

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



Corporate Performance Panel

Agenda

Wednesday, 8th June, 2016
at 6.00 pm

in

**Meeting Rooms 1, 2 and 3
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
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26 May 2016

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 8th June, 2016 at 6.00 pm** in **Meeting Rooms 1, 2 and 3, King's Court, Chapel Street, King's Lynn** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. **Appointment of Chairman for the Municipal Year 2016/2017**
2. **Appointment of Vice-Chairman for the Municipal Year 2016/2017**
3. **Apologies**
To receive any apologies for absence.
4. **Minutes of the Resources and Performance Panel held on 22 March 2016**
(Pages 6 - 17)
To approve the minutes of the Resources and Performance Panel meeting held on 22 March 2016. The membership of the Corporate Performance Panel comprises largely the same as the Resources and Performance Panel.
5. **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.

6. 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.

7. 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.

8. Chairman's Correspondence (if any)

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

None.

10. 2015/2016 Full Year Performance Monitoring Report and Full Year Action Report (Pages 18 - 27)

11. Q4 2015/2016 Corporate Business Plan Monitoring Report (Pages 28 - 45)

12. Nomination to Outside Bodies and Partnerships - Hunstanton Sailing Club Development Sub Committee (Pages 46 - 47)

13. Work Programme 2016/2017 (Pages 48 - 49)

To consider the draft Work Programme.

14. Date of Next Meeting

To note that the next meeting of the Corporate Performance Panel will take place on Monday 18 July 2016 at 6 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn.

To:

Corporate Performance Panel: Councillors B Anota, B Ayres, P Beal, R Bird, J Collop, I Gourlay, G Hipperson, Lord Howard, H Humphrey, A Morrison, D Tyler and G Wareham

Portfolio Holder:

Councillor N Daubney, Portfolio Holder - Performance

Management Team Representatives:

Lorraine Gore, Assistant Director

Ray Harding, Chief Executive

Appropriate Officers: The following officer is invited to attend in respect of the Agenda items shown against their name

Items 9 and 10: Becky Box, Personnel Services Manager

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

Minutes from the Meeting of the Resources and Performance Panel held on Tuesday, 22nd March, 2016 at 6.00 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn

PRESENT: H Humphrey (Chairman)
Councillors B Aota, Mrs C Bower, J Collop, P Colvin, I Devereux, G Hipperson,
P Hodson, M Chenery of Horsbrugh, Mrs K Mellish, G Middleton, J Moriarty,
A Morrison and D Tyler

An apology for absence was received from Councillor I Gourlay

RP126 **MINUTES**

The Minutes of the Meeting of the Panel held on 23 February 2016 were agreed as a correct record and signed by the Chairman.

RP127 **DECLARATIONS OF INTEREST**

In relation to item 12, Councillor Collop declared that he occasionally worked with a Member of the Allowances Panel.

RP128 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

RP129 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

- Councillor Mrs K Mellish for items RP136 and RP137.
- Councillor J Moriarty for items RP136 and RP137.
- Councillor M Chenery for items RP134 and RP137
- Councillor Mrs C Bower for item RP133.

RP130 **CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was none.

RP131 **MATTERS REFERRED TO THE COMMITTEE FROM OTHER COUNCIL BODIES AND RESPONSES MADE TO PREVIOUS COMMITTEE RECOMMENDATIONS/REQUESTS**

There was none.

RP132 **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That under Section 100(a)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Act.

RP133 **EXEMPT REPORT: HUNSTANTON SAILING CLUB - INTERIM REPORT**

The Panel received an interim report on Hunstanton Sailing Club from Councillor P Hodson.

In accordance with Standing Order 34, Councillor Mrs Bower stated that the club previously used to put on a youth week in the summer however that had not happened. In response, the Regeneration Project Officer explained that there were health and safety restrictions that the club needed to comply with and this was to be addressed later this year.

Councillor Beales, Portfolio Holder thanked the Committee for their input into the scheme and to Councillor Hodson for the presentation.

- RETURN TO OPEN SESSION -

RP134 **CABINET REPORT: CHILD PROTECTION POLICY UPDATE**

The Personnel Services Manager introduced a report which outlined changes to the corporate Child Protection Policy. The report explained that the policy had been in place since 2007 and had been revised to reflect current practice and developments which had evolved during the intervening period. The Policy was designed to ensure the Council met its responsibilities and safeguarded children and young people from potential harm and abuse, as well as protecting itself, its staff and elected members.

The Personnel Services Manager outlined the key changes within the revision as follows:

- Updates to reflect changes as a result of the new arrangements in leisure and arts;
- More prominent display of information relating to the Council's child protection co-ordinator, and deputy.
- A new section outlining the Council's corporate responsibilities (section 1.3 of the policy) and service specific responsibilities (section 1.4 of the policy).
- An updated diagram to summarise the basic response procedure if an employee or Elected Member needs to raise a concern (section 6.2 of the policy);

- General updating of the section relating to recruitment and retention of staff (section 8 of the policy) to reflect changes in practice and to reflect the requirements of the Disclosure and Barring Service (including updating appendices F and G).

It was reported that once adopted, the revised policy would be communicated to staff. An on-going programme of child protection training was already in place, and this would be revised to include refresher training on a three yearly basis, in accordance with recommended best practice. The refresher training would include a session specifically covering the Council's Child Protection Policy.

Councillor Devereux stated that it was a comprehensive policy and the failure to prevent abuse did put a big responsibility on elected members. He referred to Appendix G on page 42 of the agenda - Policy Statement on the Secure Storage, Handling, Use, Retention and Disposal of Disclosures and Disclosure Information, and stated that there appeared to be a mismatch between the heading and content.

The Personnel Services Manager explained that it was a template provided by the Disclosure and Barring Service. The Chief Executive added that it could be supplemented with further clarification but could not be replaced.

The Chairman referred to the summary on page 6, where reference had been made to the policy protecting the authority and elected members and suggested that this should also include volunteers and contractors. He also stated that the policy referred to how staff could report concerns but not elected members.

In response, the Personnel Services Manager explained that the procedure applied to staff, elected members and volunteers.

The Chairman made reference to two typographical errors within the report:

1.4 – page 16 should read 'where there are no specific processes in place ...'

1.2 – page 15 should read 'ensuring where appropriate, contractors and funded organisations have child protection policies and procedures in place.'

In accordance with Standing Order 34, Councillor Chenery referred to dietary needs and asked if this could also be taken into account.

In response, the Personnel Services Manager explained that dietary needs would come under the category of neglect and staff had been trained in dealing with this type of issue.

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

1. That Members approved the revised Child Protection Policy.
2. That Members delegate authority to the Executive Director, Central and Community Services, in consultation with the relevant Portfolio Holder, to agree amendments/updates to the Policy that may be required to ensure it remained compliant with legislation.
3. That Officers take steps to ensure that the Council's duty to safeguard and promote the welfare of children is appropriate reflected in contracts, leases and licences.

RP135 **CABINET REPORT: STAFF PAY AWARD**

The Personnel Services Manager introduced the report and explained that the Council's annual pay increase for all employees was locally determined, having regard to national pay and labour market information. The overall context for the 2016/17 Pay Award was a continuation of the Government's 1% target for public sector pay alongside a gradual increase in the overall level of pay settlements within the economy as a whole and the Government's target of increasing the Living Wage to 60% of median earnings by 2020. The report also detailed the pay increases over the past 5 years.

The report recommended the pay increase for 2016/17 and outlined the budget implications.

The Personnel Services Manager advised that the Joint Employee Committee was due to meet on 23 March 2016 where it was usual for the Trade Unions to submit their comments to the JEC Meeting and Cabinet.

Councillor Devereux asked whether the 1% pay award was an increase in the payroll bill or a 1% increase in rates of pay for staff.

The Leader and Portfolio Holder for Resources explained that it was a 1% increase in pay rates, and was the point of where the pay bill was settled within the Financial Plan.

Councillor Collop referred to the expected National Living Wage in 2020, and stated that no-one could predict what was going to happen in 2020 and considered that the 1% increase did not take the Authority too much further in what it was trying to achieve. He was also disappointed that the Trade Union comments were not available.

The Leader and Portfolio Holder for Resources explained that increase was linked to legislation which had to be complied with. He added that the informal comments from the Trade Union were encouraging. The proposal would be of assistance to lower graded employees and would

offer the opportunity within those grades for faster promotion. He considered that the proposal was something that the Authority should be proud of.

The Personnel Services Manager advised that the 1% was applied to all staff and in addition the Authority would continue to match the bottom point of PG13 to the lowest point on the National pay scales, which would start the process of moving towards the expected level of the Living Wage by 2020.

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

1. That an annual pay award of 1% be implemented with effect from 1st April 2016.
2. That the Authority continues its practice of matching the bottom point of PG13 to the lowest point on the National pay scales. This will start the process of moving towards the expected level of the Living Wage by 2020.
3. That discussions are held with recognised Trade Unions prior to the April 2017 pay award, to identify ways of fairly and affordably meeting the longer term Government target for the National Living Wage to equate to 60% of median earnings by 2020.

RP136 **CABINET REPORT: REVIEW OF MEMBERS ALLOWANCES**

The Chairman introduced Mr Mike Press, who had taken part in the Members Allowance Review to present the report on behalf of the Panel.

It was explained that all Local Authorities must have regard to the recommendations of their Independent Panel before making decisions on the Member's Allowances Scheme.

The Independent Panel for the current year was made up of the following members:

- Mark Palmer, South East Employers Organisation
- David Dixon, Media Representative
- Mike Press, Community Representative.

Mr Press drew attention to paragraph 5.4 of the report and the view of the Panel that being a Councillor was not a job.

Mr Press explained that the Panel was keen to see the Basic Allowance linked to a formula that was robust, fair and transparent, and he outlined the formula which had been agreed. The Panel recommended that from next year the Basic Allowance be increased in line with staff annual percentage salary increases.

In relation to section 6.6 of the report, Mr Press explained that it had been recommended to increase the allowance to the Chairman of the Planning Committee, due to the heavy workload of the Committee.

Reference was made to item 7 of the report in particular to the Carers Allowance which was recommended to be £35.00 per hour for qualified Agency Care. This should also be reflected in the summary on page 66 which referred to £30.00 per hour.

The Chairman then invited Councillor Mrs Mellish to address the Panel in accordance with Standing Order 34. Councillor Mrs Mellish stated that she was one of the people who had been interviewed and had completed a questionnaire, and whilst she was happy with most of the report, she was concerned about the increase in allowance for the Chairman of the Planning Committee and the decrease for the Licensing Committee Chairman.

She acknowledged that the Chairman of the Planning Committee did go out and visit the sites before the meeting, but considered that 40% of the Leaders Allowance was more than what the Mayor received who attended functions on a daily basis

She understood that the Planning Committee did have to sit for long hours and the agendas had to be read and understood, and asked why all Planning Committee members could not receive an attendance allowance for being part of the meeting.

The Chairman then invited Councillor Moriarty to address the Committee in accordance with Standing Order 34. Councillor Moriarty stated that the Panel had worked scientifically and thoroughly. He stated that there was a danger that the Council could be accused of increasing Council Tax and increase allowances. He stated that this report should be tied in with the next report on Scrutiny Structures and Policy Development. He queried the role of the Assistant to the Leader which was introduced when the Council was opposing the incinerator.

Under Standing Order 34, Councillor Mrs Mellish stated that the Chairman of the Planning Committee would be getting 5% less than a Cabinet Member, and could not understand why the allowance would be so close to a Cabinet Member allowance.

In response to the comment about paying all Planning Committee members an attendance allowance, the Leader and Portfolio Holder for Resources explained that it was illegal to do so.

Councillor Collop stated that he had not attended an interview with the Panel as he had worked with a member of the Panel. He referred to the deletion of the SRA for the deputy Leader of the Opposition Group with the reason given that the role was not significant enough to attract an amount. He explained that there were 9 members of the Labour

Group and 3 opposition members, and always since he had been on the Council the Deputy Leader of the Opposition received an allowance and wanted to know what the rationale was behind it.

Mr Press responded that the opposition members could ask for a review to be carried out. He understood that the rationale was that the public would not see how this could be justified.

Councillor Collop added that sometimes members of the opposition group had to work harder to try to make a good case.

Mr Press added that it was the opinion of the Allowances Panel that being a Councillor was not a job but a choice.

The Chairman referred to paragraph 6.7.2 of the report, and asked what evidence was there that the hearings of the Licensing Committee had reduced. In response, Mr Press explained that when the new regulations came into force there had been an increase in the number of hearings for new licences. However that workload had now reduced and the Panel had taken that into account.

The Chairman stated that Cabinet would consider the varying workloads of Cabinet Members, Committees and Panels as part of their recommendations.

Councillor Morrison informed the Panel that he had been a member of the Planning Committee for over 12 years and he had seen the way in which the Chairman had to work. He explained that there was an increasing responsibility for Chairman of the Committee in terms of keeping the Committee running smoothly as she did, she also read all of the agenda. He and others considered that the Chairman was the 'face' of the Council and kept the good name of the Council high. The Chairman was also aware and understood the latest developments in legislation. He did not feel that the role that the Chairman carried out could be compared with what the Mayor did.

Councillor Morrison stated that he was against the ideal of using a formula to calculate Members allowances. He added that his only concern was how to get young people involved with the democratic process and that was the only good reason to raise allowances. He was against putting up allowances to what the Panel had suggested.

Mr Press explained that the regulations were very clear that there would be an allowance for Councillors.

The Chief Executive stated that he considered that the Members Allowance Panel had completed a thorough and professional piece of work and there was a firm basis for Cabinet to make a decision.

In response to a query from Councillor Morrison, the Leader and Portfolio Holder for Resources stated that he had listened to the debate at the meeting, and the minutes would also detail the debate.

The Chairman thanked Mr Press for attending the meeting and the other members of the Allowance Panel for their work.

RECOMMENDED: That the Panel supported the recommendations to Cabinet and Council as set out below:

1. That Cabinet is invited to comment on the recommendations of the Panel and make onward recommendations to Council in order to set the levels of remuneration for Councillors with effect from 21 May 2015.
2. That the Cabinet recommend to Council that the Scheme of Allowances be updated accordingly.
3. That for the next four years, any increases in allowances be linked to staff pay awards.
4. That the recommendation to delete the IT allowance is not agreed.

RP137 **CABINET REPORT: REVIEW OF SCRUTINY ARRANGEMENTS**

The Chief Executive presented the interim conclusions of the Scrutiny Structures and Policy Development Task Group in response to the Centre for Public Scrutiny (CfPS) report and the feedback from the Member workshop held on 8 October 2015.

The report made a number of recommendations to Cabinet and Council, which sought to implement the principle recommendation of the CfPS report with effect from the beginning of the municipal year 2016/17.

In accordance with Standing Order 34, Councillor Moriarty stated that he felt that training for members was very important prior to the new arrangements being implemented. He added that he had raised concern in the past about Cabinet Members being present at Panel meetings. He also raised concern that if the minutes were too succinct then you would not be able to get a flavour of the debate.

The Chairman then invited Councillor Mrs Mellish to address the Committee in accordance with Standing Order 34. Councillor Mrs Mellish stated that she was pleased with the report from the Task Group. She added that as a Chairman of a Panel, she did not consider that the Forward Decision List did hamper items being brought to the Panel. She referred to the fact that the Panels would act as a critical

friend to the Portfolio Holder, however she had concerns that this could hamper the Panel acting in a scrutiny capacity.

Councillor Middleton referred to recommendation 6, that the Panels elected their own Chairman and Vice-Chairman and explained to the Panel that he did not agree with this. He considered that it was important that the Leader still had the right to choose a competent Chairman who had knowledge in that role. He also referred to recommendation 12, and stated that he agreed that each member of the Panel should be allowed to place an item on the agenda but felt that they should speak to the Chairman first.

Councillor Mrs Mellish added that she always offered members of the R&D Panel the opportunity of having items placed on the agenda.

Councillor Collop stated that that he was a member of the Task Group. He expressed concern in relation to the opposition parties not being involved in the process. He referred to members being able to put an item on the agenda, but expressed concern that there was nothing to say that this would be taken forward for discussion. He considered that the opposition leader had been cut out of anything being taken forward. He added that if the position of Vice-Chairman of the Corporate Performance Panel was given to a member of the opposition groups this would give an opportunity for them to be involved when the agendas were set.

Councillor Collop concluded that if the recommendations went forward as proposed there would be no reason for himself or his party to attend meetings.

The Chairman explained that there had been an earlier item on the agenda, which had been requested by Councillor Collop. He added that if the whole Panel was involved in the sifting meeting it would negate the requirement for there to be a discussion and decision making in public.

Councillor Moriarty stated that he disagreed with the comments made by Councillor Collop, he added that he had never had an item refused to go on the work programme. He added that he was in favour of Panels being able to choose their own Chairman and Vice-Chairman.

Councillor Devereux stated that having been involved with the Task Group at the beginning of process he was pleased with the set of recommendations.

In accordance with Standing Order 34, Councillor Chenery stated that he would not like to see large items on the agendas and them being 'whistled through'.

The Chairman stated that he supported the 6 weekly cycle of meetings, even though it could mean that there would be more items on the

agenda. He was also in favour of the Panels being involved with policy development in conjunction with the Portfolio Holder, however he did accept Councillor Mrs Mellish's point. He added that the Corporate Performance Panel would be able to call-in items and Cabinet would be expected to listen. He agreed that the Cabinet Scrutiny Committee did perform a function.

Councillor Beales, Portfolio Holder stated that he was a member of the Task Group and thanked Councillor Devereux for his work. He referred to recommendation 6 and thought this would be a good step forward. However this could be reviewed at a later stage.

Councillor Beales also referred to recommendation 12, and stated that he considered that the Cabinet Scrutiny Committee did perform a function whereby the opposition had control of the agenda and it would not be right if the opposition was not involved.

He considered that it was important that there was provision for the opposition to be able to influence agendas.

In relation to recommendation 12, the Chief Executive advised that the Legal Services Manager and Democratic Services Manager could make the constitution explicit that if an item was placed on the agenda then it must be discussed.

The Leader thanked the Task Group for the good piece of work carried out and stated that the arrangements could be reviewed in 12 months' time. He added that it was quite clear that scrutiny was not working but the Council was not alone in this and explained that he had recently carried out a Peer Review in another Council where scrutiny had been abandoned.

The Committee agreed that in relation to recommendation 12, the second part 'or alternatively that each member on a Panel be entitled to place at least one item as of right their choosing on each Panel agenda', should be supported.

RECOMMENDED: That the Panel supported the recommendations to Cabinet and Council as set out below, and in particular recommendation 12, the second part 'or alternatively that each member on a Panel be entitled to place at least one item as of right their choosing on each Panel agenda', should be supported.

Cabinet is invited to recommend to Council the following:

1. That the Cabinet Scrutiny Committee and the Scrutiny and Overview Liaison Committee are abolished.
2. That the Audit Committee be decoupled from the Resources & Performance Panel, and reduced in size to nine members with a meeting schedule linked to key audit events.

3. That the Resources & Performance Panel be renamed as the Corporate Performance Panel and its terms of reference be extended to provide for the Panel to consider the following:
 - Call-ins of Cabinet decisions;
 - Post implementation reviews of both major projects and significant policy changes/introduction of new policies;
 - Monitoring of the Medium Term Financial Plan.
4. That the Terms of Reference for all Panels be amended to explicitly place a greater emphasis on 'policy development' of proposed policy changes and new projects/initiatives, incorporating, where appropriate, clear recommendations for Cabinet and Council to consider.
5. That Council, Cabinet and the Panels move to a six-weekly cycle of meetings and that the programme of meetings attached at Appendix 1 be adopted for 2016/17.
6. That in future years Panels elect their own Chairman and Vice-Chairman.
7. That the recording of meetings be changed to provide for a more succinct summary of discussion, decisions taken/recommendations made and the principle rationale for the decisions taken.
8. That additional Member scrutiny and policy development training be arranged to coincide with the introduction of the above changes.
9. That the scheme of delegation be amended, delegating authority to Portfolio Holders to authorise the implementation of policy changes required as a consequence of the introduction of primary or secondary legislation by government. Noting that Portfolio Holder delegated decisions are open to scrutiny and the call-in process in the same way as Cabinet decisions are.
10. That the Democratic Services Manager and Legal Services Manager be instructed to draft the consequential changes to the Council's constitution to give effect to the proposals outlined above.
11. That the Task Group be invited to undertake a subsequent review of the Council's constitution and the effectiveness of the changes made, following the implementation of the changes.
12. That Cabinet and Council consider the minority proposal as to whether the position of Vice-Chairman of the Audit Committee and the Corporate Performance Panel be reserved to a member

of the opposition parties, or alternatively that each member on a Panel be entitled to place at least one item as of right their choosing on each Panel agenda.

RP138 **MEMBERS TRAINING**

Councillor Moriarty had suggested earlier in the meeting that Members should receive scrutiny training.

RP139 **WORK PROGRAMME 2016/2017 AND FORWARD DECISIONS LIST**

The Panel noted the Work Programme for 2016/2017 and the Forward Decisions List.

RP140 **DATE OF NEXT MEETING**

The next meeting of the Committee would be held on Tuesday 19 April 2016.

The meeting closed at 8.05 pm

POLICY REVIEW & DEVELOPMENT REPORT

Type of Report: Monitoring	Portfolio(s): Resources
Author Name: Becky Box	Consultations: Management Team
Tel: 01553 616502	
Email: becky.box@west-norfolk.gov.uk	
Open report	

PR&D Panel: Corporate Performance Panel
Date: 8 June 2016
Subject: Corporate performance monitoring – full year 2015/16

Summary

The report contains information on the corporate performance monitoring undertaken during 2015/16.

Recommendations

The Panel is asked to review and note the corporate performance monitoring report– full year 2015/16 and agree the actions outlined within the Action Report.

1. Background

1.1 The Council’s Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Corporate Performance Panel and is available to all Councillors and Portfolio Holders for information on the Council’s intranet, Insite.

2. Format of the reports





2.1 Members will recall that the indicators monitored are reported in full on the corporate performance monitoring report – full year 2015/16. The report includes a summary of the performance levels achieved for the ‘status’ and ‘trend’ categories. It is hoped this provides Members with a useful ‘snapshot’ at the start of the report.

2.2 Following the collation of the full report, those indicators that have not met their target are drawn out into an Action Report. This report is designed to focus attention on adverse performance. In addition to the notes shown on the full report, senior managers provide information on the actions being taken to bring performance in line or reasons why this cannot happen.



3. Key points from the corporate performance monitoring report– full year 2015/16

3.1 The following tables summarise the Council’s current performance levels, comparing performance to the previous four quarters. This enables comparison to previous quarters.

3.2 The percentage of performance indicators which have improved during 2015/16 compared to 2014/15 has increased to 37%, with the percentage of indicators that have not improved decreasing to 28%.

		Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Performance has improved against target		13 (32%)	15 (35%)	13 (30%)	14 (33%)	16 (37%)
Performance has not improved against target		16 (39%)	6 (14%)	8 (19%)	12 (28%)	12 (28%)
Performance has met and continues to meet target		5 (12%)	4 (9%)	6 (14%)	3 (7%)	4 (9%)
Performance remains unchanged and below target		0	0	1 (2%)	1 (2%)	1 (2%)
Other: • reported annually • new indicator • monitor only		7 (17%)	18 (42%)	15 (35%)	13 (30%)	10 (24%)
Total number of indicators		41	43	43	43	43

3.3 The percentage of indicators which have met target for 2015/16 has decreased to 56% compared to 2014/15, with the percentage of indicators that have not met target increasing to 32%.

		Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Performance target met		24 (59%)	24 (56%)	24 (56%)	24 (56%)	24 (56%)
Performance target not met		10 (24%)	7 (16%)	10 (23%)	11 (25%)	14 (32%)
Other: • reported annually • figure not available • monitor only (no target set)		7 (17%)	12 (28%)	9 (21%)	8 (19%)	5 (12%)
Total number of indicators		41	43	43	43	43

3.4 The opportunity has also been taken to review the performance indicators by Portfolio and by Directorate.

i) **Overview of performance by Portfolio**

Portfolio	No of PIs	Performance target met	Performance target not met	Other
Leader and Environment	11	6	2	3
Housing and Community	12	7	5	0
Development	6	5	1	0
Regeneration and Industrial Assets	6	1	5	0
Performance	4	4	0	0
HR, Facilities and Shared Services	4	1	1	2
Culture, Heritage & Health	0	0	0	0
Total	43	24	14	5

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	20	10	7	3
Central and Community Services	10	5	3	2
Commercial Services	6	3	3	
Environment and Planning	7	6	1	0
Total	43	24	14	5

4. Overall Conclusion


4.1 Ten new indicators were introduced for 2015/16, of these 60% met the target set and 40% did not. All indicators which did not meet the target set have been highlighted and discussed at Management Team as part of the quarterly review of performance indicators. Targets have been reviewed and discussed as part of the annual target setting process.

4.2 Management Team actively monitors this information on a regular basis and uses the information highlighted on the action report to gain an understanding of the reasons for the levels of performance that have been reported.









4.3 The Panel is asked to agree the actions outlined in the Action Report.

Performance Monitoring Action Report Full Year 2015-16







This report highlights indicators that have not met target for 2015-16 and is a supporting document to the Performance Monitoring Full Year 2015-16 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

Status		This indicator has not met the target.
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Performance Indicators Full Year 2015-16

Ref	Name	2015/16 Target	2015/16 Year End	Q4 2015/16 (Jan-Mar) performance	Status	Notes	Actions
CE2	Percentage of long term empty homes in the Borough as a percentage of overall dwellings	1.10%	1.15%	increased by +0.06%		Homes can become empty while awaiting sale, let or renovation. These are natural functions of the housing market and at any given time a proportion of homes will fall into these categories.	Work continues on implementing the Long Term Empty Homes Strategy.
CE3	Number of unintentional priority homeless acceptances	11	116	25		There has been increased demand on our services this year in relation to homelessness and it appears this is a national trend.	Whilst we aim to prevent homelessness whenever we can, we have no discretion to over-rule legislation. A full review of the year will be undertaken during Spring 2016 and reported to Members.
CE4	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough (net gain)	15%	13%	Calculated on an annual basis		514 completions for 2015/16 is significantly higher than 313 in 2014/15. However, just under half of the 514 completions were on small sites not meeting the threshold for affordable housing contributions.	There are several factors which influence this figure which are out of our control.
CE7	No of residential houses built - NORA	64	54	0		Of the outstanding properties, 8 were handed over on the 1st April (Q1 2016/17) and the other properties will follow shortly.	Continue working on implementing Phase 2 and Phase 3.
CE8	No of residential house sales completed - NORA	63	53	1			
CE9	% of capital receipts received (excluding house sales)	100%	53.5%	-		Expected sales of £449,000 have not completed during 2015/16 and will be captured in 2016/17 with £80,000 held back due to rights issues.	Revise target for 2016/17.
CE11	Supplier invoices paid within 30 days	94%	93%	94%		The target was narrowly missed.	Work continues on trying to achieve the target.
CC2	Average no of working days lost due to sickness absence per FTE employee	7.50	9.10	2.55		The 2015/16 figure is down by 0.59 days per FTE employee compared to 2014/15. Long term sickness was up this year at 4.84 against last years figure (4.72) and short term sickness was at 4.19 down on last year (4.82).	The review of the Sickness Absence Policy has been completed and changes are being implemented.

**Performance Monitoring
Action Report Full Year 2015-16**









Ref	Name	2015/16 Target	2015/16 Year End	Q4 2015/16 (Jan-Mar) performance	Status	Notes	Actions
CC6	% of Careline alarms installed within 10 days from date of enquiry	90.0%	82.5%	84.5%		The target has been challenging due to issues with resources and embedding a new system, both of which have impacted on the number of daily visits carried out.	Recommend target remains at 90% for 2016/17.
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	35.0	37.0	37.0		We have integrated with County and taken on the assessment role, this involves monitoring the 1st visit as the assessment of need and not receiving the recommendation from County. The starting point in the process is therefore earlier which is reflected in the end of year figure.	Recommend the 2016/17 target reflects the changes in the process.
CO3	% of rent achievable on industrial estates	90.00%	86.34%	reduced by -5.56%		A major business closed at Christmas causing a loss of income of £42,500 per annum.	Two vacant units are currently under offer.
CO4	% of rent arrears on industrial estates	3.00%	3.59%	reduced by -0.34%		There have been some arrears issues with tenants at North Lynn which has contributed to the target not being met.	Both properties are vacant and arrears have stopped accruing.
CO5	% rent achievable on retail/general units	96.00%	93.10%	reduced by -0.76%		The vacant space at 37 Broad Street will not be re-let, it is the intention to redevelop the space for residential use.	Continued marketing of vacant units.
EP1b	% of Minor, Other and Planning Enforcement decisions lost at appeal	33%	41%	33%		The number of appeals allowed by the Inspectorate has increased. It is difficult to know the precise reason for this. The historic lack of a 5 year supply of housing sites could be one factor for example.	Officers and Members of the Planning Committee have had feedback on these appeal decisions, and will assess whether there are any particular themes to consider.

Status	Indicator has not met the target	32%	Indicator is on target	56%	New 2015-16 indicator	23%
Trends	The value of this indicator has improved	37%	The value of this indicator has worsened	28%	The value of this indicator has not changed	11%


Actions being taken on indicators that have not met target are outlined on the accompanying Action Report

Chief Executive Services

Ref	Name	Good Performance	2014/15 Full year perf.	2015/16 target	2015/16 Full year performance	2015/16 status	Versus this time last year	Note
CE1	Percentage of known licensable HMO's with a current licence	Aim to maximise	100.0%	100.0%	100.0%			
CE2	Percentage of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.03%	1.10%	1.15%			Homes can become empty while awaiting sale, let or renovation. These are natural functions of the housing market and at any given time a proportion of homes will fall into these categories.
CE3	Number of unintentional priority homeless acceptances	Aim to minimise	99	110	116			There has been increased demand on our services this year in relation to homelessness and it appears this is a national trend.
CE4	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough (net gain)	Aim to maximise	20.2%	15.0%	13.00%			514 completions for 2015/16 is significantly higher than 313 in 2014/15. However, just under half of the 514 completions were on small sites not meeting the threshold for affordable housing contributions.
CE5	Number of households living in Temporary Accommodation	Aim to minimise	34	40	39			
CE6	% of freedom of information requests given final response within deadline	Aim to maximise	95.7%	95.0%	95.5%			
CE7	No of residential houses built - NORA	Aim to maximise	-	64	54			Of the outstanding properties, 8 were handed over on the 1st April (Q1 2016/17) and the other properties will follow shortly.
CE8	No of residential house sales completed - NORA	Aim to maximise	-	63	53			













Ref	Name	Good Performance	2014/15 Full year perf.	2015/16 target	2015/16 Full year performance	2015/16 status	Versus this time last year	Note
CE9	% of capital receipts received (excluding house sales)	Aim to maximise	–	100.0%	53.5%			Expected sales of £449,000 have not completed during 2015/16 and will be captured in 2016/17 with £80,000 held back due to rights issues.
CE10	Cost reduction programme - corporate project savings	Aim to maximise	–	£159,900	£159,900			
CE11	Supplier invoices paid within 30 days	Aim to maximise	93%	94%	93%			The target was narrowly missed.
CE12	Local supplier invoices paid within 10 days	Aim to maximise	80%	–	81%	–		For monitoring purposes only
CE13	% of claimants using new on-line benefits system (IEG4)	Aim to maximise	–	50.0%	64.0%			
CE14	Number of days to process new benefit claims	Aim to minimise	17	17	17			
CE15	Number of days to process changes of circumstances	Aim to minimise	12	12	6			
CE16	% of Council Tax collected against target	Aim to maximise	97.22%	97.22%	97.60%			
CE17	% of Business Rates collected against target	Aim to maximise	98.53%	98.53%	98.54%			
CE18	No of residential dwellings subject to Council Tax	Aim to maximise	71646	–	72045	–		For monitoring purposes only
CE19	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	47752	–	48218	–		For monitoring purposes only
CE20	Income from business rates for Renewable Energy projects	Aim to maximise	–	£568,280	£731,189			

Central and Community Services





Ref	Name	Good Performance	2014/15 Full year perf.	2015/16 target	2015/16 Full year performance	2015/16 status	Versus this time last year	Note
CC1	Staff turnover	Aim to minimise	11.38%	_	9.78%	_		For monitoring purposes only
CC2	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	9.69	7.50	9.10			The 2015/16 figure is down by 0.59 days per FTE employee compared to 2014/15. Long term sickness was up this year at 4.84 against last years figure (4.72) and short term sickness was at 4.19 down on last year (4.82).
CC3	% of short term sickness	Aim to minimise	50%	_	47%	_		For monitoring purposes only
CC4	Telephone satisfaction rates	Aim to maximise	99%	98%	99%			
CC5	Enquiry counter satisfaction rates	Aim to maximise	100%	95%	99%			
CC6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	_	90.0%	82.5%			The target has been challenging due to issues with resources and embedding a new system, both of which have impacted on the number of daily visits carried out
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	29.0	35.0	37.0			We have integrated with County and taken on the assessment role, this involves monitoring the 1st visit as the assessment of need and not receiving the recommendation from County. The starting point in the process is therefore earlier which is reflected in the end of year figure.
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	Aim to minimise	21.0	20.0	20.0			
CC9	% of customer satisfaction with the new on-line benefits system (IEG4)	Aim to maximise	_	80.0%	97.0%			
CC10	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	_	100%	100%			











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Commercial Services

Ref	Name	Good Performance	2014/15 Full year perf.	2015/16 target	2015/16 Full year performance	2015/16 status	Versus this time last year	Note
CO1	Average response time for removal of fly-tips (days)	Aim to minimise	0.5	1.0	0.5			
CO2	Household waste recycled and composted	Aim to maximise	41.92%	45.00%	Q3 45.15%			This data is always shown in arrears.
CO3	% of rent achievable on industrial estates	Aim to maximise	89.88%	90.00%	86.34%			A major business closed at Christmas causing a loss of income of £42,500 per annum.
CO4	% of rent arrears on industrial estates	Aim to minimise	2.27%	3.00%	3.59%			There have been some arrears issues with tenants at North Lynn which has contributed to the target not being met.
CO5	% rent achievable on retail/general units	Aim to maximise	95.10%	96.00%	93.10%			The vacant space at 37 Broad Street will not be re-let, it is the intention to redevelop the space for residential use.
CO6	% rent arrears on retail/general units	Aim to minimise	6.42%	3.00%	2.79%			

Environment and Planning

Ref	Name	Good Performance	2014/15 Full year perf.	2015/16 target	2015/16 Full year performance	2015/16 status	Versus this time last year	Note
EP1a	% of appeals lost against total numbers of majors determined over a two year rolling period	Aim to minimise	4%	10%	4%			This indicator is calculated over a two year period on a rolling basis, Q4 = 01/04/2014 – 31/03/2016. 84 major applications, 3 lost at appeal
EP1b	% of Minor, Other and Planning Enforcement decisions lost at appeal	Aim to minimise	26%	33%	41%			The number of appeals allowed by the Inspectorate has increased. It is difficult to know the precise reason for this. The historic lack of a 5 year supply of housing sites could be one factor for example.

Ref	Name	Good Performance	2014/15 Full year perf.	2015/16 target	2015/16 Full year performance	2015/16 status	Versus this time last year	Note
EP2a	Processing of planning applications - <u>Major</u>	Aim to maximise	78%	60%	82%			
EP2b	Processing of planning applications - <u>Minor</u>	Aim to maximise	82%	70%	86%			
EP2c	Processing of planning applications - <u>Other</u>	Aim to maximise	94%	82%	93%			
EP4	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	-	95.0%	95.4%			
EP5	The % of standard land charges searches carried out within 10 working days	Aim to maximise	91%	95%	100%			

POLICY REVIEW & DEVELOPMENT REPORT

Type of Report: Monitoring	Portfolio(s): Resources
Author Name: Becky Box	Consultations: Management Team
Tel: 01553 616502	
Email: becky.box@west-norfolk.gov.uk	
Open report	

PR&D Panel: Corporate Performance Panel
Date: 8 June 2016
Subject: Corporate Business Plan Monitoring – Quarter 4 2015/16

Summary

The Corporate Business Plan Monitoring Report has been developed to demonstrate progress against the Council's Corporate Business Plan. This report contains information on the progress made on the key actions up to the end of Quarter 4 2015/16.

Recommendations

The Panel is asked to review and note the Q4 2015/16 Corporate Business Plan Monitoring report.

1. Background

- 1.1 The Council's new Corporate Business Plan was adopted in January 2016. It sets out the broad framework for the Council's work for the period 2015-2019.
- 1.2 The six priority areas outlined in the Corporate Business Plan, underpinned by 18 corporate objectives, are:
 - . provide important local services within our available resources
 - . drive local economic and housing growth
 - . work with communities to ensure they remain clean and safe
 - . celebrate our local heritage and culture
 - . stand up for local interests in our region
 - . work with our partners on important services for the borough
- 1.3 The monitoring report is collated quarterly, and brought to the Corporate Performance Panel following the end of Quarters 2 and 4. Reports set out progress made against key actions – including details of any completed or new key actions. All quarterly reports are available to Members on the Council's Intranet, [Insite](#).
- 1.4 The report contains an Executive Summary which provides an overview of progress against the six priorities. The information in the body of the report provides further detail.
- 1.5 Members should note that key actions which were completed prior to Q4 have been removed from the report and are contained in a separate archive report [Completed Key Actions report 2011-2015](#). Any outcomes indicated as now completed on the Q4

report will be removed from the monitoring report and added to the new Completed Key Actions report 2016-2020.

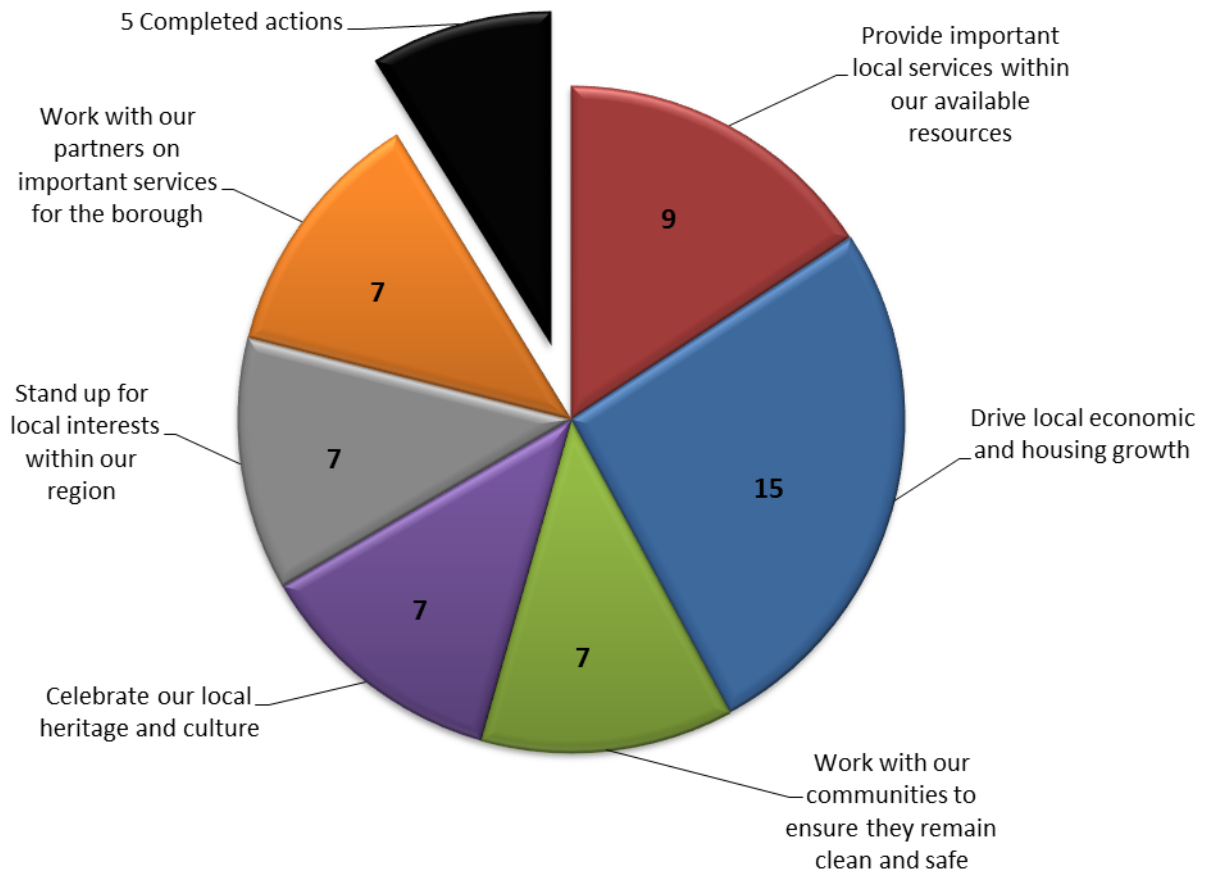
2.0 2015/16 Quarter 4 Performance

2.1 The 2015/16 Quarter 4 report details progress on agreed actions as at the end of March 2016. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the 2016/17 Quarter 1 report (which will be available on Insite).

2.2 The Executive Summary for the 2015/16 Quarter 4 performance report indicates that 88% of key actions are progressing well and 12% have been completed.

2.3 In total, the Corporate Business Plan has 52 ongoing key actions which the Council is working on. The chart below highlights the number of key actions which underpin each corporate priority. Over the next four years the proportions of the chart will change, as key actions are completed or new key actions are added in reaction to specific corporate issues or priority areas.

Number of ongoing 'key actions' per corporate priority





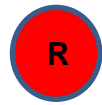
Corporate Business Plan Monitoring Report

Covering Q4 2015/16

30 Detailing progress against the
2015-2020 Corporate Business Plan



Executive summary by Corporate Business Plan outcomes



Progress and performance overall is behind schedule



Progress and performance is within acceptable variance



Progress and performance is on track

1. Provide important local services within our available resources

Of the 10 actions in place for this outcome 1 action has been completed this quarter. The remaining 9 actions in place are progressing well.



4. Celebrate our local heritage and culture

Of the 8 actions in place for this outcome 1 action has been completed this quarter. The remaining 7 actions in place are progressing well.



2. Drive local economic and housing growth

Of the 17 actions in place for this outcome 2 actions have been completed this quarter. The remaining 15 actions in place are progressing well.



5. Stand up for local interests within our region

All of the 7 actions in place for this priority are progressing well.



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

All of the 7 actions in place for this priority are progressing well.









6. Work with our partners on important services for the borough

Of the 8 actions in place for this outcome 1 action has been completed this quarter. The remaining 7 actions in place are progressing well.



Overall progress on Corporate Business Plan actions as at 31st March 2016 is deemed to be on track.

Detailed progress by Corporate Business Plan priorities

Key to status					
	Progress is on track		Progress is slightly behind schedule		Activity has been cancelled for the reasons stated
	Progress is significantly behind schedule		The action has been completed		Data/progress update is awaited



Note:


- **Progress** is derived either from completion of key milestones or is a subjective judgement by the relevant senior manager.
- **Target dates** do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached, or it may reflect the overall target date for completion. This is a judgement and decision made by the relevant senior manager.

Priority 1 - Provide important local services within our available resources

1. We will: Deliver our 'channel-shift' programme



Cabinet Member: Cllr N Daubney


Status	Key Action	Progress	Target Date	Comment
	Implement an online 'Citizen Account' which will enable customers to submit and track service requests as well as access personalised information securely	On track	End of July 2016	The 'OneVu' Citizen Account is in the development phase. We are working in a development partnership with the software supplier, who is building the system at the present time. The system will be subjected to rigorous testing before a 'soft' go live in the summer of 2016.
	Launch a new responsive design Council website	On track	June 2016	The new website is proceeding well and remains on target for a go-live in June 2016. Work surrounding the design and templates is almost complete. Adding content will be complete in May. User testing and error checking will then be undertaken before go-live. Work is also underway to rebrand the third party systems attached to our website such as online payments and Public Access. This will ensure that as far as possible they will replicate our new design. This work is also on time and within the budget agreed with the ICT Development Group.

	Undertake a programme of business process change workshops to map existing processes and identify areas which can be improved to achieve cost savings and/or improved levels of service	Ongoing	End of March 2017	Lean reviews have been carried out on particular processes in Careline, Care and Repair, Revenues, Benefits, Waste Management, Clean Up, Planning Control, Planning Enforcement, and Licensing, as well as on the corporate complaints process. New electronic forms and processes have been implemented and budget savings/efficiencies gained to date have been reported in the budget. Work continues on fully implementing the changes identified.
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2. We will: Continue to seek new and effective ways of working

Cabinet Member: Cllr B Long





Status	Key Action	Progress	Target Date	Comment
	Undertake a review of procurement practices and arrangements	Ongoing	End of June 2016	<p>A comprehensive training programme has been completed, which was delivered to staff having responsibility for procurement/letting/managing contracts. Validation/update training for EMT and other senior officers who completed training in phase 1 has taken place. Feedback from the training provider on best/good practice introduced as a result of phase 1 training is expected in April 2016.</p> <p>An in-depth analysis has been carried out on the authority's 'tail-spend'. Contracts have been put in place where this is cost-effective; however, analysis has shown that realisable savings are much smaller than that suggested during the 2013 procurement tender. The analysis has demonstrated that the vast majority of this spend is already effectively procured, for example shows promoted at the Corn Exchange are negotiated on a per show deal basis, and existing framework contracts already capture significant areas of spend. In addition there were areas of specialist services included in the tail spend figures which could not easily be aggregated with a larger contract. As part of this process, work was also undertaken by external consultants on specific cost areas. The consultants have confirmed that the existing management of those areas is strong and costs are tightly managed. This element of the review into procurement practices is therefore complete.</p>
	Implement the cross service projects which form part of the cost reduction programme. (NB Channel Shift is now reported separately.)	On track	End of March 2017	Progress on all corporate projects is reported to Management Team quarterly. All projects are following their individual project plans and no significant issues have been identified.

	Develop and deliver a programme of training to enable employees to adapt effectively to new challenges and new ways of working and which support corporate priorities.	On track	End of March 2017	A review of the training budget and programme for 2016/17 is being developed in line with key corporate priorities and associated work streams.
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3. We will: Take opportunities to generate income and draw in grant funding where it helps us achieve our priorities

Cabinet Member: Cllr B Long

Cabinet Member: Cllr A Beales






Status	Key Action	Progress	Target Date	Comment
	Put in place a programme of works for increasing the use of King's Court and other council buildings by third parties	Ongoing	End of March 2017	Discussions are ongoing with the Department of Work & Pensions Job Centre+ regarding the potential relocation of the Job Centre into the Ground Floor of King's Court. An architect has been appointed to undertake a space planning exercise. Proposals for other agencies considering relocation to King's Court is being considered.
	Undertake a series of land reviews of sites owned by the Borough Council and report to Cabinet with options for dealing with these sites	Ongoing	End of March 2017	47 sites have been identified with 13 sites successfully gaining outline planning permission for housing development. A programme of planning applications continues, and a report will go to Cabinet during 2016/17. Three strategic land acquisitions have been approved by Cabinet and the acquisition process is underway. All sites have development potential.
	Formulate a model to move forward the idea of bringing in revenue via supply of ICT services to external parties	Completed	End of August 2016	A revised technical model has been developed, allowing ICT to successfully activate one area of new business. This has generated revenue circa £25,000. Work will now be undertaken to seek further interest from other public sector areas.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate programme	Ongoing	End of March 2017	The One Public Estate countywide group are currently evaluating proposed schemes to submit for Cabinet Office feasibility funding.

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Priority 2 - Drive local economic and housing growth

4. We will: Support new and existing businesses to help them thrive

Cabinet Member: Cllr A Beales




Status	Key Action	Progress	Target Date	Comment
	Local Development Framework – Complete representation period for Main Modifications, receive Inspector's report and adopt the Site Allocations and Development Management Policies Plan	On track	Autumn 2016	Proposed Main Modifications have been advertised and the period for representations expires on 18 May 2016. We expect the Inspectors Report in late June and adoption would follow early in the autumn.
	Build an Enterprise and Innovation Centre (KLIC) on the Nar Ouse Regeneration Area (NORA) site	Completed	April 2016	Practical completion confirmed on 27 April 2016. Although the construction of the centre has been completed, the council will continue to work with NWES and other partners on developing proposals to support the creation of new jobs and businesses at KLIC. This will be a new Key action for 2016/2017. The funding agreement with NWES includes an obligation on NWES to deliver 150 new jobs and create 50 new businesses by 2020/21. Also, KLIC is situated within the boundary of the Nar Ouse Business Park Enterprise Zone, which creates further synergy in terms of joint working to attract new businesses and investment to the area.
	Prepare an outline proposal for the development of a Shared Technology Centre (STC) on the site opposite KLIC	Ongoing	Sept 2016	The Shared Technology Centre (STC) will be a prototyping facility offering space, equipment and support to local businesses who wish to develop and test new products and services. Together with KLIC, the STC will form a core offer of enterprise and innovation support and infrastructure for Enterprise Zone businesses and the wider West Norfolk business community.
	Launch the new inward investment website for West Norfolk	Completed	March 2016	The website is live. New actions for 2016/17 will include using the website as a platform for e-marketing for the Enterprise Zone as well as the promotion of West Norfolk to outside investors. This will include targeted e-marketing campaigns and the use of social media (twitter and Linked-in) to engage with potential investors and relevant key business stakeholders such chambers of commerce, the Federation of Small Businesses, UK Trade & Investment, Enterprise Europe Network and BusinessHANSE network.
	Prepare a five-year marketing plan for the Nar Ouse Business Park	Ongoing	September 2016	The premier employment site with immediate development potential in the borough i.e. serviced sites (benefiting from utilities, access, planning consent) are located on the Nar Ouse Business Park, which is part of Nar Ouse Regeneration Area.

				<p>Nar Ouse Business Park has gained official Enterprise Zone status from 1 April 2016, as part of New Anglia LEP 'Space to Innovate' Enterprise Zone. The Legal Agreement between the LEP and Borough Council includes an obligation on the Council to prepare a Marketing Plan detailing the activities and actions proposed to market the Nar Ouse Business Park to potential business occupiers.</p> <p>A multi-faceted marketing plan is being prepared, which will incorporate a marketing suite at the KLIC, e-marketing, workshops, and targeted promotions.</p>
	Promote a pop up shop scheme in partnership with the Vancouver Centre to encourage the start-up of new retail business	Ongoing	March 2017	The Vancouver Quarter has agreed in principle to offer a suitable unit when one becomes available with a minimum of a 6 month lease.
	Implement the town centre action plans for King's Lynn	Ongoing	March 2017	At the end of March 2016, the majority of the Town Centre Action Plan had successfully been delivered. Heritage Lottery Fund Townscape Initiative is offering grants to property owners and long-term leaseholders in the area, to carry out repairs and improvements to individual properties in the Southern area of the town: Saturday Market Place, Southern High St, St James St, and Tower St. This scheme is almost midway through with a number of properties at various levels of delivery.

5. We will: Meet our housing growth targets

Cabinet Member: Cllr A Lawrence




Status	Key Action	Progress	Target Date	Comment
	Commence the implementation of the Borough Council's approved Major Housing Scheme	Ongoing	July 2016	<p>Hockey Pitches & Tennis Courts – completed in May 2016</p> <p>Marsh Lane – works to commence in June 2016</p> <p>Lynnsport 1 – the draft site plan is to be completed by June 2016</p> <p>Lynnsport 3 – this element is pending planning permission, decision is expected July 2016</p> <p>Lynnsport 4/5 – application to be submitted to planning in June 2016</p> <p>Relocation of Miniature Railway – works have commenced on the track laying and new club cabins.</p>

	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Ongoing	July 2016	Construction has commenced on Phase 2 and the tender process is underway for Phase 3.
	Acquire strategically located sites to enable additional phases of the NORA Joint Venture to proceed	Ongoing	March 2017	The project team are working with Property Services on the acquisition of an adjacent site to enable additional phases to proceed in the future.
	To increase housing supply and provide investment opportunities, develop and establish a wholly owned Local Authority Company to develop and acquire new affordable housing units in the Borough	On track	March 2017	A Business Plan has been developed for consideration, and covers some development and investment opportunities including commitment to all existing S106 commuted sum funding for affordable housing. The Business Plan and report are due to go to Cabinet in May 2016.




6. We will: Support activity that helps drive up the skills levels of local people

Cabinet Member: Cllr K Mellish

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Status	Key Action	Progress	Target Date	Comment
	Support a programme of apprenticeships within the Council to provide employment opportunities to young people in West Norfolk and help equip them with skills that can be used in the local area	On track	March 2017	Progress with the second cohort of four corporate apprentices, who commenced in September 2015, is on track. A further Customer Service apprentice commenced in February 2016 as part of this programme.
	Support the development of the University Technical College at the Centre for Advanced Knowledge of Engineering (CfAKE) in Downham Market	Ongoing	September 2016	We continue to work / liaise with Aventa Capital Partners on the CfAKE project and will support them on specific issues as and when needed.
	Continue to support a programme Learning Catalysts, who work with individuals and families within local schools to raise aspirations and support improvements in educational attainment	On track	March 2017	A programme of support for 2016/17 has been developed. Progress and achievements are regularly monitored and key learning and successes are shared via the Learning Catalyst network. A particular focus on maths and English will continue in 2016/17, along with a range of support to help parents into employment, education or volunteering.

Priority 2 other actions



	Seek approval for a comprehensive Community Infrastructure Levy to provide for developer contributions to the Borough's Infrastructure requirements. Complete an examination of the Draft Charging Schedule and implement the CIL.	On track	Autumn 2016	The CIL Draft Charging Schedule completes a 6 week period for formal representations on 25 April 2016, approximately 30 responses received. After assessment we will proceed to call an examination which is anticipated late summer with adoption early autumn 2016.
	Respond to increasing levels of homelessness within the Borough by expanding the availability of temporary accommodation including consideration of available council buildings and development sites	On track	March 2017	The opportunity to convert existing office accommodation to self-residential apartments for temporary accommodation purposes has been identified. Discussions have also taken place with a supported housing service provider as a potential partner. A Cabinet report setting out the business case is scheduled for May 2016.
	Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015	On track	March 2017	A Custom Build register has been developed and went live on 1 April 2016. A report proposing a panel policy task group will go to the Regeneration and Development Panel Meeting in June 2016. Following this, further action will be taken to promote the register.

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

7. We will: Improve recycling levels


Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Find ways to raise awareness levels in the public arena to enhance the recycling scheme across the borough	Ongoing	March 2017	A new recycling incentive scheme, West Norfolk Recycling Rewards is being launched during April and May. The scheme aims to encourage residents to recycle all they can in order to win prizes for themselves and their community. The scheme is open to all residents of the borough. Further details are available on the website: http://www.westnorfolk.localgreenpoints.com
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	On track	September 2016	Feedback is due in early April from a recycling audit. Following receipt, a report will be put together which will include future actions to help to reduce contamination.

8. We will: Ensure that our local streets and public open areas are clean

Cabinet Member: Cllr B Long



Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Streetscenes: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	March 2017	The street / road sweeping schedules are under revision. Team duties / numbers have been reviewed with some redeployment on streets operations.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	March 2017	A revised grass cutting regime is now in progress, this will be reviewed regularly with all service requests monitored and recorded for inclusion in future reviews.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	March 2017	A shortage of seasonal staff in some areas has had a slight impact on service delivery, however as seasonal staff do not have a fixed place of work, staff can be deployed to assist in other areas.

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9. We will: Pro-actively address anti-social behaviour



Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Proactively use data and intelligence to target action to prevent nuisance and anti-social behaviour	On track	June 2016	Targeted action this quarter has been undertaken in Gayton in respect of dog fouling. This has taken the form of early morning patrols in well-known dog walking areas and handing out leaflets, as well as engaging with the school to develop a poster and educate the children around 'care for your village'.
	Work in partnership with other relevant organisations to participate in the Operational Partnership Team (OPT) and the Safer Neighbourhood Area Panels (SNAPs) which help early intervention to prevent issues from developing further	On track	June 2016	A review has been undertaken by the Police on Safer Neighbourhood Area Panels. A decision has been taken that the King's Lynn SNAP will cease and be replaced by more informal meetings, while rural SNAPs will continue under the current terms. The OPT continues to provide a good route to early intervention, with twice weekly sessions.

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

Cabinet Member: Cllr E Nockolds



Status	Key Action	Progress	Target Date	Comment
	Deliver and enable a range of events in King's Lynn to improve the attraction of the town as a sub-regional centre	Ongoing	Nov 2016	A full diary of events similar to those held in 2015 will commence in May, through to November 2016. The events held in 2015 helped to increase footfall into the town by 7.6%. The UK National average was down -1.9%.
	Assist, facilitate and promote events in other parts of the Borough	Ongoing	March 2016	The 'visitwestnorfolk' website has a searchable and interactive guide to events taking place across the borough. Event organisers can submit details online or the tourism section upload details on behalf of other organisations. During Q4 2015/16 a total of 657 events were published on the website and there were 10,378 views of individual events.


11. We will: Support the improvement of our built heritage, drawing in third-party funding wherever possible

Cabinet Member: Cllr A Beales

Cabinet Member: Cllr R Blunt




Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate.	Good	September 2016	Valuations have been carried out on key properties, discussions will now take place to progress priority cases. Contact has been made with owners to determine steps required to bring properties back into use. Properties continue to be referred to the group.
	Implement key phases of the Hunstanton Regeneration Programme	Good	Oct 2016	The Hunstanton Heritage Gardens Heritage Lottery Fund Parks for People application has been submitted, and a decision is due in June 2016. If the application is successful, a technical design will commence with construction then starting in Autumn 2016. A visitor survey will be carried out during the 2016 summer season covering both visitors staying in the area, and day visitors. Final responses from staying visitors will be collected at the end of October; final day visitor survey conducted 24th September. A report will then be provided by the company conducting the surveys.

	Develop proposals for refurbishment of the St George's Guildhall complex	Ongoing	June 2016	The intention is to develop the complex into a cultural and heritage hub. A Heritage Lottery Fund enquiry form will be submitted in April 2016.
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12. We will: Support leisure and tourism within the borough


Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Deliver the 2016 action plan of the 2016-20 West Norfolk Destination Management Plan	Good	June 2016	Quarterly meetings of the executive committee of the West Norfolk Tourism Forum take place. Current areas of work include developing a tool-kit of resources for businesses to undertake marketing; undertaking e-shots to promote specific events, activities and attractions and work to promote longer stays. In addition, the 2016 Holiday Guide has been printed and the 'Discover King's Lynn' leaflet has been specifically altered to promote the new 'Stories of Lynn' attraction.
41 	Complete and launch the new Visit West Norfolk website	Completed	March 2016	The Visit West Norfolk responsive design website went live on 11 March 2016. Responsive design means a website which provides easy reading and navigation across a wide range of devices.
	Complete and launch the new visitor mobile phone app to promote the borough	On track	July 2016	The new visitor mobile phone app is in development, an iOS version is due for release in early June and an Android version is due for release in mid July 2016.

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






Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Secure Cabinet and Council agreement to participate in the East Anglia Devolution Agreement and become a member of the East Anglia Combined Authority	Ongoing	Oct 2016	The EA Devolution Agreement has been agreed by the Chancellor and signed by 21 Local Authority Leaders. A Draft Scheme of Governance is to be agreed by the participating Local Authorities by 4 th July. Consultation with the public and stakeholders will take place July – October 2016.


14. We will: Lobby for infrastructure improvements including rural broadband and mobile coverage, road and rail improvements and coastal protection

Cabinet Member: Cllr B Long

Cabinet Member: Cllr A Beales

Status	Key Action	Progress	Target Date	Comment
	Work with Better Broadband for Norfolk with a view to achieving over 95% coverage for super-fast broadband for the West Norfolk area once the current 'roll-out' is complete	Ongoing	June 2016	An officer delegated decision has been taken in consultation with the Portfolio Holder to contribute £½ million from the Borough Council. The contract with BT can now be signed off and the roll out planned of the service to additional properties which will bring the borough up to 95% coverage.
	Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	June 2016	The A47 Alliance meeting in April has been postponed. The alliance is currently working on improvement options at Wisbech.
	Work with partner members of the Ely Junction Task Group to secure improvements to the King's Lynn – Cambridge – London King's Cross rail service	Good	March 2017	A meeting of the group took place in April 2016, attended by the Chief Executive. The group have gained agreement to secure funding for a feasibility study. Work is ongoing to secure Network Rail's full participation in the study.
	Work with stakeholders in Snettisham, Heacham and Hunstanton areas which are affected by coastal flooding issues to develop options for flood prevention works	Ongoing	June 2016	Sufficient funds have been raised by the Community Interest Company, with a contribution from Anglian Water, to cover the first year's beach recycling activity (2016/17). We are working with the Environment Agency to put in place a business plan and a 5-year (2017-21) contract for recycling. A publicity programme is underway and payment mechanisms for other contributors are in place. Focus is turning towards the future need for funding of beach recharging.
	Prepare a Site Development Plan for the Nar Ouse Business Park	Ongoing	January 2017	The Legal Agreement between the LEP and Borough Council includes an obligation on the Council to prepare a Site Development Plan detailing the programme and cost of infrastructure works needed to enable business occupiers to locate on Nar Ouse Business Park. Feasibility and preparatory work will be completed by November and design work by the end of January 2017.

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	Support development work at RAF Marham creating the facilities for Lightning II and new operational supply chain. Project term 3-5 years.	Ongoing	March 2017	An application has been submitted for a new access off the A1122 which will be determined in the near future. The Principal Planner is liaising and working with the project planning consultant on various issues, providing help and advice as necessary.
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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

Cabinet Member: Cllr B Long
Cabinet Member: Cllr A Beales


Comment

Over the course of the 2015 – 2020 Corporate Business Plan we will update actions within this section as and when activity in this area occurs. Examples of work undertaken previously are: helping to bring the Anglia Ruskin University site to King's Lynn; and working to assist the Queen Elizabeth Hospital to become a trust.

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


Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Engage with partners and schools in identifying initiatives to address low levels of educational attainment and skills in the Borough	On track	March 2017	The Improving Attainment Steering Group will meet in April 2016 to discuss and prioritise projects for 2016/17. The aim will be to focus the available budget on initiatives which have a direct impact on the educational attainment of children and young people in West Norfolk.

17. We will: Work closely with partners in health and adult services to improve services for older people




Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Develop and roll out the 'Living Independently in Later Years' (LILY) project with local partners	On track	June 2016	The budget is in place and has been agreed with fund holder. Plans and staffing are in place to commence delivery shortly.

	Work with Norfolk County Council to roll out a Community Clinic in west Norfolk	Completed	April 2016	Work has taken place and the first Community Clinic will be running at the borough council offices in Kings Court on 26 April 2016. It is understood that the intention is for the clinics to take place on a monthly basis.
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18. We will: Support 'early help' initiatives aimed at preventing problems from arising in the first place

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Take an active role in the 'West Norfolk Early Help Hub' along with other partners, in order to identify and address issues with young people to prevent escalation to social care level	Good	June 2016	A steering group is in place and a draft partnership agreement has been drawn up. Operational officers meet together once a fortnight to shape the delivery model (this will complete the Partnership Agreement). They have been discussing cases and feedback is already positive. Work is still underway to establish the lead agency that will drive the agenda for the hub.
	Deliver the Healthy Child project in conjunction with the company who have been commissioned by Public Health Norfolk	Good	Sept 2016	The project commenced during Q4 2015/16. The first meeting has been held, although the project proposal will not be signed off until the end of April. Delivery and evaluation has to be completed by September 2016.
	Use the flexibility within the enhanced Better Care Fund / Disabled Facilities Grant allocation to support and assist vulnerable people in the borough	Satisfactory	June 2016	Workshops between districts and the county council are due to be held during April, May and June.

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Priority 6 other actions

	Lead the Integrated Housing Adaptations Team (IHAT) integration across Norfolk.	Good	June 2016	A recommendation is being made to the Norfolk Chief Executive's group to continue with the IHAT co-ordinator post, being hosted and co-ordinated by BCKLWN. An improvement programme has been drawn up; this will be used across the County.
	Work with Norfolk County Council to facilitate new housing solutions for people currently being accommodated in expensive inappropriate residential care. To	Ongoing	March 2017	Discussions have been held with locality areas and Heads of client groups at Social Services and are currently awaiting confirmation of specific requirements in each location. Some initial discussions have been held with providers. Awaiting confirmation on the Government's review of Supported Housing subsidy to clarify

	include people with learning difficulties, enduring mental health problems, and Housing with Care for elderly people.			uncertainties with revenue funding.
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POLICY REVIEW & DEVELOPMENT REPORT

Type of Report (Review/Consultation/Monitoring): Consultation	Portfolio(s): Corporate Performance
Author Name: Rebecca Parker	Consultations:
Tel: 01553-616327	
Email: rebecca.parker@west-norfolk.gov.uk	
OPEN	

Panel: Corporate Performance Panel
Date: 8 June 2016
Subject: Nominations to Outside Bodies and Partnerships –
Hunstanton Sailing Club Development Sub Committee

Summary

The Panel is invited to nominate a representative to participate in the outside bodies and partnerships which fall within the Corporate Performance Panel's remit; Hunstanton Sailing Club Development Sub Committee.

Recommendations

- (1) That nominations be made by the Panel.
- (2) That the reporting arrangements be noted, as shown in the report.
- (3) That Council be requested to approve the nominations made by the Panel at their meeting on 30th June 2016.

1.0 BACKGROUND

1.1 The Cabinet at its meeting on 24 May 2016 will confirm a number of Cabinet appointments to outside bodies and partnerships. Further appointments are made by the Council in the following categories:

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

2.0 INSURANCE COVER FOR BOROUGH COUNCILLORS

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

Provided always that:

- a) The service or participation by the employee or member is specifically requested by or under the specific direction of the insured.
- b) The insured is legally entitled to approve the service or participation and to indemnify the employee or member in respect of it.
- c) Any payment will only be made by the insurer for an amount in excess of any indemnification or insurance coverage provided by the not-for-profit entity or afforded from any other source and to which the employee or member is entitled.

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

3.0 FEEDBACK FROM MEMBERS ON OUTSIDE BODIES

3.1 The Corporate Performance Panel should be able to request reports from Councillors serving on outside bodies which fall within their remit. By programming the reports over the Panel's annual timetable of meetings, it would be possible for members both to assess the usefulness of making appointments to bodies and be informed of any relevant matters.

4.0 APPOINTMENT OF REPRESENTATIVES

4.1 This Panel is invited to nominate a representative to participate on Hunstanton Sailing Club Development Sub Committee. For information the representative for 2015/2016 was Councillor Hodson.

5.0 FINANCIAL IMPLICATIONS

5.1 Mileage and subsistence allowances for Councillor attending meetings.

6.0 ACCESS TO INFORMATION

6.1 Current lists of member representation
ACSeS report on liabilities of Outside Bodies

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2016/2017

8 June 2016

- 2015/2016 Full Year Performance Monitoring Report – B Box
- 2015/2016 Full Year Action Report – B Box
- Q4 2015/2016 Corporate Business Plan Monitoring Report – B Box
- Nomination to Outside Bodies and Partnerships – Hunstanton Sailing Club Development Sub Committee

18 July 2016

- Employment Monitoring Annual Report – B Box
- 2016/2017 Corporate Performance Target Setting Report – B Box
- Staff Sickness Absence 2015/2016 – D Clack

24 August 2016

- Formal Complaints against the Borough Council 1 April 2015 – 31 March 2016 – R Harding
- 2016/2017 Q1 Performance Monitoring – B Box
- 2016/2017 Q1 Action Report – B Box

22 September 2016

- Annual Communications Update – S Clifton, H Howell, A Howell
- Project Management/cost: Bus Station Project – Finance – L Hampshire/O Paparega
- Hunstanton Sailing Club Progress Report – six monthly basis (Interim report received by R & P Panel March 2016)

9 November 2016

19 December 2016

- Update Report on Improving Attainment in West Norfolk – Annual Basis
- 2016/17Q2 Performance Monitoring Report – B Box
- 2016/20Q2 17 Action Report – B Box
- 2016/2017 Q2 Corporate Business Plan Monitoring Report

20 February 2017

- 2016/2017 Q3 Performance Monitoring Report – B Box
- 2016/2017 Q3 Action Report – B Box
- 2016/2017 Q3 Corporate Business Plan Monitoring Report
- Developing the New Corporate Business Plan – Monitoring Report – B Box

21 March 2017

- Hunstanton Sailing Club Progress Report – six monthly basis (report last received 22 September 2016)

FORTHCOMING ITEMS

Presentations from Corporate Project Groups

Welfare Reform and Work Bill – Briefing – All Members invited to attend – J Stanton to advise of date

Post Implementation Reviews of both major projects and significant policy changes/introduction of new policies will be scheduled on the Work Programme as required.