to dismiss on the grounds of misconduct, and proposals to dismiss for other reasons such as capability and some other substantial reason

In situations where there is the potential to dismiss on the grounds of misconduct, capability or some other substantial reason the Council will first consider informal resolution (see section 3 below).

If this is not successful, then these situations will require the involvement of the Council's Investigating and Disciplinary Committee (**IDC**). The IDC will follow the steps outlined in the JNC's Model Procedure including, where appropriate, the appointment of an Independent Investigator.

2.3 Performance and sickness absence matters

Issues relating to sickness absence management and employee performance management will be dealt with in accordance with the Council's procedures for these matters, to the point where dismissal appears to be a possibility. At this point, reference will be made to the Model Code.

The summary table in Appendix 1 indicates the appropriate procedures to follow for the different types of situations, i.e. whether the issue should follow a local procedure or whether it should follow the Model Code.

3 Disciplinary Procedures

3.1 Considerations prior to contemplating disciplinary action

"Disciplinary Action" is defined within the Standing Orders Regulations, and includes reasons for dismissal such as capability or some other substantial reason including a breakdown in trust and confidence between the Chief Executive and the Council.

The Model Code recognises that taking formal disciplinary action against a Statutory Officer can be complex, time-consuming, and potentially very expensive. Accordingly, a key issue is whether formal disciplinary action is necessary at all or whether informal resolution to a problem could provide a better solution in the circumstances. Assistance with informal resolution can be requested from the Joint Secretaries of the JNC.

The Council will consider the relevant guidance on early informal resolution and joint secretarial conciliation, as outlined in Appendix 4 of the Model Code.

In addition, when a complaint or allegation is received against a Statutory Officer the appropriate procedure to follow should be considered, as set out in section 3.5 of this procedure.

3.2 The formal JNC procedure and associated guidance

Where informal resolution is not possible and it is deemed that the disciplinary procedure is the appropriate process to follow, then subject to the paragraphs below, the Model Procedure shall apply (see flowchart at **Appendix 2**).

The Statutory Officer's line manager shall have responsibility for the Council's position in the informal resolution.

The Model Procedure can be modified by mutual agreement to suit the particular circumstances of the case, but not so as to contradict the requirements of the Standing Orders Regulations. There is an obligation on each party to give fair consideration to reasonable proposals from the other party to modify the Model Procedure.

The principles of natural justice and good management practice must govern the conduct of any proceedings against all officers. The Council will also have full regard to the principles and standards set out in *Discipline and Grievance - ACAS Code of Practice*.

The procedure should be handled as quickly as is consistent with the need to investigate the case and to give the relevant officer a fair opportunity to reply fully to complaints. The supporting guidance for the Model Procedure should be referred to for advice in relation to timescales for the process.

3.3 Receipt of the complaint/allegation

Complaints/allegations against the Chief Executive should be made to the Leader of the Council or the Monitoring Officer. Complaints/allegations against the Monitoring Officer or Section 151 Officer should be made to the Chief Executive.

The Head of Personnel will provide support for the process and should be made aware of any complaints/allegations as soon as possible so that advice regarding the required process can be provided.

The Joint Secretaries of the JNC should be notified as soon as it is proposed to use the Model Procedure and it is recommended that both parties contact the appropriate side

secretary as soon as possible to ascertain whether more detailed assistance might be desirable. The Head of Personnel will co-ordinate this contact on behalf of the Council.

3.4 Key features of the model disciplinary procedure

3.4.1 The Model Procedure is outlined in full in Appendix 2.

Specific roles within the Model Procedure are allocated to:

- The Monitoring Officer
- The Investigating and Disciplinary Committee;
- The Appeals Panel;
- The Independent Panel;
- The Grievance Panel; and
- Full Council

The composition of these committees/panels and the delegation of powers to them are a non-executive function and so must be agreed by Full Council.

3.4.2 Initial Filtering of Complaints

Not all complaints about a Statutory Officer should lead to a referral to an IDC. The Model Code recommends that local authorities establish procedures to filter out and deal with allegations which are clearly unfounded, trivial or can best be dealt with under some other procedure, for example:

- complaints about a particular service should be dealt with through the Council's general complaints procedure;
- complaints raised by a member of staff directed at the Chief Executive should be dealt with through the grievance procedure.

The **Monitoring Officer** (or another appropriate officer in the event of their inability/unsuitability to act) shall be responsible for the filtering of allegations in accordance with paragraph 1.3.3a of the Model Guidance. The Monitoring Officer shall be responsible for carrying out any preliminary inquiries that are needed at the filtering stage to clarify whether there is any substance to the allegation or complaint. Those inquiries should be conducted consistent with the LGA Guidance for Member Conduct Complaints from time to time, and may include requests for clarification from the complainant.

3.4.3 The **Investigating and Disciplinary Committee (IDC)** is a politically balanced committee comprising of nine members, at least one of whom will be a member of Cabinet. The IDC may delegate administrative matters, such as dealing with the Joint Secretaries, to an appropriate senior officer (likely to be the Monitoring Officer or an appropriate Executive Director or Head of Personnel).

If the IDC decides that allegations require further investigation it has delegated responsibility to appoint an Independent Investigator; the investigator should be identified from the list provided by the National Joint Secretaries.

The IDC will have delegated responsibility, where appropriate, for the suspension of the relevant officer. In the event of the need for urgency, this function will be delegated to the Chief Executive, should there be a need to suspend the Monitoring Officer or Section 151 Officer, or the Monitoring Officer should there be a need to suspend the Chief Executive. In all cases, the decision to be made in consultation with the Chair of the IDC and the Head of Personnel.

- 3.4.4 The **Appeals Committee** must be a politically balanced committee comprising of five members at least one of whom will be a member of Cabinet. Members of the Appeals Committee cannot be members of the IDC. The Appeals Committee's purpose is to hear appeals against action taken short of dismissal and decides to either confirm the action or to impose no sanction or a lesser sanction. The Council's Licensing and Appeals Panel deals with appeals against disciplinary sanctions short of dismissal relating to the relevant officers. The Appeals Committee may delegate administrative matters, such as dealing with the Joint Secretaries, to an appropriate senior officer (normally the Monitoring Officer or an appropriate Executive Director).
- 3.4.5 The **Independent Panel** should comprise of at least two independent persons appointed by the Council or another Council, under section 28 of the Localism Act 2011. Where for any reason one of these Independent Persons is unable or unwilling to act, the Council shall appoint as a replacement an independent person properly appointed by another Council.

The Independent Panel shall only be used if the IDC, having received the report of the Independent Investigator and having held a hearing, is minded to recommend dismissal to Full Council. The Independent Panel must hear the

- 3.4.6 Where the IDC recommends dismissal, then the Standing Orders Regulations require that the matter must go to **Full Council** for decision. Full Council will receive a report from the Independent Panel comprising the IDC's recommendations, the Independent Investigator's report and the Independent Panel's comments on the recommendations.

The Standing Orders Regulations provide that the dismissal of a Statutory Officer in cases of disciplinary action (as defined in those Regulations) may only take place if the proposal to dismiss is approved by way of a vote at a meeting of Full Council, after they have taken into account:

- any views or recommendations of the IDC and the Independent Panel;
- the conclusions of any investigation into the proposed dismissal and
- any representations from the Statutory Officer concerned.

3.5 Financial Settlement

Notwithstanding the provisions of paragraph 5.4.7 of the Model Code, the negotiation of financial settlements should be carried out by officers. The approval of any financial settlement shall be done in accordance with statutory guidance.

3.6 Support for Disciplinary Process

Support for the IDC process will be undertaken by the Head of Personnel (or nominated representative). The Head of Personnel will ensure that records are kept of allegations and investigations and that there is a clear route into the disciplinary procedure. Appropriate records will be kept on the personnel file of the relevant Statutory Officer.

The Head of Personnel (or nominated representative) will be responsible for arranging appropriate mandatory training for members serving on the IDC, Appeals Committee, Grievance Committee and the Independent Persons serving on the Independent Panel.

3.7 Support for Statutory Officers

Although the statutory right to be accompanied applies only at a disciplinary hearing the JNC procedure provides the opportunity for a Statutory Officer to be accompanied at all stages by their trade union representative or some other person of their choice, at their own cost. Further advice on the right to be accompanied as it applies to the Model Procedure can be found in section 4 of the JNC guidance.

3.8 Suspension

Suspension will not always be appropriate but may be a consideration depending on the nature of the allegations or seriousness of the issue. Before suspending a Statutory Officer, careful consideration should be given as to whether this is necessary. If suspension is being considered, section 3 of the JNC's guidance should be followed.

3.9 Timescales

The guidance encourages proceedings to be conducted expeditiously in the interests of all parties. It also refers to other statutory timescales and restrictions which are applicable to disciplinary procedures more generally, such as those contained within the Employment Rights Act 1999 (in connection with the right to be accompanied). These timescales/restrictions should be adhered to.

Otherwise (except in one instance)² the Model Procedure does not set out explicit timescales.

It is recognised that the availability of key people necessary to the process could cause delay and section 2.3 of the guidance in the Model Code should be referred to.

3.10 Additional Guidance

The Council will have regard to the JNC Model Code at all times. The Guidance within the Model Code covers in particular:

- considering other allegations/ issues under investigation
- conducting the initial IDC investigation
- setting terms of reference etc. relating to the Independent Investigators
- treatment of witness evidence
- conflicts of interest
- maintaining fairness and integrity during the procedure
- breakdown of trust and confidence
- access to appropriate professional/independent advice
- action that the IDC can take

The Head of Personnel will ensure that the IDC is provided with the relevant and up-to-date JNC guidance throughout the process.

Where additional guidance is required at any stage of the process, this will be sought via the Local Government Association. This may include the provision of specialist independent advice to the IDC if required.

4. Grievance Procedures relating to the Chief Executive

In the case of a grievance brought against, or by a chief executive, the Council shall apply the procedures and guidance set out in Appendix 7 of the Model Code, including the guidance on informal resolution.

The **Grievance Committee** should be a politically balanced committee of up to 5 members who are not members of either the IDC or the Appeals Committee. The Committee shall be convened from members of the Standards Committee subject to these conditions. The role of the Grievance Committee is to fulfil the requirements of the Grievance Procedure in the Model Code from time to time.

For the purposes of Appendix 7 of the Model Code, the Council nominates the Monitoring Officer as “Receiving Officer”.

² the specific requirement in the Standing Orders Regulations for the appointment of the Independent Panel at least 20 working days before the meeting of the council at which consideration is to be given as to whether to approve a recommendation to dismiss.

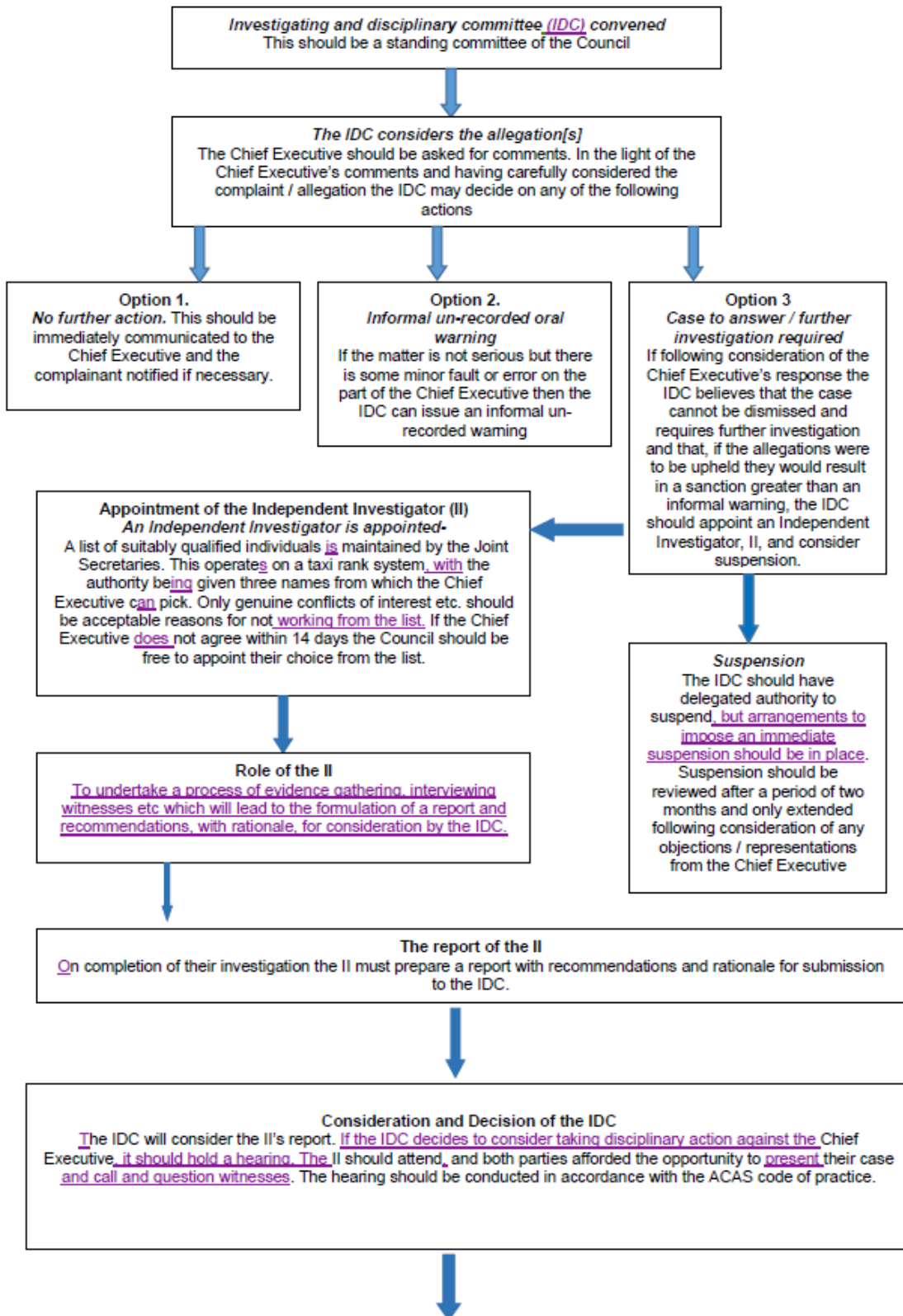
Appendix 1

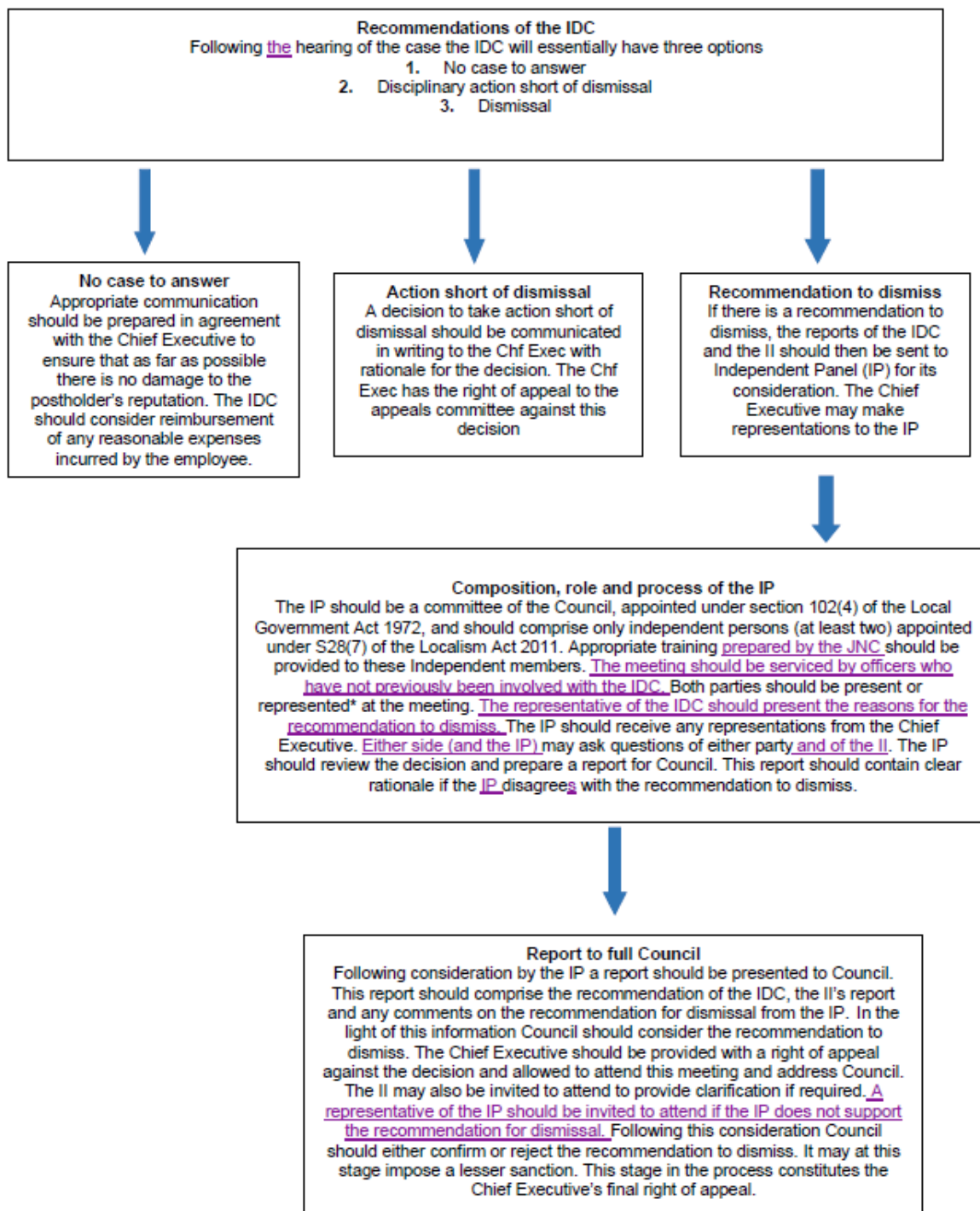
		Reason for Termination						
		Misconduct	Capability Performance	Capability – Ill Health (Long term or frequent intermittent absence)	Some other substantial reason	Capability – Permanent Ill Health	Redundancy	Expiry of Fixed Term Contract
Action	Dismissal	Yes	Yes	Yes	Yes	Maybe – could be mutual termination	Yes	Yes
	Independent Panel Required?	Yes	Yes	Yes	Yes	No	No	Yes if authority has given commitment to renew
	Required to follow ACAS Code of Practice	Yes	Yes	Yes	Yes	Maybe – if dismissal	No	No
	Procedure to Follow	JNC	JNC	JNC	JNC	Local (with Council approval)	Local (with Council approval)	Local (with Council approval)

Appendix 2

Model Disciplinary Procedure for Local Authority Statutory Officers

ENGLAND ONLY: Disciplinary Procedure for Local Authority Chief Executives





CORPORATE 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.
	Call-in (if any)	Standing Item		
	Memberships of Task Groups and Informal Working Groups	Operational		To consider the Task Groups and Informal Working Groups set up by the Panel and their Membership
	Nominations to Outside Bodies	Operational		To nominate a Member to sit as an observer on Hunstanton Sailing Club. Nomination to be presented to Full Council.
	Annual Communications Update	Annual Update	J Hillard T Baldwin P Sillis A Howell	B Box to introduce update.
	Portfolio Holder Question and Answer Session			Questions to be submitted in advance of the meeting.
	Cabinet Report – Data Protection Policy Review	Cabinet Report	Laura Botten	To consider the report and make any appropriate recommendations to Cabinet
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
17 July 2024	Call-in (if any)	Standing Item		

	Cabinet Report – Productivity Plan	Cabinet Report	Honor Howell	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Reports – Revenue and Capital Outturn Reports 2023-2024	Cabinet Report	Michelle Drewery	To consider the reports and make any appropriate recommendations to Cabinet.
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
	2023-2024 Full Year Performance Management Report		Debbie Ess and Honor Howell	
4 September 2024	Call-in (if any)	Standing Item		
	KLIC Performance Update	Update	Matthew Henry	To provide the Panel with an update. Previous update was provided in January 2023.
	Portfolio Holder Question and Answer Session	Standing Item		Extended session, with all Cabinet Members invited to provide the Panel with the opportunity to ask questions to identify future items which can be considered by the Panel at an early stage.
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.

16 October 2024	Call-in (if any)	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
	Council Tax Support – Final Scheme for 2025/2-26	Cabinet Report	Jo Stanton	To consider the report and make any appropriate recommendations to Cabinet.
	Q1 2024-2025 Corporate Performance Management Report	Performance Monitoring	Honor Howell and Debbie Ess	To Monitor Performance.
30 October 2024 – Additional Meeting	Initial Report of the Constitution Informal Working Group	Informal Working Group Report	Alexa Baker	To consider the recommendations from the Informal Working Group and make recommendations to Cabinet.
27 November 2024	Call-in (if any)	Standing Item		
	Q2 2024-2025 Corporate Performance Management Report	Performance Monitoring	Honor Howell and Debbie Ess	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
	Update on Cycle Hire Scheme at Lynnsport	Panel Member Request	Tommy Goode	As requested by the Panel at their meeting in September. To receive an update on the performance of the scheme.

	Report of the Taxi Testing Informal Working Group	Informal Working Group Report	Oliver Judges	To receive the findings from the Taxi Testing Informal Working Group.
	January 2023 to December 2023 Report on use, or non-use of RIPA Powers	Update Report	Jamie Hay	To receive the annual statistics return for the period January 2023 to December 2023.
7 January 2025	Call-in (if any)	Standing Item		
	Cabinet Report – Transformation	Cabinet Report	Kate Blakemore	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Report – Social Value Policy	Cabinet Report	Alexa Baker	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Report – Procurement Policy and Contract Standing Orders	Cabinet Report	Alexa Baker	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Report – Capital and Revenue Budget Monitoring	Cabinet Report	Michelle Drewery	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Report – Council Tax Discounts and Resolution for 2025-2026	Cabinet Report	Michelle Drewery	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Report – Members Allowances 24/25	Cabinet Report	Becky Box	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.

28 th January 2025 at 5pm – additional meeting	Cabinet Report – Independent Review of the Members Allowances	Cabinet Report	Becky Box	To consider the report and make any appropriate recommendations to Cabinet.
	Call-in (if any)	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
26 February 2025	Call-in (if any)	Standing Item		
	Cabinet Report – Planning Code of Good Practice	Cabinet Report	Stuart Ashworth	To consider the report and make any appropriate recommendations to Cabinet
	Cabinet Report – 24-25 Quarter 3 Performance Management	Cabinet Report	Honor Howell and Debbie Ess	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Report – Appointments Board and IDC Terms of Reference	Cabinet Report	Alexa Baker	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
2 April 2025	Call-in (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			

	Portfolio Holder Question and Answer Session	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
	Annual Complaints Monitoring Report	Monitoring	Honor Howell	To receive the Annual Monitoring report.
	Cabinet Report – Annual Plan	Cabinet Report	Chief Executive	To consider the report and make any appropriate recommendations to Cabinet.

Forthcoming Items to be scheduled

75

Report of the Informal Working Group – Constitution - Ongoing

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
4 th March 2025						
	2024-25 Q3 Performance Management	Non	Cabinet	Leader Chief Executive		Public
	Appointments Board/IDC Terms of Reference	Non	Council	Leader Asst Dir – A Baker		Public
	Planning Member Code of Good Practice	Non	Cabinet	Development and Licensing Asst Dir – S Ashworth		Public
	West Norfolk Shared Prosperity Fund	Key	Council	Business and Culture Asst Dir - D Hall		Public
	King's Lynn Cultural & Heritage Strategy	Key	Council	Business Asst Dir - D Hall		Public
76	CIL Panel Applications over £50,000	Non	Cabinet	Development and Licensing Asst Dir – S Ashworth		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
19 th March 2025						
	Redundancy Policy and revised Pay Policy	Non	Council	Leader Chief Executive		Public
	Devolution	Key	Council	Leader Chief Executive		Public
	Local Plan	Key	Council	Planning & Licensing Asst Dir – S Ashworth		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
15 th April 2025						
	Local Nature Recovery Strategy	Key	Council	Climate Change and Bio Diversity Ass Dir- S Ashworth		Public
	Long-Term Plan for Towns	Key	Cabinet	Leader Asst Dir – D Hall		Public
	Equality and Diversity Inclusion Policy	Non	Council	Leader Asst Dir B Box		Public
	Annual Plan 2025-26	Key	Council	Leader Chief Executive		Public
77	Taxi Testing recommendations from Corporate Performance Panel	Non	Cabinet	Planning & Licensing Monitoring Officer		Public
	Review of Appointments to Outside Bodies	Non	Cabinet	Leader Chief Executive		Public
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	People and Communities Asst Dir - D Hall		Public
	Enforcement Policy	Non	Council	Finance Asst Dir – A Baker		Public
	King's Lynn Riverfront	Key	Council	Business & Culture Asst Dir- D Hall		Public
	HR Policy package refresh	Non	Council	Leader Chief Executive		Public
	Corporate Complaints Policy	Non	Council	Leader Chief Executive		Public

	Code of Corporate Governance	Non	Council	Leader Monitoring Officer		Public
	CIL Governance	Non	Cabinet	Planning and Licensing Asst Dir – S Ashworth		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
10 June 2025						
	Housing Assistance Policy	Non	Cabinet	People and Communities Asst Dir M Whitmore		Public
	Debt Recovery Policy	Non	Council	Finance Asst Dir – A Baker		Public
	King's Lynn Enterprise Park	Non	Cabinet	Business and Culture Asst Dir – D Hall		Public

78

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
Special Meeting 7 July 2025						
	Guildhall and Creative Hub	Key	Council	Business & Culture Asst Dir – A Baker		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
15 July 2025						

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
16 September 2025						

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 November 2025						

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
9 December 2025						

Items to be scheduled

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	People & Communities Asst Dir B Box		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		Public
	Florence Fields – Tenure Mix	Non	Council	Deputy Leader Exec Director – O Judges		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person

						(including the authority)
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – S Ashworth		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)
	Housing Assurance Strategy	Non	Council	People and Communities Asst Dir M Whitmore		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
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
	Financing of Housing Companies	Cabinet	Cllr Alistair Beales – Portfolio Holder Council Companies Michelle Drewery – Section 151 Officer David Ousby – Assistant Director Programme and Project Delivery		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
June 2024 <i>Meeting Postponed</i>	Service Level Agreement with WNPL	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer Duncan Hall/Karl Patterson – Housing Companies		
	Shareholder Agreement - WNPL	Shareholder Agreement	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer Duncan Hall/Karl Patterson – Housing Companies		

	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)
	Appointment of new Directors to WNPL	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer		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
11 Sept 2024	Appointing a Director to Alive Management Ltd.	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Honor Howell – Corporate Governance Manager		Open
	Update to Shareholder Committee on governance documents status	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Honor Howell – Corporate Governance Manager		Open
	West Norfolk Housing and West Norfolk Property Draft Business Plans	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business – Alexa Baker – Monitoring Officer Duncan Hall/Karl Patterson – West Norfolk Housing		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
13 November 2024	Update on closure of Alive Management Limited	Shareholder Committee	Cllr Alistair Beales – Leader of the Council Honor Howell – Corporate Governance Manager		Public
	Update on insourcing of Alive West Norfolk Ltd	Shareholder Committee	Cllr Simon Ring – Portfolio Holder for Business and Culture Honor Howell – Corporate Governance Manager and Alive West Norfolk Client Officer		Public
	West Norfolk Property Shareholder Agreement	Shareholder Committee	Cllr Alistair Beales – Leader of the Council Karl Patterson – West Norfolk Property		Public
Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
February 2025	6 monthly Assurance Report – West Norfolk Housing	Shareholder Committee	Cllr Alistair Beales – Leader of the Council Duncan Hall – Chair of West Norfolk Housing		Public
	6 monthly Assurance Report – West Norfolk Property	Shareholder Committee	Cllr Alistair Beales – Leader of the Council Duncan Hall – Chair of West Norfolk Housing		Public

	Update on insourcing of Alive West Norfolk Ltd	Shareholder Committee	Cllr Simon Ring – Portfolio Holder for Business and Culture Honor Howell – Corporate Governance Manager and Alive West Norfolk Client Officer		Public
	Financing of Housing Companies	Cabinet	Cllr Alistair Beales – Leader of the Council Michelle Drewery – Section 151 Officer		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
May 2025					
August 2025					
November 2025					