



Resources and Performance Panel

Agenda

Tuesday, 5th January, 2016
at 6.00 pm

in the

**Committee Suite
King's Court
Chapel Street
King's Lynn
PE30 1EX**



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King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
Fax: 01553 691663

18 December 2015

Dear Member

Resources and Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 5th January, 2016 at 6.00 pm** in the **Committee Suite, King's Court, Chapel Street, King's Lynn** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

To receive any apologies for absence.

2. Minutes

To approve the minutes of the Resources and Performance Panel held on 24 November 2015 (previously circulated).

3. Declarations of Interest

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

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an 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 proposes 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. Chairman's Correspondence (if any)

7. Matters referred to the Committee from other Council Bodies and responses made to previous Committee recommendations/requests

To receive comments and recommendations from other Council bodies, and any responses subsequent to recommendations, which this Panel has previously made. (N.B. some of the relevant Council bodies may meet after dispatch of the agenda).

At the Council meeting held on 26 November 2015, Council appointed Councillor P Hodson as an observer to the Hunstanton Sailing Club Development Sub-Committee

8. Presentation on Sickness Absence Management (Pages 6 - 8)

The Panel will receive a presentation from the Safety and Welfare Adviser.

**9. Cabinet Report: Final Council Tax Support Scheme 2016/2017
(Pages 9 - 20)**

The Panel is asked to consider the report and make any appropriate recommendations to Cabinet.

10. Cabinet Report: Housing Benefit and Council Tax Support Risk Based Verification: Policy Update (Pages 21 - 28)

The Panel is asked to consider the report and make any appropriate recommendations to Cabinet.

11. Cabinet Report: 2015/2016 Budget Monitoring (Pages 29 - 39)

The Panel is asked to consider the report and make any appropriate recommendations to Cabinet.

12. Cabinet Report: Corporate Business Plan 2015/2019 (Pages 40 - 47)

The Panel is asked to consider the report and make any appropriate recommendations to Cabinet.

13. Work Programme 2015/2016 and Forward Decisions List (Pages 48 - 53)

14. Date of Next Meeting

To note that the next meeting of the Resources and Performance Panel would be held on **Tuesday 26 January 2015** at 6 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn.

To:

Resources and Performance Panel: B Anota, J Collop, P Colvin, I Devereux, I Gourlay, G Hipperson (Vice-Chairman), P Hodson, H Humphrey (Chairman), G Middleton, A Morrison, D Tyler and G Wareham

Portfolio Holders:

Councillor N Daubney, Leader
Councillor A Lawrence, Portfolio Holder, Housing and Community

Management Team Representatives:

Ray Harding, Chief Executive
Lorraine Gore, Assistant Director

Appropriate Officers: The following officers are invited to attend in respect of the Agenda item shown against their name

Item 8:	D Clack, Safety and Welfare Adviser
Items 9 & 10:	J Stanton, Revenue and Benefits Manager
Item 11:	L Gore, Assistant Director
Item 12:	D Gates, Executive Director Central and Community Services

Executive Directors

Press

POLICY REVIEW & DEVELOPMENT REPORT

Type of Report: Monitoring	Portfolio(s):
Author Name: Dave Clack	Consultations: Management Team
Tel: 01553 616368	
Email: dave.clack@west-norfolk.gov.uk	
OPEN (delete as appropriate)	

PR&D Panel:

Date:

Subject:

Resources and Performance Panel

5 January 2016

Mid Year Sickness update

Summary

Appendix 1 provides Members with the mid year sickness figures.

Recommendations

Members are recommended to note the report.

1.0

Introduction

1.1

The full annual sickness Absence Report is produced for the both the JSW Committee and R&P for an appropriate Committee after the end of the financial year.

1.2

Management Team receive periodic updates on the Sickness Absence figures and consider that it would be worthwhile having a brief interim report on the headline figures at each of the meetings of the JSW Committee.

1.3

With changes to the membership of the R&P Committee it is appropriate to bring an update on the figures and to also present members with the authorities policy on management of sickness absence.

1.4

Attached to this report (Appendix 1) are the Sickness Absence figures – as produced for Management Team on a monthly basis. The attached figures are for the six months from April – September 2015.

1.5

The figures are shown in Service Areas on a month by month basis, with progressive totals for the year to date. Below the year to date progressive totals are given the progressive total for the same period in the last leave year.

1.6

From the progressive total figure across the authority against the same figure for last year, it can be seen that this years figure to date is over 130 days lower that the same period for last year.

2.0

Financial Implications

The cost of Sickness Absence is met from within Service budgets.

3.0

Policy Implications

- 3.1 Health, Safety and Welfare General Policy
- 3.2 For additional background information – in mid 2013 new guidance was issued to all staff on the management of sickness absence, a copy of this guidance is attached as Appendix 2.
- 4.0 **Consultations**
Management Team
- 5.0 **Access to information**
Health and safety regulations, approved codes of practice and general Health and Safety Executive guidance.

MONTHLY SICKNESS TOTALS FOR DEPARTMENTS (FTE) 2015-16

	Chief Executive	Central & Community Services	Environment & Planning	Commercial Services	TOTAL	Cost £
Apr-15	53.61	84.31	33.04	187.71	358.67	36119
<i>Apr-14</i>	<i>67.47</i>	<i>78.04</i>	<i>49.20</i>	<i>230.03</i>	<i>424.74</i>	<i>37636</i>
May-15	58.84	58.03	13.95	128.97	259.79	24698
<i>May-14</i>	<i>41.80</i>	<i>57.57</i>	<i>8.35</i>	<i>226.72</i>	<i>334.44</i>	<i>30263</i>
Jun-15	108.94	69.00	9.41	103.38	290.73	29265
<i>Jun-14</i>	<i>37.04</i>	<i>56.38</i>	<i>23.20</i>	<i>222.74</i>	<i>339.36</i>	<i>34216</i>
Jul-15	98.31	85.44	42.23	130.35	356.33	69601
<i>Jul-14</i>	<i>56.12</i>	<i>52.97</i>	<i>43.30</i>	<i>157.83</i>	<i>310.22</i>	<i>32818</i>
Aug-15	72.64	72.43	18.05	152.26	315.38	32294
<i>Aug-14</i>	<i>56.62</i>	<i>59.85</i>	<i>31.00</i>	<i>134.52</i>	<i>281.99</i>	<i>31305</i>
Sep-15	42.61	58.88	46.28	182.14	329.91	31584
<i>Sep-14</i>	<i>82.54</i>	<i>74.95</i>	<i>73.00</i>	<i>127.46</i>	<i>357.95</i>	<i>38468</i>
Oct-15					0.00	
<i>Oct-14</i>	<i>92.43</i>	<i>88.19</i>	<i>43.24</i>	<i>159.87</i>	<i>383.73</i>	<i>39803</i>
Nov-15					0.00	
<i>Nov-14</i>	<i>92.83</i>	<i>61.91</i>	<i>55.77</i>	<i>152.24</i>	<i>362.75</i>	<i>36003</i>
Dec-15					0.00	
<i>Dec-14</i>	<i>92.55</i>	<i>105.01</i>	<i>61.85</i>	<i>181.27</i>	<i>440.68</i>	<i>47893</i>
Jan-16					0.00	
<i>Jan-15</i>	<i>114.17</i>	<i>131.74</i>	<i>19.55</i>	<i>157.65</i>	<i>423.11</i>	<i>44598</i>
Feb-16					0.00	
<i>Feb-15</i>	<i>97.89</i>	<i>77.49</i>	<i>76.65</i>	<i>155.16</i>	<i>407.19</i>	<i>38685</i>
Mar-16					0.00	
<i>Mar-15</i>	<i>148.03</i>	<i>50.38</i>	<i>100.85</i>	<i>111.58</i>	<i>410.84</i>	
Progressive Total 15-16	434.95	428.09	162.96	884.81	1910.81	223561
<i>Progressive Total 14-15</i>	<i>341.59</i>	<i>379.76</i>	<i>228.05</i>	<i>1099.30</i>	<i>2048.70</i>	<i>204706</i>
15-16 Short Term FTE	183.91	206.66	117.96	349.88	858.41	
15-16 Short Term %	42%	48%	72%	40%	45%	
15-16 Long Term FTE	251.04	221.43	45.00	534.93	1052.40	
15-16 Long Term %	58%	52%	28%	60%	55%	

FTE	114.01	116.29	68.17	160.45	458.92
Average Sickness FTE	3.82	3.68	2.39	5.51	4.16

Progressive Totals TY

Number Sick Notes	84	96	49	144	373
Late Returns	15	7	5	24	51
%	18%	7%	10%	17%	14%

Joint Employees	Alive Management Ltd	TOTAL	Cost £
29.05	0.00	29.05	2208
<i>37.52</i>	<i>0.00</i>	<i>37.52</i>	<i>3238</i>
13.68	0.00	13.68	793
<i>52.61</i>	<i>0.00</i>	<i>52.61</i>	<i>4314</i>
21.48	0.26	21.74	1455
<i>25.50</i>	<i>0.00</i>	<i>25.50</i>	<i>2348</i>
46.47	1.66	48.13	4093
<i>33.04</i>	<i>0.00</i>	<i>33.04</i>	<i>1910</i>
28.03	0.00	28.03	2777
<i>23.51</i>	<i>0.00</i>	<i>23.51</i>	<i>1443</i>
53.64	5.00	58.64	4530
<i>24.41</i>	<i>1.11</i>	<i>25.52</i>	<i>1653</i>
		0.00	
<i>78.83</i>	<i>1.00</i>	<i>79.83</i>	<i>5821</i>
		0.00	
<i>90.91</i>	<i>6.00</i>	<i>96.91</i>	<i>7745</i>
		0.00	
<i>49.45</i>	<i>0.00</i>	<i>49.45</i>	<i>3419</i>
		0.00	
<i>67.11</i>	<i>0.00</i>	<i>67.11</i>	<i>4523</i>
		0.00	
<i>42.65</i>	<i>0.00</i>	<i>42.65</i>	<i>2795</i>
		0.00	
<i>187.38</i>	<i>0.25</i>	<i>187.63</i>	<i>4497</i>
192.35	6.92	199.27	15856
<i>196.59</i>	<i>1.11</i>	<i>197.70</i>	<i>14906</i>
98.65	6.92	105.57	
51%	0%	53%	
93.70	0.00	93.70	
49%	0%	47%	

74.67	11.61	86.28
2.58	0.60	2.31

47	4
9	0
19%	0%

1. All figures are now in monthly and accurate FTE
2. Cost of sickness is based on the prompt return of sick notes
3. Any Executive Director that requires a break down of these figures can receive these on request
4. Previous year figures have been adjusted to ensure a correct comparison with this year

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards NONE	Mandatory	Be entirely within Cabinet's powers to decide	NO	
		Need to be recommendations to Council	YES	
		Is it a Key Decision	YES	
Lead Member: Cllr Nick Daubney E-mail: cllr.nick.daubney@west-norfolk.gov.uk		Other Cabinet Members consulted: Cabinet		
		Other Members consulted: R&P Panel		
Lead Officer: Joanne Stanton, Revenues and Benefits Manager E-mail: joanne.stanton@west-norfolk.gov.uk Direct Dial: 01553 616349		Other Officers consulted: Lorraine Gore		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment YES If YES: Pre-screening/ Full Assessment YES	Risk Management Implications YES

Date of meeting: 12 January 2016

FINAL COUNCIL TAX SUPPORT SCHEME FOR 2016/2017**Summary**

This report should be read in conjunction with the Cabinet Report '2016/2017 Draft Council Tax Support Scheme for Consultation' of 9 September 2015.

This report summarises the results of the Council Tax Support consultation exercise, notes the responses to the consultation and proposes that the Council adopts the draft Council Tax Support scheme, approved on 9 September 2015, as the Council Tax Support scheme for 2016/2017.

The Council must review and agree its Council Tax Support scheme each financial year. The Council must consult with its major preceptors (the County Council and the Police and Crime Commissioner), publish its draft Council Tax Support scheme, consult with interested parties then publish its final Council Tax Support scheme.

The draft Council Tax Support scheme was agreed by Members on 9 September 2015 and published on 18 September 2015. The consultation period concluded on 30 October 2015.

Recommendations:

- 1) Members note the results of the consultation exercise, and**
- 2) The draft Council Tax Support scheme as approved on 9 September 2015 is adopted as the full Council Tax Support**

scheme for 2016/2017

Reason for Decision

To ensure a Council Tax Support scheme for 2016/2017 is agreed by full Council by 31 January 2016

1. Background

- 1.1. Council Tax Benefit (CTB) was abolished on 31 March 2013 and from April 2013 billing authorities have implemented their own local schemes of Council Tax Support (CTS) to assist working age people on low incomes with their council tax costs.
- 1.2. Funding for CTS has moved from demand led funding paid by the DWP to a fixed grant from DCLG. The funding was reduced by 10 per cent in 2013/2014 and since then has been rolled into the Council's formula funding and is no longer identified separately. Projections of the impact on the taxbase have been included in the Council's Financial Plan.
- 1.3. Central Government allows local Councils to design and operate their own CTS scheme within the following parameters:
 - No cuts can be made to the help given to pension age claimants,
 - Consideration is given to protecting vulnerable groups, and
 - Work incentives are promoted

2. Council Tax Support Scheme For 2016/2017

- 2.1 A summary of the proposed CTS scheme for 2016/2017 is shown at Appendix B.
- 2.2 On 9 September 2015 Cabinet agreed the draft 2016/2017 CTS scheme and a six week public consultation was held from 18 September 2015 to 30 October 2015.
- 2.3 The principles of the proposed CTS scheme for 2016/2017 are the same as the CTS scheme for 2015/2016, subject to amendments to keep the scheme broadly in line with the Housing Benefit regulations and to allow the annual uprating of allowances and premiums in line with the national CTS scheme for pension age claimants.
- 2.4 The CTS scheme for 2016/2017 reflects welfare reform changes in 2016/2017 and accounts for the introduction of Universal Credit in this area from March 2016. These changes do not affect the overall principles of the CTS scheme.

3. Results Of The Public Consultation

- 3.1 The consultation period ran from 18 September 2015 to 30 October 2015. Seven responses were received and are shown at Appendix C.

- 3.2 Only one of the responses was from someone in receipt of Council Tax Support and their household includes a disabled person so they are likely to fall in a protected group.
- 3.3 Three people who responded were in favour of the proposed scheme, two were against, one answered Don't Know and one gave no response. Of the alternatives, only one person favoured increasing council tax, two agreed with cutting services and one said we should charge more for services. No significant issues were raised during the consultation.

4. Other Options Considered

- 4.1. The Council is able to adopt any scheme of CTS for its working age claimants. Due to the impact of the funding arrangements and the statutory requirement to pay a higher level of support for pension age claimants, if the CTS scheme is to meet the projections within the Financial Plan either working age claimants have to continue to pay something towards their council tax, or other options including increasing council tax by more than any already planned increase, cuts to other services or charging more for services have to be considered.
- 4.2. The proposed 2016/2017 CTS scheme continues the principle of working age claimants continuing to make a contribution to their council tax (unless they are in a protected group) rather than a higher than already planned increase in council tax for all residents, increasing other fees and charges or cutting services.

5. Policy Implications

- 5.1. The proposed Council Tax Support Scheme for 2016/2017 is a continuation of an existing policy.

6. Financial Implications

- 6.1 The table from Appendix D of the 9 September 2015 Cabinet Report '2016/2017 Draft Council Tax Support Scheme for Consultation' has been updated following the announcement in the Autumn Statement of the withdrawal of tax credit changes. This reduces the cost of the proposed CTS scheme. The updated table is shown at Appendix D.
- 6.2 The funding for the CTS scheme for 2016/2017 is rolled into the overall Formula Funding for the year and is not separately identifiable.
- 6.3 The taxbase figures in the Financial Plan 2013/2017 assume the CTS scheme, and the corresponding reduction in the taxbase, remains at the same level as 2015/2016 and that the taxbase will grow by 300 band D properties each year.
- 6.4 The modelled figures for the 2016/2017 CTS scheme show a projected impact on the taxbase of 6,137 band D properties. The impact on the taxbase is within the projections in the Financial Plan.

6.5 The Council will continue to pay a CTS grant to the affected parishes in proportion to the cost of the CTS scheme for each parish as detailed in the Financial Plan.

7. Personnel Implications

7.1 None

8. Statutory Considerations

8.1. The Council is required to agree a Council Tax Support Scheme for the forthcoming financial year by the 31 January of the preceding year.

9. Equality Impact Assessment (EIA)

9.1 Please see Appendix A

10. Risk Management Implications

10.1. The CTS scheme for 2016/2017 is designed to meet the taxbase projections as detailed in the Financial Plan. However any increases in demand, increases in Council Tax, for example the 2% increase allowed for County Councils for Social Care, changes in the composition of the caseload, for example an increase in the number of pension age claimants, or changes to other welfare benefits during the year could represent a financial risk by increasing the cost of the CTS scheme and reducing the taxbase further.

10.2. The impact of the CTS scheme is, and will continue to be, reviewed monthly and an update report will be brought before Members after six months.


11. Declarations of Interest / Dispensations Granted

11.1. None

12. Background Papers

12.1. None

Appendix A: Pre Screening Equality Impact Assessment
(also see 4 December 2012 Cabinet Report)

Pre-Screening Equality Impact Assessment		Borough Council of King's Lynn & West Norfolk				
Name of policy/service/function		Local Council Tax Support Scheme				
Is this a new or existing policy/service/function?		New Policy				
Brief summary/description of the main aims of Policy being screened. Please state if this policy/service is rigidly constrained by statutory obligations		<p>Local Council Tax Support (CTS) schemes were introduced from 1 April 2013, replacing the existing national scheme of Council Tax Benefit (CTB) to help those on low incomes with their Council Tax bills.</p> <p>Each council is free to design their own CTS scheme although certain parameters have been set by Government:</p> <ul style="list-style-type: none"> • Pensioners must be protected from any reduction in support • Vulnerable groups must be considered for protection from any reduction in support • Work incentives should be promoted <p>Government have also reducing the funding available for CTS schemes by 10% in 2013/2014. From 2014/2015 the funding is rolled into the council's formula funding and not identified separately. As pensioners are protected from any reduction this becomes nearly a 25% reduction in support for working age people.</p> <p>The 2015/2016 CTS scheme for the Borough was agreed on 24 January 2015 and includes protection for the following groups:</p> <ul style="list-style-type: none"> • Pensioners • Households with a child under 5 • People entitled to the Disability Premium in CTB • People in receipt of Carer's Allowance <p>The 2016/2017 CTS scheme is a continuation of the 2015/2016 CTS scheme</p>				
Question		Answer				
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? Please tick the relevant box for each group.			Positive	Negative	Neutral	Unsure
		Age		✓		
		Disability	✓			
		Gender				✓

NB. Equality neutral means no negative impact on any group.	Gender Re-assignment				√
	Marriage/civil partnership				√
	Pregnancy & maternity				√
	Race				√
	Religion or belief				√
	Sexual orientation				√
	Other (eg low income)		√		
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?	Yes	<p>The legislation for local CTS schemes states pensioners must be protected from any reduction in the level of support they receive. As the funding has been reduced this means a bigger cut falls on working age people.</p> <p>The legislation also compels councils to have regard to the impact on vulnerable groups and the promotion of work incentives</p>			
3. Could this policy/service be perceived as impacting on communities differently?	Yes	See 2			
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	<p>Pensioners are protected as they are not expected to return to work to increase their income to pay for any reduction in council tax support.</p> <p>Children under 5 are protected in accordance with Child Poverty.</p> <p>Those entitled to the Disability Premium in CTB are protected to reflect their higher living costs.</p> <p>People receiving Carer's Allowance are protected as it is harder for them to take on work or work extra hours to increase their income</p> <p>Work Incentives are promoted to encourage people back into work to increase their income. This is in line with the government's welfare reform principles.</p>			
5. 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	<p>Actions:</p> <p>A full EIA has been completed as part of the Cabinet Report of 4 December 2012</p>			

		Actions agreed by EWG member:
Assessment completed by: Name	Joanne Stanton	
Job title	Revenues and Benefits Manager	
Date	3 November 2015	

Appendix B: Summary of the proposed CTS scheme for 2016/2017

CTS Scheme Principle: An equal cut is made to everyone apart from those in a protected group.

The scheme will mirror the old CTB scheme with the following amendments:

- Child Benefit and Child Maintenance are included as income
- Second Adult Rebate is removed
- A weekly deduction for each non-dependent of £10 is made regardless of their income
- The maximum amount of Capital allowed is £6,000
- No Tariff Income is assumed for capital under £6,000
- Self Employed people are assumed to have an income of at least the minimum wage
- The maximum amount of support is 75% of entitlement

The following are protected groups and the changes listed above will not apply:

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

Work incentives are increased by allowing an extra £10 a week earnings disregard so the disregards are:

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

The following local disregards will apply:

- War Pensions will be fully disregarded in the income calculation

The following changes are incorporated into the CTS scheme for 2016/2017:

- The Applicable Amounts and Premiums used to calculate entitlement are frozen at the same levels as 2015/2016
- Claims are only be allowed to be backdated by one month
- Childminders are treated in the same manner as they are in Housing Benefit and not under the standard self-employed rules
- The Family Premium will be removed for new claims to CTS and relevant changes in circumstances from 1 May 2016

Appendix C: Consultation Responses

Council Tax Support Consultation

Q1 - Do you agree that the Borough Council of King's Lynn & West Norfolk should implement the above scheme for the next financial year?

Yes	3
No	2
Don't Know	1

Q2 - Please give reasons for your response

This funding should be limited to that which central government provides. If it can't be funded by central government, its shouldn't be affordable through local taxation.

For the self employed, if proper accounts are supplied and accepted for housing benefit, these should be used to calculate CTS otherwise the rules are unfair and ambiguous. If earnings are accepted for one type of benefit how can they be summarily rejected for another?

Not in line with the provision made by other councils in the county. Punitive to those least able to pay.

Q3 - If the Council has a reduction in the Government funding for Council Tax Support, however should the Council find the shortfall?

	Yes	No	Total
Reduce the level of help given to people through CTS	4	2	6
Increase the Council Tax	1	4	5
Cut services provided	2	3	5
Charge more for services	1	4	5

Q4 - If you have any other suggestions as to how the Council can either reduce the amount of Council Tax Support paid or pay for any shortfall in funding of the scheme in a different way, please comment below

Move the thresholds which allow support. This is about funding from central government and if we can't afford it centrally, then any reductions should be made in a proportionate way.

Allocate council funding in a different manner and consult with other borough councils to see why they have made different decisions. As a last resort it may be necessary to increase council tax and thereby spread the load more evenly instead of picking on the most disadvantaged.

Q5 to Q16 are Equality Questions

Q17 - Please add any additional comments if you feel the proposed Council Tax Support scheme changes will affect you more because of your membership of any of the above groups

I don't think any of these questions are relevant to the issue on which you seek consultation and are very intrusive.

The hard workers of this world cannot be expected to keep the worse off. Some workers are worse off financially than people are on benefits. I'm fed up with working myself to illness and keeping others.

Q18 - Do you have any further comments that you wish to make?

No

I don't mind helping people but when I walk around Kings Lynn there are large groups either on drugs or alcohol who don't work. I work and can't afford either drugs or drink so why should I pay more for them to pay less.

Analysis of responses Q5 to Q16

Postcode

<i>PE</i>	<i>1</i>
<i>PE30</i>	<i>3</i>
<i>PE31</i>	<i>2</i>
<i>PE33</i>	<i>1</i>
	<hr/> <i>7</i>

On Council Tax Bill?

<i>Yes</i>	<i>7</i>
<i>No</i>	<i>0</i>
	<hr/> <i>7</i>

Receive Council Tax Support?

<i>Yes</i>	<i>1</i>
<i>No</i>	<i>6</i>
<i>Don't Know</i>	<i>0</i>
	<hr/> <i>7</i>

Household

<i>Family and 1-2 children</i>	<i>0</i>
<i>Family 3+ children</i>	<i>0</i>
<i>Lone parent</i>	<i>0</i>
<i>Carer</i>	<i>0</i>
<i>Working</i>	<i>2</i>
<i>Disabled</i>	<i>2</i>
<i>Single/Couple no children</i>	<i>1</i>
<i>None of the above</i>	<i>2</i>
	<hr/> <i>7</i>

Are you?

<i>Pensioner</i>	3
<i>Student</i>	0
<i>Employed FT</i>	2
<i>Employed PT</i>	0
<i>Unemployed</i>	1
<i>Disabled</i>	1
	<hr/> 7

Are You?

<i>Male</i>	3
<i>Female</i>	2
<i>No answer</i>	2
	<hr/> 7

Age

<i><18</i>	0
<i>18-24</i>	0
<i>25-34</i>	0
<i>35-44</i>	1
<i>45-54</i>	1
<i>55-60</i>	0
<i>>61</i>	4
<i>Prefer not to say</i>	0
<i>No answer</i>	1
	<hr/> 7

Illness/Infirmary

<i>Yes</i>	1
<i>No</i>	5
<i>No answer</i>	1
	<hr/> 7

Ethnicity

<i>White British</i>	4
<i>White Other</i>	1
<i>No answer</i>	2
	<hr/> 7

Religion

<i>Christianity</i>	3
<i>No religious belief</i>	2
<i>No answer</i>	2
	<hr/> 7

Orientation

<i>Heterosexual</i>	5
<i>No answer</i>	2
	<hr/> 7

Appendix D

Analysis of the estimated cost of the CTS scheme – updated following Autumn Statement announcement on Tax Credits

Type	Weekly CTS	Annual CTS
Pensioners	£ 100,161	£ 5,222,680
Protected	£ 61,122	£ 3,187,063
Working Age	£ 17,144	£ 893,932
Subtotal	£ 178,427	£ 9,303,675

Included in the above:

Change	Cases	Weekly CTS	Annual CTS
Effect of not increasing App Amounts	922	-£ 382.53	-£ 19,892
Effect of limiting backdating to one month weeks	126	-£ 240.38	-£ 12,500
Effect of removing Family Premium for new claims	100	-£ 350.00	-£ 18,200
Total		-£ 972.91	-£ 50,592

REPORT TO CABINET

Exempt		Would any decisions proposed :		
Any especially affected Wards	Operational	(a) Be entirely within cabinet's powers to decide NO (b) Need to be recommendations to Council YES (c) Be partly for recommendations to Council NO and partly within Cabinets powers –		
Lead Member: Cllr Adrian Lawrence E-mail: cllr.adrian.lawrence@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted: - Audit and Risk/Resources and Performance Panel		
Lead Officer: Jo Stanton E-mail: joanne.stanton@west-norfolk.gov.uk Direct Dial:01553 616349		Other Officers consulted: -		
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening only	Risk Management Implications NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is paragraph 3				

Date of meeting: 12 January 2016

**Housing Benefit and Council Tax Support Risk Based Verification:
Policy Update**
Summary

The Council uses Risk Based Verification to assess the risk of fraud and error in new claims for Housing Benefit and Council Tax Support and determine the level of checking needed for each claim. The policy has been updated to extend Risk Based Verification to claims where a change in circumstances has been reported.

Recommendation

Members agree to adopt the updated Risk Based Verification policy so it covers new claims and changes in circumstances

Reason for Decision

To allow the Council to use Risk Based Verification on all claims to target resource and reduce fraud and error

1. Background

- 1.1. Risk Based Verification (RBV) is used when processing all new claims to Housing Benefit and Council Tax Support. RBV allows the Council to focus its resource on the claims where there is a higher likelihood of fraud and error and to pay low risk claims more quickly.
- 1.2. The Council has already agreed to use (RBV) for new claims for Housing Benefit and Council Tax Support and adopted the RBV Policy at its meeting of 3 July 2012. RBV has been used for all new claims since April 2015 when the electronic new claim form was introduced.
- 1.3. As at November 2015 RBV has been used for new claims on over 3,500 occasions. 49% were scored as low risk, 22% as medium risk and 29% as high risk. The low risk claims are quickly put into payment allowing staff to focus on gathering evidence and verifying details for the medium and high risk claims where there is a greater chance of fraud and error.
- 1.4. RBV uses an integrated software module to analyse a benefit claim and produce a risk score predicting the likelihood of fraud or error in the claim. This risk score then decides the level of checking needed before benefit is paid. RBV analytical tools are based on many years of experience and statistical information about what type of claim represents what type of risk. Ongoing results are fed back into these tools so they are continually updated and refined.

2. The Updated Risk Based Verification Policy

- 2.1 The RBV Policy is now updated to extend RBV to all claims where the customer has had a change in circumstance, prior to the introduction of the electronic change in circumstance form in 2016.
- 2.2 The updated policy is included at Appendix B. The changes are as follows:
 - Section 1, Paragraph 2: updated to include current position and Changes In Circumstance
 - Section 3, Paragraphs 1, 2 and 3: Updated to include Changes In Circumstance and to ensure all claims are subject to Risk Based Verification
 - Section 3, Low Risk and Medium Risk: Requirement for Team Leader approval for upgrading the risk score removed

3. Policy Implications

- 3.1 This is an update of an existing Council Policy.

4. Financial Implications

- 4.1 None – the software is already installed and integrated within the Revenues and Benefits system.

5. Statutory Implications

- 5.1 RBV is a voluntary but the decision to use RBV for new claims and changes in circumstances must be agreed by full Council.

6. Equality Impact Assessment (EIA)

- 6.1 The pre-screening EIA is attached at Appendix A

7. Risk Management Implications

- 7.1 None

8. Declarations of Interest / Dispensations Granted

- 8.1 None

9. Background Papers

- 9.1 DWP Circular HB/CTB S11/2011
- 9.2 Cabinet Report 3 July 2012 – Housing and Council Tax Benefit: Risk Based Verification of New Claims

Appendix A Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn &
West Norfolk



Name of policy	Risk Based Verification Policy				
Is this a new or existing policy/ service/function?	Existing				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service rigidly constrained by statutory obligations	Risk Based Verification (RBV) allows the Council to risk score claims for Housing Benefit and Council Tax Support to determine the likelihood of fraud and error in that claim. RBV has already been agreed for all new claims and has been implemented from April 2015. The policy is now updated to extend RBV to all changes in circumstances.				
Question	Answer				
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? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group.		Positive	Negative	Neutral	Unsure
	Age			✓	
	Disability			✓	
	Gender			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Other (eg low income)			✓	
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. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No				
5. 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	N/A	Actions:			
		Actions agreed by EWG member:			
Assessment completed by: Name Joanne Stanton					
Job title Revenues and Benefits Manager	Date 9 November 2015				

Please Note: If there are any positive or negative impacts identified in question 1, or there any 'yes' responses to questions 2 – 4 a full impact assessment will be required.

Appendix B

RISK BASED VERIFICATION POLICY THE BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK (RESTRICTED) November 2015

1. Introduction

The Verification Framework Policy was introduced by the Department of Work and Pensions as guidance in line with the Social Security Administration Act 1992 for administering Housing and Council Tax Support claims. It was abolished in 2006 but the Borough Council of King's Lynn & West Norfolk has continued to follow the robust good practice guidelines for verifying benefit claims.

The emphasis of this policy is to operate a targeted regime of Risk Based Verification, preventing fraud and error entering the benefits system. The Council has used Risk Based Verification for New Claims from April 2015 and this policy is updated to extend Risk Based Verification to Changes In Circumstance from February 2016.

2. Background

The regulations within Housing Benefit and Council Tax Support legislation do not specify what information and evidence should be gathered from a benefit customer making a new claim. They do require an authority to have information which allows an accurate assessment of a claimant's entitlement, both when a claim is first made and when the claim is reviewed.

Housing Benefit Regulation 86 states (CTB equivalent is 72);

"a person who makes a claim, or a person to whom housing benefit has been awarded, shall furnish such certificates, documents, information and evidence in connection with the claim or the award, or any question arising out of the claim or the award, as may reasonably be required by the relevant authority in order to determine that person's entitlement to, or continuing entitlement to housing benefit and shall do so within one month of being required to do so or such longer period as the relevant authority may consider reasonable."

Furthermore; Section 1 of the Social Security (Administration) Act 1992 dictates a National Insurance number must either be stated or enough information provided to trace or allocate one. This legislation applies to both customers and their partners.

"(1A) No person whose entitlement to any benefit depends on his making a claim shall be entitled to the benefit unless subsection (1B) below is satisfied in relation both to the person making the claim and to any other person in respect of whom he is claiming benefit."

(1B) this subsection is satisfied in relation to a person if–

(a) The claim is accompanied by–

(i) a statement of the person's national insurance number and information or evidence establishing that that number has been allocated to the person; or

(ii) information or evidence enabling the national insurance number that has been allocated to the person to be ascertained; or

(b) the person makes an application for a national insurance number to be allocated to him which is accompanied by information or evidence enabling such a number to be so allocated".

3. Risk Based Verification

Risk Based Verification uses computer software to risk score claims for Housing Benefit and Council Tax Support. The risk score determines the level of checks to be applied to those claims. This allows the authority to target activity toward checking those cases deemed to be at highest risk of fraud and error.

The purpose of Risk Based Verification is to increase the levels of fraud and error detected by focusing resource appropriately. All New Claims and Changes in Circumstance will be subject to Risk Based Verification. For the purposes of applying verification on a risk basis, each claim is ranked as either Low, Medium or High Risk. The table at *Appendix 1* shows the evidence requirements dependent on the risk grouping. Cases can have their Risk Score upgraded however a Risk Score cannot be downgraded. To comply with the Housing Benefit and Council Tax Support legislation verification of the National Insurance number and confirmation of identity must be completed irrelevant of the risk grouping.

Risk Based Verification has been used for New Claims from April 2015 and is now being rolled out to Changes in Circumstance. Therefore Risk Based Verification applies to both New Claims and Changes in Circumstance for Housing Benefit and Council Tax Support from February 2016.

The Risk Groups are:

Low Risk

Only essential checks will be made on Low Risk cases. These are proof of identity, production of a National Insurance Number and, if they are a student, formal confirmation.

A Low Risk case can be upgraded Medium Risk or High Risk case but the reasons must be recorded.

Medium Risk

Cases in this category must have the same checks as Low Risk cases plus for every type of income or capital declared documentation is required. The documentation can be photocopies and sight of original documents is not required.

A Medium Risk case can be upgraded to a High Risk case but the reasons must be recorded.

High Risk

All High Risk cases must have the same checks as Medium Risk cases and original documentation must be provided for each declared type of income or capital. All cases will also have a Credit Reference Check completed to determine if there are any discrepancies between the information provided by the customer on a claim form and the information available via the Credit Reference Check.

The need for any further checks by making a home visit will be assessed on a case by case basis at the discretion of the benefit assessor.

4. Recording and Monitoring

Department of Work and Pensions guidance estimates the following spread of risk:

Risk	Percentage of New Claims
Low	55%
Medium	25%
High	20%

A baseline of fraud and error overpayments in the Borough Council of King's Lynn & West Norfolk will be established before the system is implemented to help monitor the change in fraud and error detection rates using RBV compared to the baseline.

Performance using RBV will be regularly monitored and reported to the Resources and Performance Panel on a six monthly basis.

All risk scores are recorded by the software and results are fed back to into the Risk Scoring matrix. The Risk Scoring matrix can be tailored to reflect local circumstances, for example employees of a certain employer could automatically be allocated a higher Risk Score.

All cases where the Risk Score is manually upgraded are recorded along with the reasons for the upgrade so that this information can be fed back into the Risk Score matrix.

This Policy has been produced in line with Department of Work and Pensions guidance on the use of Risk Based Verification in Circular S11/2011.

Revenues and Benefits Manager

Audit Manager

Section 151 Officer

Date agreed by Members 28 January 2016

Appendix 1

Type of Evidence	Sub-category of evidence	Low Risk	Medium Risk	High Risk
Identity and S19	Identity	Originals or Photocopies	Originals or Photocopies	Originals required
	S19	Originals or Photocopies accepted	Originals or Photocopies accepted	Originals required
Residency/Rent	Private Tenants		Originals or Photocopies accepted	Originals required
	Social Landlords		Originals or Photocopies accepted	Originals required
	Public Sector			
	Registered		Originals or Photocopies accepted	Originals required
Household Composition	Partner ID/S19/Income/Capital	Originals or Photocopies accepted	Originals or Photocopies accepted	Originals required
	Dependants under 18		Originals or Photocopies accepted	Originals required
	Non-dependants – remunerative work		Originals or Photocopies accepted	Originals required
	Non-dependants – passported benefit			
	Non-dependant - student		Originals or Photocopies accepted	Originals required
	Non-dependant - not in remunerative work/other		Originals or Photocopies accepted	Originals required
Income	State Benefits			
	Earnings/SMP/SSP		Originals or Photocopies accepted	Originals required
	Self employed earnings		Originals or Photocopies accepted	Originals required
Child Care Costs			Originals or Photocopies accepted	Originals required
Student Status	Income also required	Originals or Photocopies accepted	Originals or Photocopies	Originals required
Capital	Below lower capital limit		Originals or Photocopies accepted if over £5500 for Working Age or over £9500 for Elderly - not required if under these amounts	Originals if over £5500 for Working Age or over £9500 for Elderly - not required if under these amounts
	Above lower capital limit		Originals or Photocopies	Originals required
	Property		Originals or Photocopies accepted	Originals required

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards None	Mandatory	(a) Be entirely within Cabinet's powers to decide YES (b) Need to be recommendations to Council NO (c) Be partly for recommendations to Council NO and partly within Cabinets powers –		
Lead Member: Councillor Nick Daubney E-mail: cllr.nick.daubney@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Lorraine Gore E-mail: Lorraine.gore@west-norfolk.gov.uk Direct Dial: 01553 616432		Other Officers consulted: Management Team		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications (incl S.17) NO	Equal Opportunities Implications NO	Risk Management Implications YES

Date of meeting: 12 January 2016

BUDGET 2015/2016 - MONITORING**Summary**

This report updates the 2015/2016 revenue estimates and the projections for 2016 to 2018. These figures will form the base on which the new Financial Plan 2015/2020 will be formulated for council tax setting purposes in February 2016.

Recommendations

It is recommended that Cabinet approve:

- 1) The changes, transfers to/from reserves and revised revenue estimates for 2015/2016 as detailed in section 1 of the report.

Reason for Decision

Formal approval is required by Cabinet for the amendments to the 2015/2016 revenue estimates. The amendments have been reported to members as part of the monthly monitoring reports for April to September 2015 and are summarised in section 1 below.

1. The Revenue Estimates 2015/2016

- 1.1 The original budget 2015/2016 was approved by Council on the 26 February 2015. Throughout the year the Assistant Director (S151 Officer) has monitored the budget and, where necessary, Executive Directors have sought approval for additional budget provision. The purpose of this report is to formally establish base estimates and projections on which a revised Financial Plan for 2015/2020 can be built. This will leave the report to Cabinet and Council in February 2016 to focus on future years.
- 1.2 Following the retirement of the Deputy Chief Executive in April 2015 the resources portfolio has been reallocated over the remaining service areas.

Original Budget 2015/2016

	Original Budget 2015/2016	Reallocation of Resources Service Area	Restated Original Budget
	£	£	£
Corporate	1,216,270	0	1,216,270
Democracy	1,413,810	0	1,413,810
Services Areas:			
Central and Community Services	4,300,040	(312,640)	3,987,400
Chief Executive	3,749,290	2,442,790	6,192,080
Commercial Services	5,291,530	(933,760)	4,357,770
Environment and Planning	2,265,070	0	2,265,070
Resources	1,196,390	(1,196,390)	0

September Monitoring 2015/2016

	September Monitoring 2015/2016	Reallocation of Resources Service Area	Restated September Monitoring
	£	£	£
Corporate	1,151,610	0	1,151,610
Democracy	1,413,540	0	1,413,540
Services Areas:			
Central and Community Services	4,322,140	(291,620)	4,030,520
Chief Executive	3,735,370	2,239,750	5,975,120
Commercial Services	5,608,740	(1,019,190)	4,589,550
Environment and Planning	2,183,280	0	2,183,280
Resources	928,940	(928,940)	0

- 1.3 The variances between the approved original budget and revised budget have been detailed in the monthly Monitoring Reports for April to September 2015, which have been distributed to members. The adjustments are summarised below:

	Restated Original Budget 2015/2016	Restated September Budgetary Control Monitoring 2015/2016	Movement between Service Areas	Cost Reduction Programme (detailed in 3.1)	Variance adverse/ (favourable) Paragraph 1.3 below refers
	£	£	£	£	£
Corporate	1,216,270	1,151,610	44,510	19,020	(128,190)
Democracy	1,413,810	1,413,540	(210)	0	(60)
Services Areas:					
Central and Community Services	3,987,400	4,030,520	108,780	(13,030)	(52,630)
Chief Executive	6,192,080	5,975,120	5,090	(5,990)	(216,060)
Commercial Services	4,357,770	4,589,550	51,720	(15,810)	180,060
Environment and Planning	2,265,070	2,183,280	(27,150)	0	(54,640)
Financing Adjustment	(5,183,270)	(5,430,010)	(182,740)	0	(64,000)
Internal Drainage Boards	2,632,700	2,619,710	0	0	(12,990)
Special Expenses	109,210	109,210	0	0	0
Council Tax Support to Parishes	103,700	103,700	0	0	0
Borough Spend	17,094,740	16,746,230	0	0	(348,510)
Contribution to Balances adjusted for movements detailed in 1.4 below	975,950	1,324,460			
Borough Requirement	18,070,690	18,070,690			

- 1.4 Over the period April to September 2015 service managers have continued to take every opportunity to reduce costs and increase income in line with the now embedded culture of active management of service costs. A summary of the budget movements is shown below.

Detail	Monitoring Report	£
Utility Costs - overall reduction	June & July	(98,870)
NNDR Discretionary Rate Relief	June	(88,210)
Hunstanton Promenade	June	10,000
Kings Court pigeon netting	August	15,000
Internal Drainage Board Levies	August	(12,990)
Turnover savings - amount achieved in excess of £150,000 target	September	(135,550)
Pay Contingency	September	(210,000)
Old Cattle Market car park transfer to Capital	September	85,000
Careline adverse variance	September	30,000
Payroll Processing contract saving	September	(10,000)
Additional Car Park Income	September	(130,000)
Leisure Services Management fee – impact of pay policy for joint employees	September	28,690
Support service costs – correction of budget duplication	September	313,220
Public and Open Space adverse variance	September	13,400
Tech Team adverse variance	September	16,560
Revenues and Benefits services review	September	(110,760)
Investment Return	September	(64,000)
Total Reduction in Borough Spend		(348,510)
Impact on Funding Increase in contribution to the General Fund Balance		(348,510)

1.5 The impact on the General Fund Balance in 2015/2016 is detailed in the table below:

	£
Original Budget 2015/2016 contribution to the General Fund Balance	(975,950)
Increased contribution to the General Fund Balance from service movements detailed in 1.3 above	(348,510)
Net contribution to the General Fund Balance in 2015/2016	(1,324,460)

The net changes to the budget as at 30 September 2015 results in a contribution to balances of £1,324,460 in 2015/2016 compared to a contribution of £975,950 originally included in the budget 2015/2016 as approved at Council on 26 February 2015. The general fund balance is detailed in 4.2 below.

1.6 In addition to the movements detailed in 1.3 above the following variances, summarised in the table below, have been reported and all additional costs have been offset by reduced expenditure and transfers to/from reserves within service areas:

Detail	Monitoring Report	2015/2016 £
General Properties Repair Reserve – £40,500 has been spent to fund the survey costs of asbestos	April to August	40,500
Second Homes Council Tax Projects – Care and Repair received £20,000 from the Corporate Reserve to cover the cost of an Occupational Therapist. This is to enable the faster processing of Disabled Facility Grant applications.	April to August	20,000
Care and Repair LIST – A transfer is made from reserves of £2,420 towards funding the Handy Person service.	April to August	2,420

Detail continued	Monitoring Report	2015/2016 £
Borough Elections – a transfer from reserves to cover the cost of implementation of individual election registration. Grant funding received in 2014/2015 was transferred to reserves as part of the closedown of the accounts for 2014/2015.	April to August	61,414
Coastal Emergencies Reserve – £4,500 brought forwards from 2014/2015 to cover the cost of radio telephone equipment.	April to August	4,500
Revenues and Benefits - Grant funds of £55,600 were transferred to reserve at closedown of 2014/2015 and the monies have now been drawn from reserve for use in 2015/2016.	September	55,600
Local Land Charges - £45,000 has been transferred from reserves towards Land Charges compensation payments.	September	45,000
Hanse Festival - The Hanse Festival £46,000 has been drawn from reserves to fund the Hanse Festival.	September	46,000
Total		275,434

- 1.7 Any further movements which may be identified as part of the ongoing monitoring process will be reported in the monthly monitoring reports and Cabinet updated as part of the Budget Report in February 2016.

2. Projections 2017 to 2018

- 2.1 The projections 2016/2017 to 2017/2018 were also approved by Council on the 26 February 2015. The projections have been updated as part of the monthly monitoring process for those areas identified in 2015/2016 which have an ongoing impact in future years. The movements are summarised in the tables below.

2.2 Projection 2016/2017

As detailed in 1.2 above the Resources Service budgets have been reallocated for both the current financial year and the projection 2016/2017 and 2017/2018. The table below and in section 2.4 show the restated position.

	Restated Projection 2016/2017	Restated Projection September Monitoring	Movement between Service Areas	Cost Reduction Programme (detailed in 3.1)	Variance Adverse/ (Favourable)
	£	£	£	£	£
Corporate	1,098,280	997,570	(120,640)	19,750	0
Democracy	1,448,840	1,448,780	0		(60)
Services Areas:					
Central and Community Services	4,228,110	4,357,100	152,750	(13,760)	(10,000)
Chief Executive	5,001,570	4,835,900	5,220	(5,990)	(164,900)
Commercial Services	4,735,510	5,113,050	150,800	0	226,740
Environment and Planning	2,383,940	2,378,050	(5,570)	0	320
Financing Adjustment	(3,852,140)	(4,034,880)	(182,740)	0	0
Internal Drainage Boards	2,685,170	2,685,170	0	0	0
Special Expenses	93,770	93,770	0	0	0
Council Tax Support to Parishes	96,440	96,440	0	0	0
Borough Spend	17,919,490	17,970,950	0	0	51,460
Contribution to Balances adjusted for movements detailed in 2.6	218,360	166,900			
Borough Requirement	18,137,850	18,137,850			

- 2.3 In 2016/2017 the net changes to the projection arising from the ongoing implications from changes to the budget in 2015/2016 on the General Fund Balance are detailed in the table below:

	£
Original Budget 2016/2017 contribution to the General Fund Balance	(218,360)
Reduction in contribution to the General Fund Balance from service movements detailed in 1.3 above	51,460
Net contribution to the General Fund Balance in 2016/2017	(166,900)

2.4 Projection 2017/2018

	Restated Projection 2017/2018	Restated Projection September Monitoring	Movement between Service Areas	Cost Reduction Programme (detailed in 3.1)	Variance Adverse/ (Favourable)
	£	£	£	£	£
Corporate	2,522,090	2,434,860	(107,500)	20,270	0
Democracy	1,472,010	1,471,950	0		(60.00)
Services Areas:					
Central and Community Services	4,084,750	4,240,260	179,790	(14,280)	(10,000)
Chief Executive	5,044,140	4,901,360	5,240	(5,990)	(142,030)
Commercial Services	4,773,740	5,107,250	110,790	0	222,720
Environment and Planning	2,489,350	2,483,450	(5,580)	0	(320)
Financing Adjustment	(3,251,720)	(3,251,720)	(182,740)		0
Internal Drainage Boards	2,738,890	2,738,890	0	0	0
Special Expenses	80,350	80,350	0	0	0
Council Tax Support to Parishes	89,690	89,690	0	0	0
Borough Spend	20,043,290	20,113,600	0	0	70,310
Contribution (from) Balances adjusted for movements detailed in 2.6	(2,142,310)	(2,212,620)			
Borough Requirement	17,900,980	17,900,980			

- 2.5 In 2017/2018 the net changes to the projection arising from the ongoing implications from changes to the budget in 2015/2016 on the General Fund Balance are detailed in the table below:

	£
Original Budget 2017/2018 draw from the General Fund Balance	2,142,310
Draw from the General Fund Balance from service movements detailed in 1.3 above	70,310
Net contribution to the General Fund Balance in 2017/2018	2,212,620

- 2.6 The main reasons for the changes within the projections have been reported in the monitoring reports for April to September 2015 and are summarised below:

Detail	Monitoring Report	Projection 2015/2016 £	Projection 2016/2017 £
Utility Costs - overall reduction	June	(104,460)	(£108,510)
NNDR Discretionary Rate Relief	June	(88,210)	(88,210)
Revenues and Benefits services review	September	(76,630)	(53,760)
Payroll Processing contract saving	September	(10,000)	(10,000)
Support service costs – correction of budget duplication	September	330,760	330,790
Total Increase in Borough Spend		51,460	70,310
Impact on Funding Increase in draw from the General Fund Balance		51,460	70,310

- 2.7 The revised projections will be further reviewed as part of the current estimates process and form the base on which the new Financial Plan 2015/2020 will be calculated for council tax setting purposes in February 2016.

3. Cost Reduction Programme

3.1 The Financial Plan 2015 2020 as approved by Council on the 26 February 2015 included a cost reduction target of £320,000 per year.

3.2 The savings reported in the monitoring reports to September 2015 are:

		2015/2016 £	2016/2017 £	2017/2018 £
Corporate Management Team	A saving is reported due to a reduction in the cost of Management Team. This is as a result of the Executive Director of Commercial Services moving to part time working.	15,810	20,040	20,800
Chanel Shift	As part of the Corporate Chanel Shift strategy the Council Information Centre (CIC) has implemented an online benefits form which has resulted in a staffing requirement reduction.	13,030	13,760	14,280
Procurement	As part of the Corporate Procurement strategy 'Tail Spend' review the confidential shredding contract has been re-negotiated, this service is now being carried out at £0 cost to the Council.	5,990	5,990	5,990
TOTAL		34,830	39,790	41,070

3.3 The Cost Reduction Programme is ongoing and further savings will be reported through the monthly monitoring reports.

3.4 A further £52,180 of savings has been reported as part of the October monitoring report. This saving relates to the re-organisation of Corporate Management Team.

3.5 Additional in-year/turnover savings will also be reported alongside the implementation of the Channel Shift initiatives later in the year.

4. General Fund Balance and Reserves

4.1 The revised opening general fund balance for 2015/2016 and the impact of the changes to the budget and projections as detailed in this report are detailed in the tables below. It is not usual practice for the Council to hold the general fund working balance at a high level but over the recent period the current levels have allowed the Council a degree of protection in the current volatile environment. The higher working balance together with the outcomes of the cost reduction programme has allowed the Council to cope with significant changes.

- 4.2 The table below shows the impact on the general fund balance from the changes detailed in this report.

	2015/2016	2016/2017	2017/2018
	£	£	£
General Fund Balance brought forward 1 April 2015 as per the Statement of Accounts report to Cabinet on the 9 September 2015	(3,797,029)	0	0
(16/17 and 17/18 estimated carry forwards)	0	(5,121,489)	(5,288,389)
Estimated (Contribution to)/Draw from Balances approved at Council 26 February 2015	(975,950)	(218,360)	2,142,310
(Contribution to)/Draw from Balances - updated for monitoring to September 2015 and detailed at tables 1.3 and 2.6	(348,510)	51,460	70,310
Balance carried forward	(5,121,489)	(5,288,389)	(3,075,769)
Minimum requirement set at Council 26 February 2015			
5% of Budget Requirement	(903,535)	(906,893)	(895,049)
Bellwin	(34,246)	(34,246)	(34,246)
Balance Required	(937,781)	(941,139)	(929,295)

- 4.3 These figures are a projection of the existing Financial Plan and do not take into account the ongoing cost reduction initiatives. The table will be revised as part of the refreshed Financial Plan 2015/2020 which will be presented to Cabinet and Council in February 2016.

5. Policy Implications

None

6. Statutory Considerations

None

7. Consultations

Management Team

8. Access to Information

Cabinet Reports

The Financial Plan 2014/2018

Monthly Monitoring Reports 2015/2016

Statement of Accounts 2014/2015

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards		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 Nick Daubney E-mail: cllr.nick.daubney@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Debbie Gates E-mail: Debbie.gates@west-norfolk.gov.uk Direct Dial: 01553 616605		Other Officers consulted: Management Team; Communications Manager; Personnel Services Manager		
Financial Implications NO	Policy/Personnel Implications YES	Statutory Implications NO	Equal Impact Assessment NO	Risk Management Implications NO

Date of meeting: 12th January 2016

CORPORATE BUSINESS PLAN 2015/16 – 2018/19

Summary

This report appends the new Corporate Business Plan for the period to the next local elections in 2019. It sets out the priorities of the current administration and how the achievement of these priorities will be monitored.

Recommendation

That the attached corporate business plan is adopted.

Reason for Decision

To establish the Council's policy framework for the term of the current administration, showing how the council will focus its resources over the next four years.

Background

This corporate business plan covers the four-year administrative term 2015/16 to 2016/17. It has been informed by an assessment of local need, local political priorities and the changing policy framework within which we operate.

It has been developed in a more focused format than in previous years as much of the detail underpinning this strategy already exists in other documents. There is a short narrative which sets out the direction of travel and the context within which the organisation operates. The six priority areas cover the council's internal focus on service delivery (providing important local services within our available resources), community focus (economic and housing growth, clean and safe communities, local heritage and culture) and focus on West Norfolk as a place (standing up for local interests, working with our local partners).

The plan will be monitored via the 'Corporate Business Plan Monitoring Report' which is prepared quarterly and formally presented to the Resources

and Performance Panel on a six monthly basis. The format of the monitoring report will be reviewed once the new business plan has been agreed, to ensure that it continues to deliver the information Elected Members require. Work will also be undertaken, where possible, to align corporate performance targets to the priorities outlined in the business plan.

In addition, the priorities outlined in the plan will underpin annual directorate and service plans, which in turn will be cascaded into annual performance targets for employees, through the Council's performance management scheme.

Policy Implications

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

Financial Implications

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

Personnel Implications

None

Statutory Considerations

None

Equality Impact Assessment (EIA)

Risk Management Implications

None

Declarations of Interest / Dispensations Granted

None

Background Papers

There are risks that without the benefit of a coherent corporate business plan the work of the Council could lack a clear focus and sense of direction. This business plan provides clarity to our work and a rationale for our corporate activity whilst aligning the work of the council with local and national political priorities



DRAFT

Corporate Business Plan

2015-2019

Foreword

The Corporate Strategy sets out the broad framework for the Council's work over the next four year period. Whilst the Council will face severe financial headwinds as the government seeks to rectify the nation's financial deficit, it also offers existing new opportunities to enhance the economic and social prosperity of West Norfolk.

The government's devolution agenda, focused clearly on economic growth, will be a significant factor in this regard and will be actively pursued by the Borough Council.

Our commitment to supporting measures which will assist the business community to prosper and create new, quality employment opportunities remains a top priority for the Borough Council. The new University Centre at the College of West Anglia and the King's Lynn Innovation Centre will both open for business in 2016. Taken together, the award of Enterprise Zone status for the Nar Ouse Regeneration Area in King's Lynn and the proposed Centre for Advanced Knowledge Engineering at Downham Market offer exciting new opportunities to transform the economic prosperity of West Norfolk and the skills and qualifications of our workforce.

Title	Corporate Business Plan <i>The council's corporate strategy 2015-2019</i>	
Date of Publication:	Cabinet	January 2016
	Council	January 2016
Published by	Borough Council of King's Lynn & West Norfolk	
Edition	1.0	First Published January 2016

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Making West Norfolk a better place

West Norfolk has a strong sense of place. This council has a track record of standing up for the needs of West Norfolk's residents and businesses. We work to drive economic growth and a prosperous future for the people that live and work here, whilst ensuring that the quality of life and natural assets of the area are preserved.

Over the last four years we have continued to provide the essential services that local people rely on. Despite the significant funding squeeze we have faced we have made improvements wherever possible and focused resources on a core set of quality services that people need and value.

Alongside this we have worked creatively with our partners in delivering programmes of work to drive up attainment in our schools, align health and social care services, bring a higher education campus to West Norfolk, develop a business innovation centre, tackle anti-social behaviour, support vulnerable families and more. We have also stood up for local interests where the weight of public opinion demands action, such as in opposing the proposal for a mass-burn incinerator in West Norfolk and continuing to lobby for improvements to the A47 and a twice-hourly train service to Cambridge and London.

Our top priority is to secure the long-term economic future of borough. We are focused on proving the support that businesses need to start up or relocate here and successfully develop. Businesses need to attract employees with appropriate skills and housing for them to live in. This is why we are driving forward with housing growth that will help ensure local people can access housing that meets their needs. This has to be backed with improvements in road, rail, broadband and mobile infrastructure that will attract people to the area and encourage business growth.

Businesses need to be able to access and draw on a skilled labour pool to support this growth and development, in turn driving up employment and wages. We need to support this by encouraging the provision of a range of leisure, arts, shopping and sports activities that provide people with an outlet for their leisure time and disposable income. All of this helps improve the overall quality of life for those who live and work in West Norfolk.

The challenges we face

We have delivered improvements in quality of life in West Norfolk over recent years whilst operating in an environment of reducing public sector resources. Our budget has reduced by £7.5m since 2010 and our net revenue budget is now £17.1m for 2015/16.

We have responded quickly to this, taking difficult decisions where necessary, using the resources we do have as efficiently and effectively as possible, and implementing innovative solutions to problems. We have met our budget challenges so far by

1. undertaking a programme of service and corporate reviews to reduce costs. As a result we have changed, reduced or stopped services altogether where it makes sense to do so. For example we have offered different ways to access services, shared services and management with other organisations, formed a trust to operate our leisure and arts services and made savings on contracts such as refuse and recycling.
2. generating income in more commercial services, for example by offering our CCTV and car parking operations to others, in turn reducing our 'back office' costs.
3. securing third-party income (and grants) wherever this supports our priorities for the area, including Heritage Lottery Funding for the Tuesday and Saturday Market place works and improvements to the town hall and the Townscape Heritage Initiative.

Public sector funding will become ever tighter throughout the four years to 2019/20. This is the financial reality within which we continue to operate.

Our priorities

Our priority for the way the council does business is therefore to operate within our means. We will continue to look closely at what really matters to the citizens of West Norfolk and focus our resources accordingly. Our staff have, and continue to, respond positively to these challenges and we will continue to support them to work flexibly and develop their skills in priority areas.

Priority 1: Provide important local services within our available resources

We aim to not only provide the core services on which many of our residents and businesses depend whilst keeping council tax rises at or below inflation, but also to help maximise the total available public sector resources for the benefit of West Norfolk.

The council faces continuing pressures on its finances and has to look for ways to hold down the cost of providing services. The Spending Review announcement in November 2015, setting government budgets to 2019/20, means that local government will continue to see a reduction in funding. The council will have to actively manage the delivery of services with reduced funding.

We will transform our service channels so they are easier and more convenient for people to use. This will include self service and assisted self service options. Our model for service delivery is based on a shift towards more digitally accessible and affordable channels.

1. we will deliver our 'channel-shift' programme
2. we will continue to seek new and effective ways of working
3. we will take opportunities to generate income and draw in grant funding where it helps us achieve our priorities

Priority 2: Drive local economic and housing growth

Sustainable economic growth is a top priority for Government and also for the Borough Council. A strong economy that is growing will generate more and better job opportunities for local people and is more likely to attract people to the area to work. These people will be looking for quality housing, education and other services.

Higher levels of skills and qualifications in the workforce drive a cycle of investment and growth within the economy. This makes the area more attractive to do business in, leads to raised aspirations within families and helps to reduce inequality. This growth will help boost spending in the area and support the provision of a wider range of services.

4. we will support new and existing businesses to help them thrive
5. we will meet our housing growth targets
6. we will support activity that helps drive up the skills levels of local people

Priority 3: Work with our communities to ensure they remain clean and safe

West Norfolk remains a very clean and safe place to live and this is reflected in our low crime rates, low levels of litter and graffiti and the high quality of our public parks and open spaces. We take action to improve areas with low air quality or that are vulnerable to the risks of flooding and we actively tackle incidences of anti-social behaviour and work to bring vacant properties back into use.

These services are valued by our residents and it remains important that we work to maintain west Norfolk's attractive rural and urban environments.

7. we will improve recycling levels
8. we will ensure that our local streets and public open areas are clean
9. we will pro-actively address anti-social behaviour

Priority 4: Celebrate our local heritage and culture

It is important that we understand and value West Norfolk's long and proud heritage and its rich and varied history. We build on this by actively attracting people to the area - through festivals, events, tourism and leisure.

This underpins the local economy with more visitors coming to west Norfolk and spending in the local area. Tourism is also a major part of the economy on which many local jobs are based.

10. we will deliver an annual programme of festivals and events to attract people into West Norfolk and showcase our area
11. we will support the improvement of our built heritage, drawing in third-party funding wherever possible
12. we will support leisure and tourism within the borough

Priority 5: Stand up for local interests within our region

Part of the role of local democracy is to give voice to local concerns and ensure local needs are reflected in various decision-making processes. We work hard to ensure that west Norfolk receives its fair share of resources and that service access and quality is as good here as it is in other parts of Norfolk and the region.

It is essential we retain a strong local voice to speak on behalf of the residents and businesses of West Norfolk and represent their needs not only within Norfolk but also on regional, national and international stages.

13. we will explore devolution options for West Norfolk to help us take more

control over the services that impact on people's lives

14. we will lobby for infrastructure improvements including rural broadband and mobile coverage, road and rail improvements and coastal protection
15. we will lobby to retain the core service infrastructure – such as the hospital, appropriate medical and judicial services, education and others - that reflects the needs of local people and the importance of west Norfolk in the sub-region

Priority 6: Work with our partners on important services for the borough

We will work closely with our partners across West Norfolk, recognising that public money is becoming increasingly tight and that we must work together to get maximum value from it. We have to marshal our collective resources wherever possible to tackle common issues and make sure that we don't simply pass costs from one organisation to another.

In particular we recognise that preventing problems is less expensive than fixing them after they arise. Helping people stay safe in their own homes as they get older rather than ending up in hospital, or helping people into work rather than being unemployed are all better outcomes for local people as well as saving money for the public purse.

16. we will continue to support improvements in the educational attainment of our young people
17. we will work closely with partners in health and adult services to improve services for older people
18. we will support 'early help' initiatives aimed at preventing problems from arising in the first place

Achieving our priorities

In working towards these priorities we must operate in an efficient way, involve local people and develop trust amongst our partners, businesses and residents.

Each priority will be accompanied by a series of agreed actions which will set out how they will be achieved. Progress towards the priorities will be assessed through a quarterly monitoring report which will be presented to the Resources and Performance Panel. This report will consider both the evidence to demonstrate progress and, where appropriate, measures of success and/or performance.

These priorities will also underpin the development of annual Directorate Plans, which outline the high priority objectives and cross cutting issues led by each Executive Director, and Service Plans which contain the key annual objectives for each service, as progressed by Service Managers. Service Plans will be used as the basis for determining annual performance targets for employees, through the Council's performance management scheme, thus ensuring that all employees are focussed on activities which support the delivery of the Corporate Business Plan.

Our Priorities, summarised

Priority 1: Provide important local services within our available resources

1. we will deliver our 'channel-shift' programme
2. we will continue to seek new and effective ways of working
3. we will take opportunities to generate income and draw in grant funding where it helps us achieve our priorities

Priority 2: Drive local economic and housing growth

4. we will support new and existing businesses to help them thrive
5. we will meet our housing growth targets
6. we will support activity that helps drive up the skills levels of local people

Priority 3: Work with our communities to ensure they remain clean and safe

7. we will improve recycling levels
8. we will ensure that our local streets and public open areas are clean
9. we will pro-actively address anti-social behaviour

Priority 4: Celebrate our local heritage and culture

10. we will deliver an annual programme of festivals and events to attract people into West Norfolk and showcase our area
11. we will support the improvement of our built heritage, drawing in third-party funding wherever possible
12. we will support leisure and tourism within the borough

Priority 5: Stand up for local interests within our region

13. we will explore devolution options for West Norfolk to help us take more control over the services that impact on people's lives
14. we will lobby for infrastructure improvements including rural broadband and mobile coverage, road and rail improvements
15. we will lobby to retain the core service infrastructure – such as the hospital, RAF Marham and dentists - that reflects the needs of local people and the importance of west Norfolk in the sub-region

Priority 6: Work with our partners on important services for the borough

16. we will continue to support improvements in the educational attainment of our young people
17. we will work closely with partners in health and adult services to improve services for older people
18. we will support 'early help' initiatives aimed at preventing problems from arising in the first place

FORWARD DECISIONS LIST

Date of meeting	Report title	Description of report	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
12 January 2016	Final Council Tax Support Scheme 2016/17		Key	Council	Leader Asst Exec Dir – L Gore		Public
	Housing Benefit and Council Tax Support Risk Based Verification: Policy Update		Key	Council	Leader Asst Exec Dir – L Gore		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	2015/16 Budget Monitoring		Non	Cabinet	Leader Asst Exec Dir – L Gore		Public
48	Smoke and Carbon Monoxide Alarm Regulations 2015		Non	Cabinet	Housing and Community Chief Executive		Public
	Corporate Business Plan 2015-19		Key	Council	Chief Executive		Public
	Proposed Surgery Development – King's Lynn		Key	Council	Regeneration& Industrial Assets Exec Dir – C Bamfield		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Nar Ouse Regeneration Area – proposed sale of land		Key	Cabinet	Regeneration & Industrial Assets Exec Dir – C Bamfield		Private- Contains exempt Information under para 3 – information relating to the

							business affairs of any person (including the authority)
	King's Lynn Land Acquisition – Boal Quay and the Friars		Key	Council	Regeneration & Industrial Assets Exec Dir – C Bamfield		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
49	King's Lynn Land Acquisition – Wisbech Road		Key	Council	Regeneration & Industrial Assets Exec Dir – C Bamfield		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Lynnsport Development		Non	Cabinet	ICT Leisure & Public Space Exec Dir – C Bamfield		Public
	Update to the scheme of delegation		Non	Council	Leader Exec Dir – D Gates		Public
	Appointment of Young Persons Champion and Heritage Champion		Non	Cabinet	Leader Exec Dir – D Gates		Public

Date of meeting	Report title	Description of report	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
2 February 2016	Budget 2016/17		Key	Council	Leader Asst Exec Dir – L Gore		Public
	Asset Management : Land with Development Potential		Key	Council	Regeneration & Industrial Assets Exec Dir – C Bamfield		Private- Contains exempt Information under para 3 –

							information relating to the business affairs of any person (including the authority)
	King's Lynn: Strategic Land Acquisition		Key	Council	Regeneration & Industrial Assets Exec Dir – C Bamfield		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Charging Policy for Electric Vehicles		Non	Cabinet	ICT Leisure & Public Space and Environment Exec Dir – C Bamfield		Public
	Electoral Review		Key	Council	Leader Chief Executive		Public
	Community Infrastructure Levy		Key	Council	Housing and Community Exec Director – G Hall		Public
	The Statement of Community Involvement		Non	Cabinet	Development Exec Director G Hall		Public
	Capital Programme 2015-2020		Key	Council	Leader Asst Exec Dir – L Gore		Public
	Affordable Housing Company		Non	Cabinet	Housing & Community Chief Executive		Public
	Procurement – Print Equipment		Key	Cabinet	Leader Exec Dir – D Gates		Public

RESOURCES AND PERFORMANCE PANEL WORK PROGRAMME 2015/2016

2 June 2015

- 2014/2015 Full Year Performance Monitoring Report – B Box
- 2014/2015 Full Year Action Report – B Box
- Q4 2014/2015 Corporate Business Plan Monitoring Report – B Box

Cabinet Report: Review of Overview and Scrutiny

23 June 2015

- Staff Sickness Absence 2014/2015 – D Clack

21 July 2015

- 2015/2016 Performance Indicator Target Setting Report – B Box
- Employment Monitoring Annual Report – B Box
- Presentation on Property Services – M Henry, Property Services Manager

1 September 2015

- Hunstanton Sailing Club Progress Report – L Hampshire
- Formal Complaints against the Borough Council 1 April 2014 – 31 March 2015 – R Harding
- Q1 2015/2016 Performance Monitoring and Action Report – B Box

Cabinet Reports: Non Domestic Rates – Extension of Transitional Relief, Council Tax Support Scheme 2016/17

29 September 2015

- Hunstanton Sailing Club Progress Report (Deferred from 1 September 2015)
- Transforming Services and Channel Shift – H Howell

Cabinet Report: Devolution

27 October 2015

- Corporate Communications – Annual Update – S Clifton, H Howell, A Howell
- Presentation on Corporate Business Plan – I Burbidge

Cabinet Report: Customer Services and Channel Shift

24 November 2015

- Exempt Report: Hunstanton Sailing Club Business Plan
- Q2 2015/16 Performance Monitoring Report – B Box
- Q2 2015/2016 Action Report – B Box
- Corporate Business Plan – Summary of actions completed during 2014/2015 – B Box
- Nomination of representative to serve on Hunstanton Sailing Club Development Sub-Committee

5 January 2016

- Presentation on Sickness Absence Management – D Clack

Cabinet Reports:

- Final Council tax Support Scheme 2016/2017
- Housing Benefit and Council Tax Support Risk Based Verification: Policy Update
- Corporate Business Plan 2015-2019
- 2015/2016 Budget Monitoring

26 January 2016

(4.30 pm – Treasury Management Awareness Training – All Members invited to attend)

- Progress Report on Corporate Apprenticeship Scheme – B Box

23 February 2016

- 2015/16 Q3 Performance Monitoring Report

22 March 2016

- Hunstanton Sailing Club – Interim Report

FORTHCOMING ITEMS

Presentations from Corporate Project Groups

Corporate Communications – Annual Update – S Clifton, H Howell, A Howell (September 2016)

Hunstanton Sailing Club Progress Report – six monthly basis (May 2016/November 2016)

Visit to Hunstanton Sailing Club once first floor works complete – date to be advised

Update Report on Improving Attainment in West Norfolk – Annual Basis – I Burbidge (October 2016)

Members Training Programme 2016/2017

Project Management/cost: Bus Station Project – Finance – L Hampshire/O Paparega

Employment Monitoring Report – B Box

June 2016 Corporate Business Plan Monitoring Report – Q4