

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



Corporate Performance Panel

Agenda

Monday, 17th July, 2017
at 5.30 pm

in the

**Education Room
Town Hall
Saturday Market Place
King's Lynn
PE30 5DQ**



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King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
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6 July 2017

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 17th July, 2017 at 5.30 pm** in the **Education Room - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. **Appointment of Chairman for the Municipal Year 2017/2018**
2. **Appointment of Vice-Chairman for the Municipal Year 2017/2018**
3. **Apologies**

4. **Minutes** (Pages 6 - 27)

To approve the minutes from the Corporate Performance Panel held on 21 March 2017.

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 discussed.

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

6. Urgent Business Under Standing Order 7

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

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. CIC Area Offices (Pages 28 - 33)

10. Council Tax Support: Development of the Draft Scheme for Consultation 2018/2019 (Pages 34 - 42)

11. Council Tax Discounts (Pages 43 - 46)

12. Non-Domestic Rates - Discretionary Hardship Relief (Pages 47 - 58)

13. Performance Management Framework - Update (Verbal Report)

14. 2016/2017 Full Year Performance Monitoring Report and Action Report (Pages 59 - 68)

15. Corporate Performance Monitoring - Target Setting for 2017/2018 (Pages 69 - 76)

16. 2016/2017 Q4 Corporate Business Plan Monitoring Report (Pages 77 - 95)

17. Nomination to Outside Bodies and Partnerships - Hunstanton Sailing Club Development Sub-Committee (Pages 96 - 97)

18. Panel Work Programme 2017/2018 (Pages 98 - 102)

To note the Panel's Work Programme for 2017/2018.

19. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will be held on 30 August 2017.

To:

Corporate Performance Panel:

Councillors B Anota, B Ayres, P Beal, J Collop, N Daubney, G Hipperson, G Howman, H Humphrey, J Moriarty, A Morrison, D Tyler and G Wareham

Portfolio Holders:

Item 9:	Councillor Mrs K Mellish, Portfolio Holder Human Resources, Facilities and Shared Services
Item 10:	Councillor A Lawrence, Portfolio Holder Housing and Community
Items 11 & 12:	Councillor B Long, Leader
Items 13, 14, 15 & 16	Councillor P Hodson, Portfolio Holder Systems and Economic Development

Management Team Representatives:

Debbie Gates, Executive Director Head of Central & Community Services
Lorraine Gore, Assistant Director
Ray Harding, Chief Executive

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

Item 9:	Honor Howell, Assistant Director
Items 10, 11 & 12:	Jo Stanton, Revenues and Benefits Manager
Items 13, 14, 15 & 16:	Becky Box, Policy Performance and Personnel Manager

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

**Minutes from the Meeting of the Corporate Performance Panel held on
Tuesday, 21st March, 2017 at 6.00 pm in Meeting Rooms 1 and 2,
King's Court, Chapel Street, King's Lynn**

PRESENT: G Wareham (Chairman)
Councillors B Anota, P Beal, J Collop, G Hipperson, H Humphrey, B Long,
J Moriarty, A Morrison, D Pope and D Tyler

Observing: Councillor B Long, Leader

Officers:

Becky Box – Policy, Performance and Personnel Manager
Ray Harding – Chief Executive
Matthew Henry – Property Services Manager

CP83 **APOLOGIES**

Apologies for absence were received from Councillors N Daubney,
Lord Howard and D Gates – Executive Director.

CP84 **MINUTES**

The minutes from the Corporate Performance Panel held on 20
February 2017 were agreed as a correct record and signed by the
Chairman.

CP85 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP86 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP87 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There were no Members present under Standing Order 34.

CP88 **CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was no Chairman's Correspondence.

CP89 **2016/2017 Q3 PERFORMANCE MONITORING AND ACTION REPORT**

The Policy, Performance and Personnel Manager reminded the Panel that the Corporate Performance Monitoring Report was in place to monitor progress against agreed performance indicators for the year.

Members were advised that 42 performance indicators for 2016/17 had been agreed by Portfolio Holders and Executive Directors as the key performance measures for the year. The monitoring report highlighted specific performance issues; where indicators had not met agreed targets they were drawn out into an Action Report, which provided additional detail on what actions were being taken to correct performance that had a variance to target.

It was explained that the Quarter 3 monitoring report showed that 48% of targets had been met, and performance had improved against target for 12 indicators during the quarter.

The Vice-Chairman, Councillor Beal explained why the Property Services Manager and the Housing Services Manager had been invited to attend the Panel meetings.

The Property Services Manager provided an overview of the property portfolio and provided details of specific tenants on industrial estates/retail units who made late payments causing arrears.

In response to questions relating to indicators CO4 and C06, the Property Services Manager explained that in 2009 he took a report to Cabinet requested greater flexibility to deal with tenants regarding rent arrangements, which had been agreed and which helped to manage cases which arose.

In response to questions regarding the rates revaluation exercise, the Chief Executive advised that the business rates would reduce in King's Lynn and therefore not be detrimental to national or individual businesses located in the town centre. It was noted that single traders under the value of £12,000 were not required to pay business rates.

The Leader, Councillor commented that overall the business rates in the town centre and the BID was reduced therefore the business rates payable would be reduced. He added that some business would benefit from the revaluation and ensure stability to remain in King's Lynn. It would be necessary for BID to adjust their spending accordingly.

In response to questions on reconciliation of accounts in relation to rent payments to the Borough, the Property Services Manager explained that he had a meeting with the Council's finance team week

commencing 27 March to discuss the profiling of invoices and the reconciliation of accounts.

The Property Services Manager responded to questions regarding the deposits paid, schedule of conditions of the property when commencing the tenancy and a schedule of dilapidations when the tenancy ceased. It was noted that some tenants used the deposit to offset any rent arrears.

The Property Services Manager responded to questions from the Panel on the leasing of the kiosks on The Promenade, Hunstanton.

Following questions on bailiffs being used to recover rent arrears, the Property Services Manager explained that a company was employed by the Borough Council to carry out any required civil enforcement action. It was noted that prior to any civil enforcement action being undertaken, tenants would receive a telephone call and issued with a final reminder letter to the effect that if payment was not made, bailiffs would be instructed to recover the arrears accrued.

The Personnel Services Manager and the Chief Executive responded to questions relating to:

- Sections 2.2 and 2.3 of the report, performance improved against target/performance target met/not met.
- CE14, number of days to process new benefit claims/universal credit.
- CC2 Average no of working days lost due to sickness absence per FTE employee – long term/short term sickness absence.
- EP1c% of decisions on applications for major development that had been overturned at appeal, measured against total number of major applications determined.
- EP2c Process of planning applications – other.

RESOLVED: The Panel reviewed the Performance Monitoring Report and agreed the actions outlined in the Action Report.

CP90 **SAFEGUARDING POLICY**

The Panel received a presentation of the work undertaken regarding the Safeguarding Policy (a copy of which is attached to the minutes).

In presenting the report, the Policy, Performance and Personnel Manager reminded Members that in the spring of 2016 Cabinet agreed an update to the Child Protection Policy which was required to ensure the Council continued to meet its statutory responsibilities with regards to safeguarding children and young people from potential harm and abuse, as well as protecting itself, its staff and elected Members.

The Policy, Performance and Personnel Manager explained that as part of that Cabinet report it was noted that a review of the potential to introduce an overarching 'Safeguarding' policy, incorporating elements of both child and adult protection, would be undertaken. It was noted that this work had now been undertaken, to gain an appreciation of the proposed content of the new policy and to ensure that Members were content that all relevant factors had been taken into consideration in the drafting of the new policy.

The Panel was informed that the key factors which were taken into consideration during the review were:

- Relevant legislation, in particular, the need to reflect the introduction of the Care Act 2014.
- Any changes to process/best practice.
- Members wish to ensure that the Council's duty to safeguard and promote the welfare of children is appropriately reflected in contracts, leases and licences.

The Policy, Performance and Personnel Manager explained that at the start of the review there were two options:

- To create a combined Safeguarding Policy – covering both child and adult protection issues.
- To create a new 'Adult Safeguarding Policy' to operate alongside the existing Child Protection Policy.

Members were informed that as a result of the review undertaken, the decision had been to produce one combined 'Safeguarding Policy.' This was because the range of topics to be covered for both areas was broadly the same.

The Panel was invited to:

- Input on areas of potential concern to ensure that these were addressed within the new Policy.
- Feedback on the need for training on their roles and responsibilities with regard to safeguarding.

The Policy, Performance and Personnel Manager responded to questions in relation to:

- Member and Officer responsibilities.
- How to identify cases of abuse.
- The need to identify vulnerable people.
- Borough Council assisting third parties to develop their own policy/adopted the Council's policy.
- Members training

RESOLVED: 1) Members noted the content of the presentation/report.

2) Safeguard training to be scheduled for Members.

CP91 **COMMITTEE WORK PROGRAMME 2017/2018**

The Panel noted the Work Programme for 2017/2018.

CP92 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on Wednesday 7 June 2017.

The meeting closed at 7.10 pm



Safeguarding Policy

Becky Box, Policy, Performance and Personnel Manager



Definition of Safeguarding

Safeguarding is protecting children, young people and adults experiencing or at risk of abuse or neglect.



Definition of 'a child'

The term children or young person is used to refer to anyone under 18 years of age.



Definition of 'Adult at risk'

An adult at risk of abuse or harm is anyone over the age of 18 who:

- Has needs for care and support **and**
- Is experiencing, or at risk of, abuse, or neglect **and**
- As a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect



Legislation – Child Protection

Section 11 of the Children Act 2004

places a duty on local authorities to ensure their functions, and any services they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of Children.



Legislation – Adult Protection

Care Act 2014

Places a responsibility on Norfolk County Council and it's partners to co-operate in preventing, reducing and delaying the development of need for care and support.

978



Current Position

- Child Protection Policy revised spring 2016
- Updated to reflect changes in legislation and recommended practice
- Identified need to ensure the Council's duty to safeguard children appropriately reflected in contracts, leases and licences
- Noted proposed review of need for overarching safeguarding policy



Research Undertaken

- Selection of other district Council policies – what have they done/when have they updated?
- Reviewed contents to identify common features/factors
- Selected best practice/wording from examples obtained
- Reviewed of legislation
- Compared to County Council policies
- Researched Norfolk specific requirements
- Benchmarked research against our existing policy
- Reviewed internal arrangements for working with third parties



How has learning been applied?

Results of research used to consider:

- Approach to be adopted
- Communications
- Duplication
- Administration
- Signposting to information

Result is proposed combined
Safeguarding Policy



Policy Statement

The Borough Council believes that all children, young people **and adults** irrespective of their age, class, religion, culture, disability, gender, ethnicity or sexual preference have the right to be protected from harm.



New Content

- Reference to the Care Act 2014
- Norfolk Adult Safeguarding Board
- Other relevant legislation, including:
 - PREVENT
 - Mental Capacity Act 2005
 - Modern Slavery Act 2015



New Content

- Contractors
- Grants and Funding
- Leasing of Council property/land
- Licensing
- Safeguarding Risk Assessment



Re-Formatting of Policy

- To streamline
- To improve the 'flow' of the document
- General update/refresh where required
- To move detailed information to appendices



Updated Sections

- Legal framework
- Flow chart for making referrals
- Procedures for making referrals
- Work with third parties
- Training for staff



Role of Elected Members

Everyone who works with or around children and adults experiencing or at risk of harm or neglect need to be aware of the laws that aim to protect them

- Awareness of Policy
- Familiar with indicators of abuse
- Know how to report concerns
- Follow good practice guidance



Consultation Process

- Management Team
- Norfolk Safeguarding Children Board
- Norfolk Safeguarding Adults Board
- Presentation to CPP
- Internal Safeguarding group representatives



Questions

- Any areas of concern for Elected Members?
- Any issues that Elected Members particularly wish to see covered in the policy?
- Any further information required/training needs identified by Elected Members



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 th July 2017		
TITLE:	Borough Council of King's Lynn & West Norfolk Area Offices		
TYPE OF REPORT:	Review		
PORTFOLIO(S):	Cllr Kathy Mellish - Offices		
REPORT AUTHOR:	Honor Howell – Assistant Director		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes/No

REPORT SUMMARY/COVER PAGE**PURPOSE OF REPORT/SUMMARY:**

The Borough Council has 3 CIC offices in the Borough. The main council offices in King's Court, King's Lynn and two area offices, located in Downham Market and Hunstanton. Until a few years ago, both the Downham Market and Hunstanton offices offered a full enquiry counter service to the customer, including a Cash office. The Cash Offices closed in 2011 but the offices have remained open to provide a face to face service for people living in the surrounding areas. The offices are currently open two days a week. Downham Market on a Monday and Friday and Hunstanton on a Tuesday and Thursday.

The purpose of this report is to review the level of use of the Downham Market and Hunstanton offices by customers and agree an option for the long term viability of the offices.

KEY ISSUES:

With the introduction of digital services, the numbers of customers visiting the area offices has reduced significantly. Traditionally, the main reasons customers visited the area offices were in respect of housing and benefit enquiries. Both of these services have now been fully digitalised, meaning customers are able to make applications to go on the housing register, apply for benefit, report a change of circumstances as well as upload supporting evidence online, negating the need to visit the offices in person. More detailed enquiries can be made over the telephone or by web chat.

Job Centre Plus (JCP) currently sub-let space in the CIC's. However, they have now given notice to their staff that they are closing their offices due to the roll out of Universal Credit. Freebridge Community Housing ceased their presence in the offices several years ago.

Since 2013, both offices have been a point of sale for the food waste kitchen caddy liners. The council will soon cease the sale of the liners as a change in food waste recycling technology enables customers to now use plastic bags in their food waste bins. This will more than half the number of customers visiting the offices during their opening times.

OPTIONS CONSIDERED:**Retain the area offices as they are and continue to open two days a week**

Retaining the area offices will enable the council to continue to provide face to face services to the citizens who live in the surrounding area. However, the reductions in the numbers of customers have resulted in the offices being very quiet and it is not considered a good use of officer time when the CIC in King's Court is so busy dealing with enquiries. The speed of the ICT in the area offices is also quite slow, which makes dealing with web chat or emails quite difficult and time consuming. Numbers of

customers will inevitably drop with the withdrawal of the caddy liner sales as well as the closure of JCP during 2017.

Retain the area offices but reduce the opening days to just one day per week at both offices

Opening the area office one day a week would still allow customers to access face to face services in those areas. However, it would reduce the time the service was available to a very narrow window and would still lead to under-utilised staff resource.

Close the area offices and work with Property Services and the One Public Estate project to establish a use for the offices in the future

Closing the area offices would free up four days of staff resource to ease the pressure on the telephone contact centre. Most services are available online and customers can telephone for a service request if they are unable to access online services. The council still offers a Visiting Officer service to visit elderly or vulnerable customers, if they require a personalised service.

RECOMMENDATIONS:

The recommendation is that the council close the area offices from a date to be agreed with the JCP to co-ordinate the communications to our customers.

REASONS FOR RECOMMENDATIONS:

Closing the area offices would free up four days of staff resource to ease the pressure on the telephone contact centre. Most services are available online and customers can telephone for a service request if they are unable to access online services. The council still offers a Visiting Officer service to visit elderly or vulnerable customers, if they require a personalised service.

REPORT DETAIL

1. Introduction

- 1.1 The Borough Council of King's Lynn & West Norfolk has several locations throughout the borough where staff are based. Services delivered directly to the customer are provided from the main council office in King's Court, King's Lynn and from the satellite offices in Downham Market and Hunstanton.
- 1.2 Until a few years ago, both Downham Market and Hunstanton office offered a full enquiry counter service to the customer, including a cash office. The cash offices were closed in 2011 but the offices have remained open to provide a face to face service for people living in the surrounding areas.
- 1.3 With the introduction of digital services, the numbers of customers visiting the area offices has reduced over time. To reflect this, in April 2016, the number of days the offices opened was reduced to 2 per week (Downham Market on Monday's and Fridays and Hunstanton on Tuesday and Thursdays). This reduction has made the service less available and customers are now using the digital channels to make enquiries and requests for services. Traditionally, the main reasons customers visited the area offices' was in respect of housing and benefit enquiries. Both these services have now been fully digitalised, meaning customers are able to make applications, report a change of circumstances as well as submit supporting evidence online, negating the need to visit the offices in person. More detailed enquiries can be made over the telephone or by web chat.
- 1.4 The area offices have in the past, been a 'hub' of public sector services. Both Freebridge Community Housing and Job Centre Plus (JCP) have leased office space in the buildings and provided a face-to-face service to customers. Freebridge ceased their presence several years ago and JCP have advised they will be withdrawing their staff and closing both of their offices in October 2017.
- 1.5 The actual buildings the offices occupy have different circumstances around ownership. Downham Market is based in The Priory Centre, owned by Norfolk County Council and a 125 year lease agreement is in place. . The council can sub-let its space but the lease has a restrictive covenant restricting the council to sub-letting space within the office to public sector/voluntary sector organisations only. Property Services have made applications to vary the terms of the lease in the past but to date, this has not been successful.
- 1.6 Hunstanton Office is based in Valentine Road, Hunstanton. This is a large building, dated back to Victorian times when it was originally a children's home. The council owns the building and operate a pay and display car park which surrounds the building, providing an income to the authority. The building is currently included in the 'One Public Estate' project in Hunstanton and it is possible that other organisations may move into the building in the future, thus rationalising public sector accommodation in the area. Currently, the DWP, Social Services, Community Cars and Pay for Nannies operate from the building, as well as the CIC.
- 1.7 Since 2013, both offices have been a point of sale for the food waste kitchen caddy liners. The council will soon stop selling the liners as a change in food waste recycling technology enables customers to now use plastic bags in their food waste bins.

1.8 Downham Market Office

The Downham Market office occupies an area within the ground floor of the building. There is a large counter, a separate interview room, a secure cash office (now unused) and a small kitchen/break out area. The office used to have 5 full time staff members but over the years has been reduced to just one member of staff, twice a week. The Tourist Information Centre (TIC) is located within the office but receives very few enquiries.

1.9 Customer enquiry numbers to the Downham Market office are as follows:

Downham Market Office		
	2015/2016	2016/2017**
Enquiries	3,821	1,893
Caddy Liner Sales	5,821	1,076
Total	9,653	2,969

** Office opening times reduced to 2 days a week

Including sales of caddy liners, the Downham Market office sees an average of 28 customers per day. Caddy liner sales equate to approximately 57% of the enquiries. When the council ceases to sell the caddy liners, it will leave an average of 12 customers per day (approximately 1.7 customers an hour).

1.10 Hunstanton Office

Customer enquiry numbers to the Hunstanton office are as follows:

Hunstanton Office		
	2015/2016	2016/2017**
Enquiries	2,467	1,458
Caddy Liner Sales	4,247	728
Total	6,714	2,186

** Office opening times reduced to 2 days a week

Including sales of caddy liners, the Hunstanton Office sees an average of 21 customers per day. Without the sales of caddy liners, it will leave an average of 14 customers a day (approximately 2 customers an hour).

For both offices, the volume of enquiries is declining. This trend is likely to continue as more digital services are made available and customers are used to using them.

When working at the satellite offices, staff are occupied carrying out administration tasks (responding to emails and web chat) but are limited as to how much they are able to assist due to not knowing when a customer may come into the office. The speed of the ICT available also impacts on the staff's ability to operate the web chat facility.

2. Options for the Panel to Consider

- 2.1 Channel Shift and moving customer enquiries to less expensive ways of contacting the council is a corporate priority. The enquiry counters in King's Court were closed in March 2016, and the CIC now operates a 'assisted digital' service whereby customers visiting the offices are given assistance to complete their enquiry or service request online. Appointments are offered for more complex enquiries. This has resulted in telephone contact increasing (as was expected) but, along with a reduction in resources in the CIC from the corporate efficiency programme, it has left the CIC under increased pressure which is now having a notable impact on the staff.
- 2.2 The panel are requested to consider the following options:

Retain the area offices as they are and continue to open two days a week

Retaining the area offices will enable the council to continue to provide face to face services to the citizens who live in the surrounding area. However, the reductions in the numbers of customers have resulted in the offices being very quiet and it is not considered a good use of officer time when the CIC in King's Court is so busy dealing with enquiries. The speed of the ICT in the area offices is also quite slow, which makes dealing with web chat or emails quite difficult and time consuming. Numbers of customers will inevitably drop with the withdrawal of the caddy liner sales as well as the closure of JCP during 2017.

- 2.3 **Retain the area offices but reduce the opening days to just one day per week at both offices**

Opening the area office one day a week would still allow customers to access face to face services in those areas. However, it would reduce the time the service was available to a very narrow window and

2. **Close the area offices and work with Property Services and the One Public Estate project to establish a use for the offices in the future**

The recommended option is to close the area offices and direct all enquiries to the main office at King's Court. This would free up four days of staff resource to ease the pressure on the telephone contact centre. Most services are available online and customers can telephone for a service request if they are unable to access online services. The council still offers a Visiting Officer service to visit elderly or vulnerable customers, if they require a personalised service.

The panel members are requested to discuss and agree a preferred option for the Downham Market and Hunstanton offices.

3. Corporate Priorities

- 3.1 The proposal links to the Corporate Business Plan Priority One: Provide important local services within our available resources.

4. Financial Implications

- 4.1 There are no financial implications for the CIC. The offices are resourced using existing staff and staffing levels cannot be reduced at the present time. A small amount of travelling expenses will be saved as the council currently pays mileage to staff travelling to the area offices.

5. Any other Implications/Risks

5.1 There are no risk implications.

6. Equal Opportunity Considerations

6.1 An Equalities Impact Assessment (Pre Screening) will be completed following the selection of the one of the options outlined in this report.

7. Consultation

Management Team, Leader of the Council and Portfolio Holder

8. Conclusion

8.1 As detailed in the Corporate Business Plan, it is a key priority of the council to provide important local services within our available resources. The low volume of customers visiting the area offices is indicative that valuable resource is not being used as effectively as it could be and the resource would be utilised in King's Court, assisting with telephone enquiries.

9. Background Papers

None

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2017		
TITLE:	Council Tax Support Scheme 2018/2019 – Draft Scheme for Consultation		
TYPE OF REPORT:	Policy Development		
PORTFOLIO(S):	Housing and Community		
REPORT AUTHOR:	Jo Stanton, Revenues and Benefits Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY**PURPOSE OF REPORT/SUMMARY:**

The Council must agree a Council Tax Support (CTS) Scheme for its working age residents every year. This report outlines options for the CTS Scheme for 2018/2019 for the Panel to discuss. The agreed draft CTS Scheme will then be presented to Cabinet on 6 September 2017 so it can then be opened up to public consultation.

CTS is a discount awarded to those on a low income to help towards the cost of their council tax bill. It is based on a person's circumstances, household and income.

Members have agreed that the Council's CTS scheme should mirror wider reforms to other welfare benefits, whilst protecting certain vulnerable groups. The financial implications of this are shown at Section 5 of the report.

KEY ISSUES:

CTS for working age people is a locally decided discount and, whilst we are free to design any CTS scheme we wish, it is only for people who have not yet reached pension age, and central government have prescribed certain criteria. We have to consult on our CTS scheme proposals and agree a final scheme for each financial year by the preceding 31 January.

Support for pensioners is calculated under a national set of rules but is assessed and paid by us. We also have to meet the cost of this support which now accounts for 55% of the cost of CTS.

Central Government have specified certain criteria that we must consider when designing our CTS scheme for working age people:

- Vulnerable groups should be protected, including families with children
- Work incentives must be considered, in line with the aims of Universal Credit (UC)

As CTS is a discount it reduces the Council's taxbase. There is an equivalent reduction in the taxbase for Norfolk County Council, Norfolk's Police and Crime Commissioner and the Parish/Town Councils. Our Revenue Support Grant contains an element of funding for CTS, although the amount is not specified. The financial impact of the CTS scheme is detailed in section 5 of this report.

OPTIONS CONSIDERED:

Two options are considered at Section 2 of this report:

Option 1 – Do nothing and retain the current CTS scheme

Option 2 – Keep the current CTS scheme but update it to reflect any wider welfare reform changes coming into effect up to 1 April 2018 and to keep it in line with the current Housing Benefit scheme

CTS schemes for previous years, including the current year, have been agreed on the basis of reflecting wider welfare reform changes to ensure consistency between different benefits the customer may be receiving. The same approach is recommended for the 2018/2019 CTS scheme.

RECOMMENDATIONS:

The Panel is asked to recommend to Cabinet that Option 2 is the draft CTS Scheme for 2018/2019 to go to consultation in September and October 2017.

REASONS FOR RECOMMENDATIONS:

To ensure a Council Tax Support scheme for 2018/2019 is in place by 31 January 2018.

REPORT DETAIL

1. Introduction

The current CTS scheme has been in place since April 2013 with modifications made each year to reflect changes to Housing Benefit rules and wider welfare reforms. The principles of our current CTS scheme are shown at Appendix B. A full breakdown of our current caseload and the costs of the CTS scheme are shown at Appendix C.

There are issues with the current scheme, some unavoidable, as detailed below.

Pension Age Claims

We are free to decide any CTS scheme for working age residents, subject to the parameters set by central government. However 53% of our caseload is people who are pension age and they account for 55% of the cost of the CTS scheme. They are paid based on the national CTS scheme, which is more generous than our working age CTS scheme, but we still have to meet the cost from our budgets. We have no power to change the criteria or the amount they are paid.

Protected Groups

To ensure vulnerable groups are supported, people who meet certain criteria have their CTS calculated under the national, more generous CTS scheme. The Protected Groups are:

- Those who have reached the qualifying 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
- Those in the ESA Support group

Those in a protected group account for 73% of the working age CTS claims and 81% of the cost of the working age CTS scheme.

Welfare Reform, Universal Credit and Housing Benefit Changes

Central Government continues to make ongoing changes to other welfare benefits. Universal Credit 'Live Service', for simple claims was introduced in this area in March 2016, and 'Full Service', for more complex claims, will start in July 2018. The Housing Benefit scheme, which is calculated alongside CTS, is being updated by Central Government to mirror rules in Universal Credit.

In order to support the Government's principles of welfare reform, and to keep the CTS scheme in line with other benefits customers are receiving, the changes and rules in Housing Benefit and Universal Credit are included in our working age CTS scheme at each annual update.

Budget

To ensure our CTS scheme is within budget and meets the projections in the Financial Plan, the scheme requires working age people (who are not in a Protected Group) to contribute a minimum of 25% towards their council tax bill, with the remainder covered by CTS. This level of contribution is needed because of our high proportion of people who are pension age or in a protected group which increases the cost of the CTS scheme.

Consultation

We must consult with those who could be affected by our CTS Scheme before we can agree a final scheme for 2018/2019. The consultation runs for six weeks online and is combined with press releases, social media alerts and direct contact with other organisations including Housing Associations and welfare advice providers. For 2017/2018 we also directly contacted all Ward Members and Parish Clerks, asking them to encourage their residents to respond to the consultation. Despite this we still only received 33 responses.

Caseload

The Council Tax Support caseload is steadily declining and reduced by 4.8% during 2016/2017. A smaller caseload reduces the cost of the CTS scheme, however some of this is offset by annual council tax increases.

Other Norfolk Authority schemes

Due to local demographics, differences in the proportion of pension age claims, political priorities and budget requirements, all the Norfolk authorities operate different rules for their CTS schemes. Our CTS scheme includes the impact of a high proportion of pension age claims whilst keeping the cost within the projections in the Financial Plan.

2. Proposal.

Two options are proposed for the 2018/2019 CTS scheme:

Option 1 – Do nothing and retain the current CTS scheme

Option 2 – Keep the current CTS scheme but update it to include any wider welfare reform changes coming into effect up to 1 April 2018 and to keep it in line with the current Housing Benefit scheme

CTS schemes for previous years have been agreed on the basis of Option 2 – keeping the CTS scheme in line with the rules for other welfare benefits and wider welfare reform changes.

There have been very few welfare reform changes since the 2017/2018 CTS scheme was implemented, so any amendments for 2018/2019 will be minor technical changes to keep the scheme in line with Housing Benefit rules.

Households with at least one child under the age of 5 fall into a protected group and have their CTS calculated under the national, more generous, set of rules mirroring the protections for families in Universal Credit. Changes to these protections were expected in 2017 and some amendments appear to have been made, but not to the extent that any changes are needed to the rules for the protected groups for the 2018/2019 CTS scheme.

No changes are proposed to the work incentives within the CTS scheme, where those in work can keep an extra £10 a week of their earnings (compared to Housing Benefit) before their CTS is affected.

The Panel is asked to recommend to Cabinet that Option 2 is the preferred draft CTS Scheme for 2018/2019. This scheme will then be opened to a six week public consultation.

3. Issues for the Panel to Consider

The Panel is asked to consider the following:

Scheme Principles:

- Are you happy to keep the CTS scheme in line with welfare reform and in particular changes to Universal Credit and Housing Benefit?
- Are the Work Incentives relevant?

Protected Groups:

- Do you agree with the current protected groups?
- Are there any groups that should not be protected?
- Are there any other groups that should be protected?

Consultation:

- What methods of consultation would you like to see?
- How can we increase the number of responses to the consultation?

4. Corporate Priorities

The Council is required to consult on and agree a CTS scheme for each financial year. This fits with the Corporate Priorities – ‘Priority 1: Provide important local services within our available resources’.

5. Financial Implications

A full breakdown of the cost of the current 2017/2018 CTS scheme is shown at Appendix C.

The total cost of our CTS scheme in 2017/2018 is £9.355m and the projected cost for 2018/2019 is roughly the same. This cost is split between the council tax preceptors according to their share of the council tax and for 2017/2018 the shares are:

Norfolk County Council	77%
Norfolk Police and Crime Commissioner	13%
Borough Council	7%
Parish and Town Councils	3%

Effectively every £100 of CTS awarded costs us £7. Our share of the cost of CTS is met from our budgets and, as CTS is a discount, this is shown by a reduction the taxbase in the same way as other council tax discounts.

The taxbases for the Parish/Town Councils is also reduced by any CTS claims in their area. The Council pays a grant to the affected Parish and Town Councils in proportion to their share of the cost to offset some of this impact. This grant is detailed in the Financial Plan and reduces annually in line with the Council’s reduction in Revenue Support Grant.

In 2017/2018 the CTS Scheme reduces our taxbase by 5,707 band D properties. The 2018/2019 CTS scheme is estimated to have a similar impact. There does not appear to have been any negative impact on Collection Rates as a result of the CTS scheme.

6. Any other Implications/Risks

The CTS scheme for 2018/2019 is designed to meet the taxbase projections as detailed in the Financial Plan. However any increases in demand, 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.

The impact of the CTS scheme is, and will continue to be, reviewed monthly.

7. Equal Opportunity Considerations

A pre-screening Equality Impact Assessment (EIA) is included at Appendix A. As any changes will be minor and technical in nature a revised full EIA is not required and the EIA included with the Cabinet Report of 6 December 2016 is still valid.

8. Consultation

Once agreed by Cabinet the proposed 2018/2019 CTS Scheme will be opened to six weeks' public consultation. This will be conducted as an online survey.

9. Conclusion

Option 2 is the preferred option as it continues with the established principles of the CTS scheme, of incorporating wider welfare reform changes.

10. Background Papers

Cabinet Report – Council Tax Support Scheme 2017/2018: Final Scheme (6 December 2016)

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn &
West Norfolk



Name of policy	Council Tax Support Scheme 2018/2019				
Is this a new or existing policy/ service/function?	Update to existing Policy				
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	Council Tax Support is a discount given to residents on a low income. The Council is free to agree its own local scheme for the discount for working age people				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age	✓			
	Disability	✓			
	Gender			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Other - low income, large families	✓	✓		
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?	Yes	There are protections for those who have a disability, caring responsibilities, children under 5 or are pension age			
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	Actions:			
		Actions agreed by EWG member:			
Assessment completed by: Name Jo Stanton					
Job title Revenues and Benefits Manager	Date 6 June 2017				

Appendix B : Principles of the Current CTS Scheme

Our current CTS scheme assesses people's income against an allowed amount, called an 'applicable amount'. If their income is less than the applicable amount they receive full CTS, subject to a 25% contribution if they are working age and not in a protected group. If it is more than the applicable amount their CTS is reduced by 20p for every extra £1.

Our current CTS Scheme Principle:

An equal cut is made to everyone apart from those in a protected group.

The key points are:

- Working Age people have their CTS calculated based on 75% of their weekly CTS bill
- A weekly £10 deduction is made for each non-dependent 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
- There is no Second Adult Rebate

To fulfil the requirement to consider vulnerable groups, CTS will be paid based on the national, more generous scheme for the following groups:

- Those who have reached the qualifying 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
- Those in the ESA Support group

The CTS scheme also includes incentives to find work. People are allowed to keep an extra £10 (above the national limit) before their CTS is affected. This is known as a disregard and the amounts are:

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

We also have a local income disregard as below:

- War Pensions will be fully disregarded in the income calculation

Appendix C – Current CTS Expenditure

Table 1: CTS 2017/2018	Number of Claims	% of Claims	Cost £m	% of Cost
Total Caseload	10,820		£9.356	
Pension Age Claims	5,710	53%	£5.144	55%
Working Age Claims	5,109	47%	£4.212	45%
<u>Working Age Breakdown:</u>				
Working Age Not Protected	1,393	27%	£0.792	19%
Working Age Protected Claims	3,716	73%	£3.420	81%
<u>Working Age Protected Claims:</u>				
Disability Benefits	1,752		£1.684	
Child < 5	1,142		£0.974	
ESA Support	311		£0.284	
Multiple Reasons	242		£0.213	
Carer's Allowance	128		£0.130	
Carer Premium	83		£0.083	
Disability Premium	58		£0.053	
Total	3,716		£3.420	

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2017		
TITLE:	Council Tax Discounts For Empty/Unfurnished and Uninhabitable Properties For 2018/2019		
TYPE OF REPORT:	Policy Development		
PORTFOLIO(S):	Leader		
REPORT AUTHOR:	Jo Stanton, Revenues and Benefits Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY**PURPOSE OF REPORT/SUMMARY:**

The Council has the discretion to reduce or remove discounts for certain properties including empty / unfurnished and uninhabitable properties. This report considers removing the discounts for these properties.

KEY ISSUES:

The Council awards a 100% discount for one month for properties when they first become empty and unfurnished. The Council also awards a 25% discount for a maximum of one year for a property which is uninhabitable. These discounts both impact on the Council's taxbase, reducing income. Awarding a discount for an empty property can also act as a disincentive for the owner to bring the property back into use.

These discounts were reduced from 1 April 2017, and this report considers removing the discounts completely from 1 April 2018.

OPTIONS CONSIDERED:

The Council can decide to do nothing and keep the discounts as they are, or to completely remove the discounts for empty / unfurnished and uninhabitable properties for 2018/2019.

RECOMMENDATIONS:

The Panel is asked to review the details of the report regarding reducing the current levels of council tax discounts for empty / unfurnished and uninhabitable properties for 2018/2019, and make the appropriate recommendations to Cabinet if changes are required.

REASONS FOR RECOMMENDATIONS:

To ensure council tax discounts are reviewed and recommendations made as needed.

REPORT DETAIL

1. Introduction

1.1. Since April 2004 the Council has had the power to increase the council tax charge for second homes. Since April 2013 we have had the power to further increase the council tax charge for second homes, and to increase the charge for properties which are unfurnished, uninhabitable or long term empty, and to charge a premium of a maximum additional 50% for properties empty for more than two years.

1.2. The aim of these powers is to encourage properties back into use and raise additional revenue for areas affected by high numbers of second homes.

2. Proposal

2.1 The Council has made changes to these discounts over the years and a summary is below:

Class	Start	End	Discount	Council Tax Charge	Time Limit
Second Homes	01/04/1993	31/03/2004	50%	50%	None
	01/04/2004	31/03/2013	10%	90%	None
	01/04/2013	31/03/2016	5%	95%	None
	01/04/2016		0%	100%	None
Empty and Unfurnished properties	01/04/1993	31/03/2013	100%	0%	6 months
	01/04/2013	31/03/2017	100%	0%	3 months
	01/04/2017		100%	0%	1 month
Uninhabitable Properties	01/04/1993	31/03/2013	100%	0%	12 months
	01/04/2013	31/03/2017	50%	50%	12 months
	01/04/2017		25%	75%	12 months
Long Term Empty Properties	01/04/1993	31/03/2013	50%	50%	None
	01/04/2013		0%	100%	None
Properties Empty over 2 years	01/04/2013		(50%)	150%	After 2 years

2.2 From 1 April 2017 the Council reduced the time limit for the 100% discount for empty / unfurnished properties from three months to one month. We also reduced the 12 month discount for uninhabitable properties from 50% to 25%. There has been minimal feedback following the introduction of the changes in April 2017 and taxpayers appear to have accepted the new discounts. However the Revenues staff still need to verify and process the discount applications so the amount of resource needed to manage these discounts has not changed.

2.3 A Norfolk wide review of the levels of discounts is underway during 2017 and Norfolk County Council has asked local authorities to review their discounts with a view to having common discount levels across the County. Some Councils have already completely removed the Council Tax Discounts for Empty/Unfurnished and Uninhabitable properties.

2.4 The implications of completely removing these discounts and charging 100% council tax are detailed below. These figures are based on data as at 5 June 2017:

	Empty and Unfurnished	Uninhabitable	Total
Properties Affected	53	79	132
Taxbase Increase @ Band D	41.6	17.1	58.7
Additional Revenue Raised	£68,251	£27,972	£96,062
Norfolk County Council	£51,955	£21,293	£73,126
Norfolk Police and Crime Commissioner	£9,041	£3,705	£12,726
Parishes (Average)	£2,389	£979	£3,362
BCKLWN	£4,866	£1,994	£6,848

2.5 The changes will affect 132 properties in the Borough (from a total of 72,507) where the taxpayer will no longer see any reduction in their bill if their property is empty. The current reduction for empty / unfurnished properties only applies for one month before it is removed, and the changes will remove this initial reduction completely. The discount for uninhabitable properties has been reduced to 25% for 12 months from 1 April 2017, and the changes would also see this removed completely from 1 April 2018.

2.6 The changes can encourage taxpayers to bring their properties back into use or complete structural works sooner than would be the case if there was a discount available. They also reduce the cost of council tax discounts, raising extra income to the Borough Council, County Council, the Police and Crime Commissioner and the Parish/Town Councils.

2.7 A small amount of extra income is generated for the Borough Council. Removing the discounts will also free up resources which will no longer be needed for verifying discount applications. These can be deployed to ensuring other discounts, such as the 25 per cent single resident discount, are correct.

3. Other Norfolk Authorities – Council Tax Charges

3.1 The council tax discounts for 2017/2018 for the different classes of property in other Norfolk authorities are shown below:

	2nd Homes	Empty and Unfurnished	Uninhabitable
BCKLWN	0%	100% (1 month)	25% (12 months)
Breckland	0%	100% (1 month)	50% (12 months)
Broadland	0%	0%	0%
Gt Yarmouth	0%	100% (1 month)	0%
North Norfolk	5%	0%	0%
Norwich	5%	0%	50% (12 months)
South Norfolk	5%	100% (1 month)	50% (12 months)

3.2 All Norfolk Authorities charge full council tax for long term empty properties, increasing to 150% of the charge for properties empty for more than two years.

4. Issues for the Panel to Consider

- 4.1 The Panel is asked to consider review the level of discounts for empty / unfurnished and uninhabitable properties and make the necessary recommendations to Cabinet if changes are required.

5. Corporate Priorities

- 5.1 The changes would support Corporate Priority 2: Drive Local Economic and Housing Growth, by encouraging empty properties back into use.

6. Financial Implications

- 6.1 Removing the discounts and imposing a 100% council tax charge will increase the Council's taxbase by 58.7 Band D properties. This will raise an additional £6,848 for the Borough Council, £73,126 for Norfolk County Council and £12,726 for the Norfolk Police and Crime Commissioner. Norfolk County Council will provide funding of £50,000 towards the administrative costs of the changes.
- 6.2 Removing the discounts frees up resources which can be used on other projects to verify other discount awards, such as single resident discounts, protecting and increasing the Council's income.
- 6.3 A £10,000 Discretionary Hardship fund is maintained to assist those experiencing difficulty as a result of changes to discounts, and this will continue for 2018/2019. This fund is extended to any category of taxpayer as the Council sees fit, for example those bringing a long empty property back into use to live in as their own home. Individual applications are considered by the Portfolio Holder and Ward Member under delegated powers.

7. Any other Implications/Risks

- 7.1 None

8. Equal Opportunity Considerations

- 8.1 None

9. Consultation

- 9.1 None required

10. Conclusion

- 10.1 The Panel is asked to review the level of discounts and make the necessary recommendations to Cabinet.

11. Background Papers

- 11.1 None

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2017		
TITLE:	Non Domestic Rates: New Discretionary Revaluation Reliefs		
TYPE OF REPORT:	Policy Development		
PORTFOLIO(S):	Leader		
REPORT AUTHOR:	Jo Stanton, Revenues and Benefits Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY**PURPOSE OF REPORT:**

At the Budget on 8 March 2017 the Chancellor announced the Government would make available a discretionary fund of £300m over four years from 2017/2018 to support those businesses facing the steepest increases in their business rates bills as a result of the 2017 Revaluation. Every Billing Authority has been awarded a share of the £300m based on the increases in their rates bills, and Billing Authorities are free to decide on a scheme to allocate this to their ratepayers.

This report outlines the options considered and the preferred option for a Discretionary Revaluation Relief scheme.

KEY ISSUES:

The Borough Council has over 5,700 non-domestic properties, of which around 3,600 have seen an increase in their bill due to the 2017 Revaluation. The Council has been awarded £709,000 over four years to fund their Discretionary Revaluation Relief scheme.

Billing Authorities are free to decide on any scheme of Discretionary Hardship Relief they wish. The only condition Government has placed on the scheme is that the County Council is consulted in advance of the scheme being decided.

Meetings have been held with other Norfolk Authorities and the County Council to scope possible options for the relief scheme.

OPTIONS CONSIDERED:

A working group of Norfolk Authorities met on 7 April 2017 to discuss the different methodologies for a relief scheme. The general principle of having a scheme where increases for occupied properties are phased in over the four years was agreed and two alternatives were suggested – a scheme limiting increases in bills to a certain percentage, or a ‘banded’ scheme awarding a fixed amount of relief depending on how much a ratepayer’s bill has increased. Within the banded scheme, two options were considered; either an award based on a percentage increase, or an award based on the value of the increase.

The working group modelled the different options within their own funding allocations. The group met again on 26 May 2017 and agreed that a banded scheme based on the value of the increase in ratepayer’s bills was the preferred option. The County also agreed with this approach.

RECOMMENDATIONS:

The Panel agrees to recommend to Cabinet that:

1. The new Discretionary Revaluation Relief scheme for Year 1 (2017/2018) is a banded scheme where a fixed amount of relief is awarded for occupied properties based on the amount the ratepayer's bill has increased as at 1 April 2017,
2. The principle of a banded scheme is retained in Years 2, 3 and 4 with delegated authority given to the s151 Officer, in consultation with the Leader, to review and decide the bandwidths and the value of the relief given to each band, and
3. Delegated authority is given to the Leader to consider individual applications for the new Discretionary Revaluation Relief scheme that do not meet these criteria

REASONS FOR RECOMMENDATIONS:

To ensure a Discretionary Revaluation Relief scheme for ratepayers facing an increase in the bills due to revaluation is agreed and arrangements are in place for future years of the scheme.

REPORT DETAIL

1: Introduction

At the Budget on 8 March 2017 the Chancellor announced the Government would make available a discretionary fund of £300m over four years from 2017/2018 to support those businesses facing the steepest increases in their business rates bills as a result of the 2017 Revaluation. Every Billing Authority has been awarded a share of the £300m based on the total increase in their ratepayers bills, and Billing Authorities are free to decide on their own schemes to allocate this to their ratepayers.

Government will fully fund the cost of the relief providing it is below the amount allocated for each year. We have been awarded the following amounts for our Discretionary Revaluation Relief scheme:

Year	Amount
1 - 2017/2018	£413,000
2 - 2018/2019	£201,000
3 - 2019/2020	£83,000
4 - 2020/2021	£12,000
Total	£709,000

The funding reduces year on year as the expectation is for Billing Authorities' schemes to phase in the increases in rates bills due over the four years so ratepayers eventually reach the point where they are paying their full bill. Therefore the amount of relief needed each year will decrease over the life of the scheme.

Central Government are considering whether to allow funding to be flexed between years, so any over or underspend can be carried forward to a future year, subject to the total cost not exceeding the overall funding. An announcement on this is awaited.

The Borough Council has over 5,700 non-domestic properties of which just over 3,630 have seen an increase in their non-domestic rates bill due to the 2017 Revaluation. Once excluded properties¹ are removed there are around 3,400 properties that could qualify for the relief.

This report outlines the options considered and the preferred option for a Discretionary Revaluation Relief scheme.

2: Proposal

As a condition of receiving funding, Government has specified that Billing Authorities must consult with the County Council when deciding their relief schemes. Norfolk County Council has indicated that they would like to see a consistent relief scheme across the County.

To try and achieve this, officers from six of the seven Norfolk Billing Authorities met on 7 April 2017 to discuss the new scheme and possible options for the scheme criteria. Breckland District Council were not present but had sent their comments. The options were:

¹ Excluded properties are those where the Borough Council, County Council, Police Authority or Fire Authority are the ratepayer, and those where awarding relief would breach the EU State Aid rules which limit the total relief for one ratepayer to €200,000 over three years

1. A scheme to cap increases in business rates bills for occupied properties as a result of the 2017 Revaluation to 12.5% in 2017/2018,
2. A scheme to award a fixed amount of relief to occupied properties depending on the percentage increase in the 2017/2018 business rates bill due to the 2017 Revaluation, or
3. A scheme to award a fixed amount of relief to occupied properties depending on the monetary increase in the 2017/2018 business rates bill due to the 2017 Revaluation

The authorities agreed to take away the options and model the financial impact of each of the schemes then meet again. The headline results of the modelling for our ratepayers are shown at Appendix B.

The group met again on 26 May 2017. Norwich City Council sent apologies and Breckland did not attend, but a representative from Norfolk County Council was present.

There was agreement from all present that the **Option 3** was the most favoured for the following reasons:

- It helps the most ratepayers within the funding available,
- It directly links the relief given with the actual amount a ratepayer's bill has increased by, regardless of the size of their property,
- It is straightforward to explain to ratepayers, and
- It should be simple to administer (subject to the constraints of software systems)

It should be noted that whilst the principle of the scheme will be common across most of the Norfolk Authorities, the bands and the amount of relief awarded for each band will differ depending on the funding awarded, local circumstances and need. For example, Norwich City Council has a large proportion of city centre retail premises with larger rateable values, whilst the majority of increases in North Norfolk District Council's area are for small rural businesses.

3: Full details of the preferred scheme – Option 3

The proposed scheme will compare the ratepayer's charge on 31 March 2017 to their new charge on 1 April 2017, after all other reliefs have been awarded. The amount of this increase will then decide how much relief is awarded. This will apply for all years of the scheme. The relief will apply to occupied properties only.

The relief is not dependent on the size of the property, but solely on the increase in the rates bill. This means that a small business that has seen a large increase in their rates bill will receive the same help as a large ratepayer also facing the same increase. Relief will be awarded for individual accounts so a ratepayer with multiple properties will receive assistance for all their qualifying properties (subject to State Aid).

The following scheme is proposed for Year 1:

Band	Increase From:	Increase To:	Amount of Relief	Number of Ratepayers	Cost
A	£250	£499	£125	396	£49,500
B	£500	£999	£250	106	£26,350
C	£1,000	£1,999	£500	151	£75,500
D	£2,000	£2,999	£1,000	55	£55,000
E	£3,000	£3,999	£1,500	28	£42,000
F	£4,000	£4,999	£2,000	26	£52,000
G	£5,000	No Max	£2,500	44	£110,000
	Total			806	£410,350

Key points from the proposed scheme are:

- It helps the most ratepayers within our Year 1 funding allocation of £413,000,
- The principle of the scheme is common across the majority of Norfolk authorities (although Breckland Council has a different scheme as they are part of ARP),
- The amount of relief awarded is set at 50% of the lower value of the band. This means ratepayers receive relief of between 25% and 50% of the increase in their rates bill²
- Ratepayers must have an increase of at least £250 to qualify for Discretionary Revaluation Relief,
- There is no upper limit and increases of £5,000 and above will receive £2,500 relief,
- The amount of the increase is calculated after all other reliefs are awarded. This means ratepayers may qualify for multiple reliefs, for example Transitional Relief, Charitable Relief, or Small Business Rate Relief, before the new Discretionary Revaluation Relief, and
- It applies to occupied properties only so does not benefit owners of empty properties, helping to encourage these back in to use.

There are also a number of technical and administrative scheme rules and these are included at Appendix C. Examples of how the scheme will affect different ratepayers are shown at Appendix D.

4: Years 2, 3 and 4

The principle of the scheme is to award a lesser amount of relief each year so increases in rates bills are gradually phased in. The funding for future years reduces as shown below:

Year	£	Change £	Change %
1 - 2017/2018	£413,000	-	-
2 - 2018/2019	£201,000	-£212,000	-51%
3 - 2019/2020	£83,000	-£118,000	-59%
4 - 2020/2021	£12,000	-£71,000	-86%
Total	£709,000		

The Banded scheme at Option 3 allows the same scheme principles to apply for future years, with a reduced amount of relief awarded for each band reflecting the reductions above.

The actual amount of relief that could be awarded in future years depends on a number of factors, including the take up of relief in Year 1 and whether central government allows the relief funding to be transferred between years.

The Panel is asked to recommend that delegated authority is given to the s151 Officer, in consultation the Leader, to review and decide the bandwidths and the value of the relief given to each band for years 2, 3 and 4.

² E.g. a ratepayer with an increase of £1,500 in their rates bill will receive relief of £500 = 33% of the increase. See examples at Appendix D.

5: Issues for the Panel to Consider

- **Principles of the Relief scheme:** Does the Panel agree with recommending Option 3?
- **Minimum amount:** is the Panel happy with recommending a minimum increase of £250 before relief is awarded? To award relief to these ratepayers would increase the cost beyond the available funding
- **Upper Limit:** Does the Panel agree to not having an upper limit on increases but awarding the same relief to all those with an increase over £5,000?
- **Occupied Properties:** Does the Panel agree with only awarding relief for occupied properties?

6: Corporate Priorities

The new Discretionary Relief scheme fits with Corporate Priority 1: Provide important local services within our available resources and Corporate Priority 2: Drive local economic and housing growth

7: Financial Implications

Central Government has allocated a fixed amount of funding for each of the next four financial years. Providing the cost of the relief remains within this funding limit, there is no cost to the Council.

Central government may allow funding to be transferred between the four years of the scheme. An announcement will be made soon.

8: Any other Implications/Risks

One of the criteria for receiving relief is that the ratepayer must have had an increase in their rates bill on 1 April 2017 due to the 2017 Revaluation. This means that only those who are liable to pay business rates on 1 April 2017 will qualify and there will be no extra demand after this date from new ratepayers. Using the increase as at 1 April 2017 means the impact for the current and future years can be mapped more accurately.

9: Equal Opportunity Considerations

A Pre-Screening Equality Impact Assessment is included at Appendix A. No impacts are identified.

10: Consultation

The Government consultation on design and implementation of the relief scheme expects Billing Authorities to discuss options with their Major Precepting Authorities at an early stage and to consult them before adopting any scheme. Discussions on scheme design took place with County Officers and confirmation has been received [tbc following review of scheme] from the County's Executive Director of Finance and Commercial Services that the County have been consulted with and are content with the principles of the proposed banded discount scheme.

11: Conclusion

Option 3 allows the Council to help the most ratepayers within the available funding, targeting assistance at occupied properties and directly linking the amount of relief with the size of the increase in the rates bill.

12: Background Papers

DCLG - Business Rates: Consultation on the proposals on the design and implementation of the locally administered Business Rates Relief Scheme (March 2017)

**APPENDIX A:
Pre-Screening Equality Impact Assessment**

Borough Council of

**King's Lynn &
West Norfolk**



Name of policy	New Business Rates Discretionary Revaluation Policy				
Is this a new or existing policy/ service/function?	New				
Brief summary/description of the main aims of the policy being screened. Please state if this policy rigidly constrained by statutory obligations	The Council has been awarded funding to provide additional help to ratepayers whose bills have increased following the revaluation. The recommended option describes the circumstances in which this relief will be given.				
Question	Answer				
<p>1. Is there any reason to believe that the policy could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			√	
	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 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 be perceived as impacting on communities differently?	No				
4. Is the policy specifically designed to tackle evidence of disadvantage or potential discrimination?	No				
<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</p>	NA	Actions:			
		Actions agreed by EWG member:			
Assessment completed by: Name Jo Stanton					
Job title Revenues and Benefits Manager	Date 30 May 2017				

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

Scheme Modelling Results for all three options

Option 1 – Limiting Increases to 12.5%

A scheme that limits increases to a maximum of 12.5% for all ratepayers in 2017/2018 compared to their 2016/2017 bill. Various options within this scheme were modelled including a maximum Rateable Value and a maximum amount of relief:

Criteria	RV < £200,000 Max Relief £5,000	RV < £200,000 No Max Relief	No Max RV Max Relief £5,000	No Max RV No Max Relief
Number Qualifying	309	309	321	321
Cost	£197,934	£292,006	£254,645	£530,959
<i>Year 1 Allocation</i>	<i>£413,000</i>	<i>£413,000</i>	<i>£413,000</i>	<i>£413,000</i>
<i>% of Year 1</i>	<i>56%</i>	<i>83%</i>	<i>73%</i>	<i>151%</i>

Pros:

Limits the bill to a fixed increase – easy to explain to ratepayers
Could select criteria to ensure the cost falls within the available funding

Cons:

Does not help many ratepayers
Administratively complex
Difficult to continue the principle into future years

Option 2 – Banded scheme based on the percentage increase in the business rates bill

A scheme that calculates the percentage increase in a ratepayer's bill due to the 2017 Revaluation and awards relief based on that percentage. The percentages and amounts of relief are shown in the table below:

% Increase	Relief Awarded	Number Qualifying	Cost
5% to < 7.5% increase	£100	2,944	£224,971
7.5% to < 15% increase	£500	342	£170,118
15% to < 25% increase	£1,000	7	£7,000
>25% increase	£2,000	18	£32,878
Total		3,311	£434,968
<i>Year 1 Allocation</i>			<i>£413,000</i>
<i>% of Year 1</i>			<i>124%</i>

Pros:

Helps lots of ratepayers
Simple to explain as links a fixed amount of a relief to a certain bandwidth
Similar to recent government reliefs where a fixed amount of relief has been given
Easy to amend for future years

Cons:

Exceeds the available funding
Regressive – a 10% increase could be £50 for one ratepayer and £500 for another but they will still receive the same amount of relief.

Could potentially reduce a rates bill to £0 which does not support the objective of gradually helping ratepayers to get used to paying a higher bill

Option 3 – Banded scheme based on the monetary increase in the business rates bill

A scheme that calculates the monetary increase in a ratepayer's bill due to the 2017 Revaluation and awards relief based on that increase. The minimum increase is £250 but there is no maximum. The increases and amounts of relief are shown in the table below:

Band	£ Increase	Relief Awarded	Number Qualifying	Cost
A	£250 to <£500	£125	396	£49,500
B	£500 to <£1,000	£250	106	£26,350
C	£1,000 to <£2,000	£500	151	£75,500
D	£2,000 to <£3,000	£1,000	55	£55,000
E	£3,000 to <£4,000	£1,500	28	£42,000
F	£4,000 to <£5,000	£2,000	26	£52,000
G	>£5,000	£2,500	44	£110,000
	Total		806	£410,350
	<i>Year 1 Allocation</i>			<i>£413,000</i>
	<i>% of Year 1</i>			<i>99%</i>

Pros:

Helps a substantial number of ratepayers (22% of those with an increase) within the available funding

Easy to understand

Links a fixed amount of relief directly to the amount of the increase

No upper limit on the amount of the increase

Administratively straightforward

Easy to retain the principle for future years by reducing the amount of relief awarded to meet the lower funding limit

Cons:

Sets a minimum increase which excludes the remaining ratepayers who have only had a small increase in their bills

APPENDIX C

Discretionary Revaluation Relief scheme rules

The applicant must be the ratepayer on both 31 March 2017 and 1 April 2017

The hereditament must be occupied on 31 March 2017 and 1 April 2017, and must continue to be occupied in order for the relief to apply

There must have been an increase in the net rates payable, after all other reliefs, due to the 2017 Revaluation, either directly (e.g. RV increase) or indirectly (loss of a relief).

The increase will be ascertained by comparing the net rates payable on 31 March 2017 to the net rates payable on 1 April 2017. The increase is measured on the net rates payable after all other reliefs have been deducted, including transitional, mandatory and discretionary reliefs.

The award for Year 1 will only be for the period 1 April 2017 to 31 March 2018, however:

- The award will be apportioned on a daily basis for the dates the property was occupied if the ratepayer vacates the property,
- The award will be apportioned on a daily basis for the dates the property was occupied if the property becomes unoccupied for any other reason,
- The award will be recalculated if the net rates payable, and therefore the amount of the increase, changes (either up or down),
- The award will reflect any changes backdated to 1 April 2017, but not any taking effect on or after 2 April 2017, and
- Any overpaid relief will be repayable and will be recovered through the rates bill

Awards of relief for a future year will only apply for that year and will be subject to the same rules as above.

The award is subject to State Aid rules and ratepayers are responsible for checking they do not breach these rules if they are awarded relief:

- If a ratepayer qualifies for the relief, and it appears to the Billing Authority that State Aid rules will not be breached, the relief will be awarded without the need for an application form. However the ratepayer is required to verify their position regarding State Aid.
- If a ratepayer qualifies for the relief, but the Billing Authority is unclear whether State Aid rules will be breached, the ratepayer is required to complete an application form.

The relief will not apply to Excepted Hereditaments – these are those where a precepting authority is the ratepayer. These include accounts for the Borough Council, County Council, Police Authority and Fire Authority

Applications for relief will be valid for the four years of the scheme (subject to the above rules) and must be received by.... **Can we impose our own rules? What about current Discretionary Relief application rules??**

Appendix D

Examples of how Revaluation Relief will assist ratepayers

Example 1

Mr G is the ratepayer for a Town Centre shop. He is the ratepayer on 31 March 2017 and 1 April 2017 and occupies the property on both dates.

Mr G's rateable value (RV) has increased from £8,500 to £13,000 as a result of the 2017 Revaluation. He used to have no business rates to pay as he received Small Business Rate Relief, but his RV increase means he now only receives partial Small Business Rates Relief and has a rates bill of £2,024.

As Mr G meets the criteria he is eligible for Revaluation Relief. His increase falls in Band D and Mr G receives a reduction of £1,000 in 2017/2018. This is equivalent to 49% of the increase in his rates bill.

Example 2

Mrs D is the ratepayer for a small industrial unit on a trading estate. She is the ratepayer on 31 March 2017 and 1 April 2017 and occupies the property on both dates.

Mrs D's RV has increased from £6,000 to £10,000 as a result of the 2017 Revaluation. She does not qualify for any other reliefs so her rates bill has increased from £2,904 on 31 March 2017 to £4,660 on 1 April 2017, an increase of £1,756.

As Mrs D meets the criteria she is eligible for Revaluation Relief. Her increase falls in Band C and Mrs D receives £750 Revaluation Relief for 2017/2018. This is equivalent to 43% of the increase in her rates bill.

On 1 May 2017 Mrs D sold the property and is no longer the ratepayer. She will still receive the relief for 1 April 2017 to 30 April 2017, apportioned on a daily basis. The new ratepayer will not receive any relief as they do not meet the criteria for having been the ratepayer on 31 March 2017 and 1 April 2017.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2017		
TITLE:	Corporate Performance Monitoring Full Year 2016-17		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Becky Box		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
The corporate performance monitoring report is in place to monitor progress against agreed performance indicators for the year. The report contains information on the corporate performance monitoring undertaken during 2016/17.
KEY ISSUES:
44 performance indicators for 2016/17 have been agreed by Portfolio Holders and Executive Directors as the key performance measures for the year; they cover all Directorates. The monitoring report highlights specific performance issues; where indicators have not met agreed targets they are drawn out into an Action Report, which provides additional detail on what actions are being taken to correct performance that has a variance to target. The 2016/17 monitoring report shows that 54% of targets have been met, and performance has improved against target for 16 indicators.
OPTIONS CONSIDERED:
Not applicable.
RECOMMENDATIONS:
The Panel is asked to <ul style="list-style-type: none"> i. Review the performance monitoring report and ii. Agree the actions outlined in the Action Report.
REASONS FOR RECOMMENDATIONS:
To demonstrate that the Council monitors and puts in place appropriate actions to correct performance that has a variance to the set target, to assist us in meeting our statutory duty to try and secure continuous improvement.





1. Introduction

- 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.
- 1.2 The indicators monitored are reported in full on the corporate performance monitoring report – 2016/17. 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.
- 1.3 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.

2. Monitoring Report



Key points from the corporate performance monitoring report– 2016/17

- 2.1 Changes to Environment and Planning indicators
The government have introduced four new planning indicators focusing on speed and quality of major and non-major development, these indicators will appear on the report as EP 3a, 3b, 3c and 3d.
- 2.2 Due to the timings imposed there is an overlap during Q4 2016/17 with data required for existing and new indicators, EP1b and 1c have been replaced with EP3c and 3d. With effect from Q1 2017/18 the indicators reported will be EP 3a, 3b, 3c and 3d and indicators EP2a, 2b and 2c will be deleted.
- 2.3 The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters. This enables comparison to previous quarters.
- 2.4 The percentage of indicators where performance has improved against the target for 2016/17 is comparable to 2015/16. However, the percentage of indicators that have not improved against the target has increased by 13%.

		Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Performance has improved against target		16 (37%)	16 (39%)	13 (31%)	12 (28%)	16 (36%)
Performance has not improved against target		12 (28%)	13 (31%)	19 (45%)	19 (45%)	18 (41%)
Performance has met and continues to meet target		4 (9%)	4 (10%)	3 (7%)	4 (10%)	3 (7%)
Performance remains unchanged and below target		1 (2%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

Other: <ul style="list-style-type: none"> • reported annually • new indicator • monitor only 	10 (24%)	8 (20%)	7 (17%)	7 (17%)	7 (16%)
Total number of indicators	43	41	42	42	44

2.5 The number of indicators that have met or not met targets for Q4 2016/17 is similar to Q4 2015/16, although there have been variations throughout the year. Actions are in place for the 13 indicators that have not met the annual target.

	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Performance target met 	24 (56%)	23 (56%)	23 (55%)	20 (48%)	24 (54%)
Performance target not met 	14 (32%)	7 (17%)	10 (24%)	13 (31%)	13 (30%)
Other: <ul style="list-style-type: none"> • reported annually • figure not available • monitor only (no target set) 	5 (12%)	11 (27%)	9 (21%)	9 (21%)	7 (16%)
Total number of indicators	43	41	42	42	44

2.6 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	8	5	0	3
Housing and Community Development	11	4	6	1
Corporate Projects and Assets	8	8	0	0
Systems and Economic Development	6	4	2	0
HR, Facilities and Shared Services	5	2	2	1
Culture, Heritage & Health	4	1	1	2
Environment	0	0	0	0
Environment	2	1	1	0
Total	44	25	12	7

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	6	1	4	1
Central and Community Services	11	4	4	3
Commercial Services	8	5	3	0
Environment and Planning	9	9	0	0
Finance Services	10	6	1	3
Total	44	25	12	7

3. Issues for the Panel to Consider

Members should review the attached analysis of achievement of the agreed performance indicators for the year. The Action Report should then be reviewed to ensure areas which have not been met target are appropriately addressed.

4. Corporate Priorities

Performance indicators are developed to monitor key activities many of which directly underpin the achievement of the Council's Corporate Business Plan.

5. Financial Implications

None

6. Any other Implications/Risks

None

7. Equal Opportunity Considerations

None

8. Consultation

Management Team, senior officers and Portfolio Holder

9. Conclusion

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. Members should use the report to assess the actions outlined in the action report which the panel is asked to agree.


10. Background Papers

Corporate Business Plan 2015/16 – 2019/20




Performance Monitoring Action Report Full Year 2016-17



This report highlights indicators that have not met target for 2016-17 and is a supporting document to the Performance Monitoring Full Year 2016-17 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

Status	 This indicator has not met the target.
---------------	--

Performance Indicators 2016-17








Ref	Name	2016/17 Target	2016/17 cumulative performance	Q4 2016/17 (Jan-Mar) performance	Status	Notes	Actions
CE1	% of known licensable HMO's with a current licence	100%	96.7%	100.0%		Q1, Q3 and Q4 achieved 100% however, with the drop in performance in Q2, the 2016/17 cumulative figure is slightly under target.	No further action.
CE4	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough	13.0%	6.1%	annual figure		The 24 new affordable homes built in 2016/17 was significantly lower than the 67 achieved for 2015/16. In May 2016, the government introduced a new national threshold of 11 dwellings and gross floor area of 1000sqm, this has resulted in the Council not being able to secure onsite contributions on most sites of less than 11 dwellings.	Monitoring in 2017/18 will be on sites of ten homes and above completed in the Borough.
CE5	No of households living in Temporary Accommodation	40	43	decreased by 4 households		Work continues to reduce the number of people living in temporary accommodation due to the shortage of suitable housing to meet their needs.	Continue to explore affordable housing options with customers before they become homeless, address any housing debt as soon as possible and continue to support people through the homelessness process.
CE6	% of freedom of information requests given final response within deadline	95.00%	86.00%	95.00%		The target of 95% was achieved in Q4 however, the monthly figure of 26% in May 2016 has had an impact on the overall cumulative performance.	This indicator continues to improve therefore, consideration should be given by Management Team to removing it from the monthly monitoring report.
CE8	No of residential house sales completed - NORA	47	38	17		Only one property remains unreserved. Delays with the solicitor have led to some properties taking longer to complete than hoped.	We are working with our appointed solicitor to speed up the process for future phases.
CE14	No of days to process new benefit claims	17	21	18		Our available resources have been directed at maintaining performance levels with, or better than, the national average. Resources have reduced due to other projects but we are now maintaining our performance at this level.	The 2017/18 target will be set in line with the national average.
CC2	Average no of working days lost due to sickness absence per FTE employee	8.00	10.35	3.36		2016/17 has seen a significant increase in the number of long term sickness cases. The top 10 long term cases account for more than 1,400 days of sickness. Short term sickness has reduced from 47% to 42%	A review of the sickness absence policy will be taken forward during 2017/18.

Performance Monitoring Action Report Full Year 2016-17














Ref	Name	2016/17 Target	2016/17 cumulative performance	Q4 2016/17 (Jan-Mar) performance	Status	Notes	Actions
CC6	% of Careline alarms installed within 10 days from date of enquiry	85.0%	66.1%	76.7%		Issues with staff sickness continue, therefore contractors and postal options remain in place to offer the most suitable option for each client.	When current staffing levels return, a member of the administration team will be trained in installations to provide additional cover.
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	20	22	24		Training has been provided to allow the design work element of the process to be undertaken by contractors.	Continued monitoring to ensure process is keeping assessments on track.
CC11	% reduction of telephone calls to CIC	15.0%	0.0%	0.0%		Although digital channels have been introduced, the CIC is still receiving large volumes of telephone calls. The CIC has taken on more services since this target was set (Careline, Care & Repair and Cleanup) which accounts for the target not being achieved.	Management team to review the 2017/18 target as part of the target setting process.
CO2	% of household waste recycled and composted	45.00%	43.90%	decreased by -3.80%		Q3 (Oct-Dec) has seen a drop in the collection of garden and food waste.	The next phase of the West Norfolk Recycling Rewards scheme began in June with a team of recycling advisers visiting households to offer advice and information.
CO6	% rent arrears on retail/general units	3.00%	4.14%	decreased by -1.15%		During Q4 arrears have reduced by 1.15%	The current issues relate to two tenants which will require formal action and a hardship claim.
EP3c	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	10%	10%	10%		The Q4 figure for EP3c is 10% which is the maximum threshold allowed which would put the Council at a risk of designation (total number of decisions on applications made during the assessment period being overturned at appeal).	Management Team to monitor this indicator closely during 2017/18.

Performance Monitoring Full Year 2016-17





Status	 Indicator has not met the target	30%	 Indicator is on target	54%	 New 2016-17 indicator	16%
Trends	 The value of this indicator has improved	36%	 The value of this indicator has worsened	41%	  The value of this indicator has not changed	7%

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

Chief Executive Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
CE1	2	% of known licensable HMO's with a current licence	Aim to maximise	100.0%	100.0%	96.7%			Q1, Q3 and Q4 achieved 100% however, with the drop in performance in Q2 the 2016/17 cumulative figure is slightly under target.
CE2	2	% of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.2%	1.1%	1.1%			
CE3	2	Unintentional priority homeless acceptances per 1,000 households	Aim to minimise	0.39	–	Q3 0.37	–		New indicator - data will be available one quarter in arrears. 2015/16 data - Q1 0.31 Q2 0.54 Q3 0.55 Q4 0.39
CE4	2	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough	Aim to maximise	13.0%	13.0%	6.1%			The 24 new affordable homes built in 2016/17 was significantly lower than the 67 achieved for 2015/16. In May 2016, the government introduced a new national threshold of 11 dwellings and gross floor area of 1000sqm, this has resulted in the Council not being able to secure onsite contributions on most sites of less than 11 dwellings.
CE5	2	No of households living in Temporary Accommodation	Aim to minimise	39	40	43			Work continues to reduce the number of people living in temporary accommodation due to the shortage of suitable housing to meet their needs.
CE6	1	% of freedom of information requests given final response within deadline	Aim to maximise	95.5%	95.0%	86.0%			The target of 95% was achieved in Q4 however, the monthly figure of 26% in May 2016 has had an impact on the overall cumulative performance.

Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	9.78%	–	10.34%	–		For monitoring purposes only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	9.10	8.00	10.35			2016/17 has seen a significant increase in the number of long term sickness cases. The top 10 long term cases account for more than 1,400 days of sickness. Short term sickness has reduced from 47% to 42%.
CC3	1	% of short term sickness	Aim to minimise	47%	–	42%	–		For monitoring purposes only

Performance Monitoring Full Year 2016-17

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
CC4	1	Telephone satisfaction rates	Aim to maximise	99%	98%	99%			
CC6	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	82.5%	85.0%	66.1%			Issues with staff sickness continue, therefore contractors and postal options remain in place to offer the most suitable option for each client.
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	37.0	35.0	30.0			
CC8	6	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	Aim to minimise	20.0	20.0	22.0			Training has been provided to allow the design work element of the process to be undertaken by contractors.
CC9	1	% of customer satisfaction with on-line forms	Aim to maximise	97.0%	80.0%	90.0%			
CC10	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%			
CC11	1	% reduction of telephone calls to CIC	Aim to maximise	-	15.0%	0.0%			Although digital channels have been introduced, the CIC is still receiving large volumes of telephone calls. The CIC has taken on more services since this target was set (Careline, Care & Repair and Cleanup) which accounts for the target not being achieved.
CC12	1	No of customers registered for OneVu account	Aim to maximise	-	-	2,999	-		'MyAccount' went live on 8 February 2017. Due to the delayed launch quarterly monitoring will commence in 2017/18.

Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
CO1	3	Average response time for removal of fly-tips (days)	Aim to minimise	0.5	1.0	0.9			
CO2	3	% of household waste recycled and composted	Aim to maximise	44.30%	45.00%	Q3 43.90%			Q3 (Oct-Dec) has seen a drop in the collection of garden and food waste.
CO3	1	% of rent achievable on industrial estates	Aim to maximise	86.34%	90.00%	92.36%			
CO4	1	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	1.38%			



Performance Monitoring Full Year 2016-17

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
CO5	1	% rent achievable on retail/general units	Aim to maximise	93.10%	96.00%	96.36%			
CO6	1	% rent arrears on retail/general units	Aim to minimise	2.79%	3.00%	4.14%			During Q4 arrears have reduced by 1.15%, the current issues relate to two tenants which will require formal action and a hardship claim.
CE7	2	No of residential houses built - NORA	Aim to maximise	53	58	58			
CE8	2	No of residential house sales completed - NORA	Aim to maximise	53	47	38			Only one property remains unreserved. Delays with the solicitor have led to some properties taking longer to complete than hoped.


















Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
EP2a	2	Processing of planning applications - <u>Major</u>	Aim to maximise	82%	60%	75%			These indicators will be removed from the report as a result of the introduction of new government indicators.
EP2b	2	Processing of planning applications - <u>Minor</u>	Aim to maximise	86%	70%	74%			
EP2c	2	Processing of planning applications - <u>Other</u>	Aim to maximise	93%	82%	83%			
EP3a	2	Processing of major development applications	Aim to maximise	–	50%	75%			New 2017 government indicators - assessment period is 2 years up to and including the current quarter, the average percentage figure for the assessment period as a whole is used.
EP3b	2	Processing of non-major development applications	Aim to maximise	–	65%	78%			
EP3c	2	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	–	10%	10%			New 2018 government indicators - assessment period is 2 years up to and including the current quarter + a 9 month lag to allow for appeals to be decided. The average percentage figure for the assessment period as a whole is used. During 2017/18 these indicators will be monitor only before going live in 2018/19. The Q4 figure for EP3c is 10% which is the maximum threshold allowed which would put the Council at a risk of designation (total number of decisions on applications made during the assessment period being overturned at appeal).
EP3d	2	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	Aim to minimise	–	10%	1%			
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	95.4%	95.0%	97.0%			

Performance Monitoring Full Year 2016-17

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
EP5	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			

Finance Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
CE9	1	% of capital receipts received (excluding house sales)	Aim to maximise	53.5%	100.0%	100.0%			2016/17 target fully achieved. Variance of outturn to estimate £121k over budget.
CE11	1	% of supplier invoices paid within 30 days	Aim to maximise	93%	93%	94%			
CE12	1	% of local supplier invoices paid within 10 days	Aim to maximise	81%	–	82%	–		Monitor only during 2016/17 - under review as part of the current LEAN project
CE 14	1	No of days to process new benefit claims	Aim to minimise	17	17	21			Our available resources have been directed at maintaining performance levels with, or better than, the national average. Resources have reduced due to other projects but we are now maintaining our performance at this level.
CE15	1	No of days to process changes of circumstances	Aim to minimise	6	12	10			
CE16	1	% of Council Tax collected against target	Aim to maximise	97.60%	97.60%	97.70%			
CE17	1	% of Business Rates collected against target	Aim to maximise	98.54%	98.54%	99.10%			
CE18	1	No of residential dwellings subject to Council Tax	Aim to maximise	72045	–	72468	–		For monitoring purposes only
CE19	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48218	–	48798	–		For monitoring purposes only
CE20	1	Income from business rates for Renewable Energy projects	Aim to maximise	£731,189	£755,610	£1,170,715			

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2017		
TITLE:	Corporate performance monitoring – Target Setting For 2017/18		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Becky Box		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>The Council's Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Corporate Performance Panel.</p> <p>This report provides an overview of the corporate performance monitoring indicators and associated targets which have been set for the 2017/18 year.</p>
KEY ISSUES:
<p>Indicators are defined and associated targets are set to enable ongoing performance of key Council services on an ongoing basis. Where possible these are linked to the Council's Corporate Business Plan. The targets are determined based on a realistic assessment at what should be achieved given the resources available within services.</p> <p>As part of the monitoring process, indicators which fail to achieve the agreed target are drawn out into an Action Plan. This forms a major part of the discussions held at the Panel each quarter, ensuring members have the opportunity to clarify the reasons for the levels of performance being reported.</p>
OPTIONS CONSIDERED:
N/A monitoring report
RECOMMENDATIONS:
The Panel is asked to review and note the Council's proposed performance indicators and targets for the 2017/18 year. Performance against these indicators will be reported to this Panel via the quarterly Performance Monitoring report and associated Action Report.
REASONS FOR RECOMMENDATIONS:
The Corporate Business Plan sets out the broad framework for the Council's work for the period 2015/16 to 2019/20. Members should use the information within the monitoring report to review progress on agreed actions and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule Members can seek additional information as to the reason(s) that work is behind schedule.

1. Introduction

- 1.1 The Council's Performance Management Framework includes quarterly monitoring and reporting of performance.
- 1.2 The Council monitors a range of indicators from across Directorates as a corporate 'health check' and to demonstrate efforts to continuously improve services.
- 1.3 The indicators to be monitored, and the target to be achieved for each indicator, are agreed by Directors in consultation with their Portfolio Holder, at the start of each financial year.
- 1.4 Processes are put in place to produce the required information within relevant services, and the information is then collated and analysed centrally by Performance and Efficiency on a quarterly basis.
- 1.5 The collated information is used to produce an overarching report which is presented to the Corporate Performance Panel and is made available to all Councillors and Portfolio Holders for information on the Council's intranet, Insite.

2. Process for Identifying Annual Indicators and Targets

- 2.1 During May each year Management Team review the performance indicators set for the previous year, and compare these to the performance achieved during the previous year. Discussions are held regarding the ongoing relevance of each indicator, whether the definition of each indicator should be revised or updated and whether other areas of the Council's operations should be included for monitoring in the coming year.
- 2.2 A draft set of indicators for the coming year is then produced, and Management Team discusses and agrees a provisional target for each indicator in turn, taking into consideration the past year's performance, any planned changes which may affect performance and any other relevant factors.
- 2.3 Once the proposed indicators and targets have been defined each Director discusses and agrees their proposals with the relevant Portfolio Holder, reporting back to Performance and Efficiency any changes that have been agreed.
- 2.4 The agreed indicators and targets are used to produce the quarterly monitoring report.

3. Key changes to Indicators for the 2017/18 year

- 3.1 The agreed indicators for the 2017/18 year are shown in Appendix A.
- 3.2 The changes for the 2017/18 year are:
Chief Executive's Directorate – indicators in relation to Financial Services have been transferred to the Finance Services Directorate and likewise, the indicators relating to Corporate Projects have been transferred to the Commercial Services Directorate. A new indicator has been created CE7 – % spend of Flexible Homeless Grant with an annual target of 100%.

- 3.3 **Central and Community Services Directorate** – Indicator CC11 has been revised to capture customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries.
- 3.4 **Commercial Services Directorate** – Indicator CO2, total tonnage of waste recycled and composted will replace the current indicator percentage of household waste recycled and composted. Also, the number of brown bins in use for composting will be monitored during 2017/18.
- 3.5 **Environment and Planning Directorate** - Indicators EP1b and EP1c have been replaced with EP3c and EP3d to comply with government guidelines on recording the percentage of decisions overturned at appeal for major and non-major applications. Three local indicators in relation to the processing of applications (EP2a, EP2b and EP2c) have been deleted and replaced with two new government indicators for the processing of major and non-major applications (EP3a and EP3b).
- 3.6 **Finance Services Directorate** – Indicator CE20, income from business rates for renewable energy projects will be deleted as no additional income is expected during 2017/18.

4. Key changes to targets for the 2017/18 year

- 4.1 The targets for each of the agreed indicators are also shown in Appendix A. The targets set reflect Management Team’s view on the potential ability of staff to achieve the indicators within available resources, and also take account of key priorities for the delivery of services or the maximisation of income for the Council.
- 4.2 A ‘notes’ column has been included in Appendix A to further explain the target which has been set, where appropriate.
- 4.3 All the targets included in Appendix A have been agreed with the relevant Portfolio Holder.

5. Issues for the Panel to Consider

- 5.1 Members should note that the indicators and associated targets have been discussed and agreed by Executive Directors and Portfolio Holders. These indicators will form the basis of the corporate performance monitoring report for the 2017/18 year. The first report reviewing performance against these targets will be considered by this panel on 9 October 2017.

6. Corporate Priorities

Performance indicators are developed to monitor key activities many of which directly underpin the achievement of the Council’s Corporate Business Plan.

7. Financial Implications

None

8. Any other Implications/Risks

None

9. Equal Opportunity Considerations

None

10. Consultation

Management Team, senior officers and Portfolio Holder

11. Conclusion

The Panel is asked to note the contents of the report and agree the range of indicators and associated targets for the 2017/18 year set out in Appendix A.

12. Background Papers

Corporate Business Plan 2015/16 – 2019/20

Performance Target Setting 2017/18



Status	This indicator has not met the target	This indicator has met the target
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The Council monitors indicators from across the Directorates as a corporate 'health check' and to demonstrate efforts to continuously improve services.

Chief Executive Services








Ref	Name	Good Performance	Year End 2015/16	Target 2016/17	Year End 2016/17	Status 2016/17	Target 2017/18	Notes
CE1	% of known licensable HMO's with a current licence	Aim to maximise	100.0%	100.0%	96.7%		100.0%	
CE2	% of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.2%	1.1%	1.1%		1.1%	
CE3	Unintentional priority homeless acceptances per 1,000 households	Aim to minimise	0.39	–	Q3 0.37	–	–	Monitor only
CE4	Affordable housing units built as a % of the total number of new build dwellings on sites of ten homes and above completed in the Borough	Aim to maximise	13.0%	13.0%	6.1%		13.0%	Revised description - monitor on sites of ten homes and above
CE5	No of households living in Temporary Accommodation	Aim to minimise	39	40	43		45	
CE6	% of freedom of information requests given final response within deadline	Aim to maximise	95.5%	95.0%	86.0%		95.0%	
CE7	% spend of Flexible Homeless Grant	Aim to maximise					100.0%	New indicator - Quarterly targets Q1 25% Q2 50% Q3 75% Q4 100%

Central and Community Services

Ref	Name	Good Performance	Year End 2015/16	Target 2016/17	Year End 2016/17	Status 2016/17	Target 2017/18	Notes
CC1	Staff turnover	Aim to minimise	11.38%	–	10.34%	–	–	Monitor only
CC2	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	9.10	8.00	10.35		8.00	
CC3	% of short term sickness	Aim to minimise	47%	–	42%	–	–	Monitor only
CC4	Telephone satisfaction rates	Aim to maximise	99%	98%	99%		98.0%	
CC6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	82.5%	85.0%	66.1%		85.0%	
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	37.0	35.0	30.0		35.0	

Ref	Name	Good Performance	Year End 2015/16	Target 2016/17	Year End 2016/17	Status 2016/17	Target 2017/18	Notes
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	20.0	20.0	22.0		20.0	
CC9	% of customer satisfaction with the on-line forms	Aim to maximise	97.0%	80.0%	90.0%		80.0%	
CC10	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%		100%	
CC11	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries.	Aim to maximise	–	15.0%	0.0%		5.0%	Quarterly targets Q1 1% Q2 2% Q3 3% Q4 5%
CC12	No of customers registered for OneVu account	Aim to maximise	–	7,500	2,999		20,000	Quarterly targets Q1 5,000 Q2 8,000 Q3 14,000 Q4 20,000

Commercial Services



Ref	Name	Good Performance	Year End 2015/16	Target 2016/17	Year End 2016/17	Status 2016/17	Target 2017/18	Notes
CO1	Average response time for removal of fly-tips (days)	Aim to minimise	0.5	1.0	0.9		1.0	
CO2	Total of waste recycled and composted (tonnage)	Aim to maximise					27,580	New indicator - Quarterly targets Q1 7,670 Q2 15,340 Q3 21,590 Q4 27,580
CO3	% of rent achievable on industrial estates	Aim to maximise	86.34%	90.00%	92.36%		90.00%	
CO4	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	1.38%		3.00%	
CO5	% rent achievable on retail/general units	Aim to maximise	93.10%	96.00%	96.36%		96.00%	
CO6	% rent arrears on retail/general units	Aim to minimise	2.79%	3.00%	4.14%		3.00%	
CO7	No of brown bins in use for composting	Aim to maximise					26,200	New indicator - Quarterly targets Q1 25,400 Q2 25,850 Q3 26,000 Q4 26,200
CE7	No of residential houses built - NORA	Aim to maximise	53	58	58		22	Quarterly targets Q1 0 Q2 0 Q3 9 Q4 22
CE8	No of residential house sales completed - NORA	Aim to maximise	53	47	38		22	Quarterly targets Q1 0 Q2 0 Q3 2 Q4 22

Environment and Planning

Ref	Name	Good Performance	Year End 2015/16	Target 2016/17	Year End 2016/17	Status 2016/17	Target 2017/18	Notes
EP3a	Processing of major development applications	Aim to maximise	–	50%	75%		50%	Government target, increase to 60% 2018/19
EP3b	Processing of non-major planning applications	Aim to maximise	–	65%	78%		65%	Government target, increase to 70% 2018/19
EP3c	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	–	10%	10%		10%	Government target, will remain at 10% for 2018/19.
EP3d	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	Aim to minimise	–	10%	1%		10%	Government target, will remain at 10% for 2018/19
EP4	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	95.4%	95.0%	97.0%		95.0%	
EP5	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%		95%	

Finance Services

Ref	Name	Good Performance	Year End 2015/16	Target 2016/17	Year End 2016/17	Status 2016/17	Target 2017/18	Notes
CE9	% of capital receipts received (excluding house sales)	Aim to maximise	53.5%	100.0%	100.0%		100.0%	
CE11	% of supplier invoices paid within 30 days	Aim to maximise	93%	93%	94%		94%	
CE12	% of local supplier invoices paid within 10 days	Aim to maximise	81%	–	82%	–	–	Monitor only
CE14	No of days to process new benefit claims	Aim to minimise	17	17	21		21	The 2017/18 target has been be set around the national average.
CE15	No of days to process changes of circumstances	Aim to minimise	6	12	10		12	
CE16	% of Council Tax collected against target	Aim to maximise	97.60%	97.60%	97.70%		97.60%	Quarterly targets Q1 29.12 Q2 56.78 Q3 84.34 Q4 97.60

Ref	Name	Good Performance	Year End 2015/16	Target 2016/17	Year End 2016/17	Status 2016/17	Target 2017/18	Notes
CE17	% of Business Rates collected against target	Aim to maximise	98.54%	98.54%	99.10%		98.54%	Quarterly targets Q1 29.36 Q2 57.48 Q3 82.43 Q4 98.54
CE18	No of residential dwellings subject to Council Tax	Aim to maximise	72045	–	72468	–	–	Monitor only
CE19	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48218	–	48798	–	–	Monitor only
CE20	Income from business rates for Renewable Energy projects	Aim to maximise	£731,189	£755,610	£1,170,715		–	Remove indicator - no additional income expected until 2018/19

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2017		
TITLE:	Q4 2016/17 Corporate Business Plan Monitoring Report		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Becky Box		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/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 2016/17.
KEY ISSUES:
There are currently 43 agreed actions being undertaken to progress the Council's Corporate Business Plan. The 2016/17 Q4 monitoring report indicates that 86% of the actions are progressing well, 5% have been completed, 7% are slightly behind schedule and 2% are significantly behind schedule (20 actions have been completed from Q4 2015/16 to Q4 2016/17).
OPTIONS CONSIDERED:
N/A monitoring report
RECOMMENDATIONS:
The Panel is asked to review the Q4 2016/17 Corporate Business Plan monitoring report and identify where further information/clarification on progress is required.
REASONS FOR RECOMMENDATIONS:
The Corporate Business Plan sets out the broad framework for the Council's work for the period 2015/16 to 2019/20. Members should use the information within the monitoring report to review progress on agreed actions and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule Members can seek additional information as to the reason(s) that work is behind schedule.

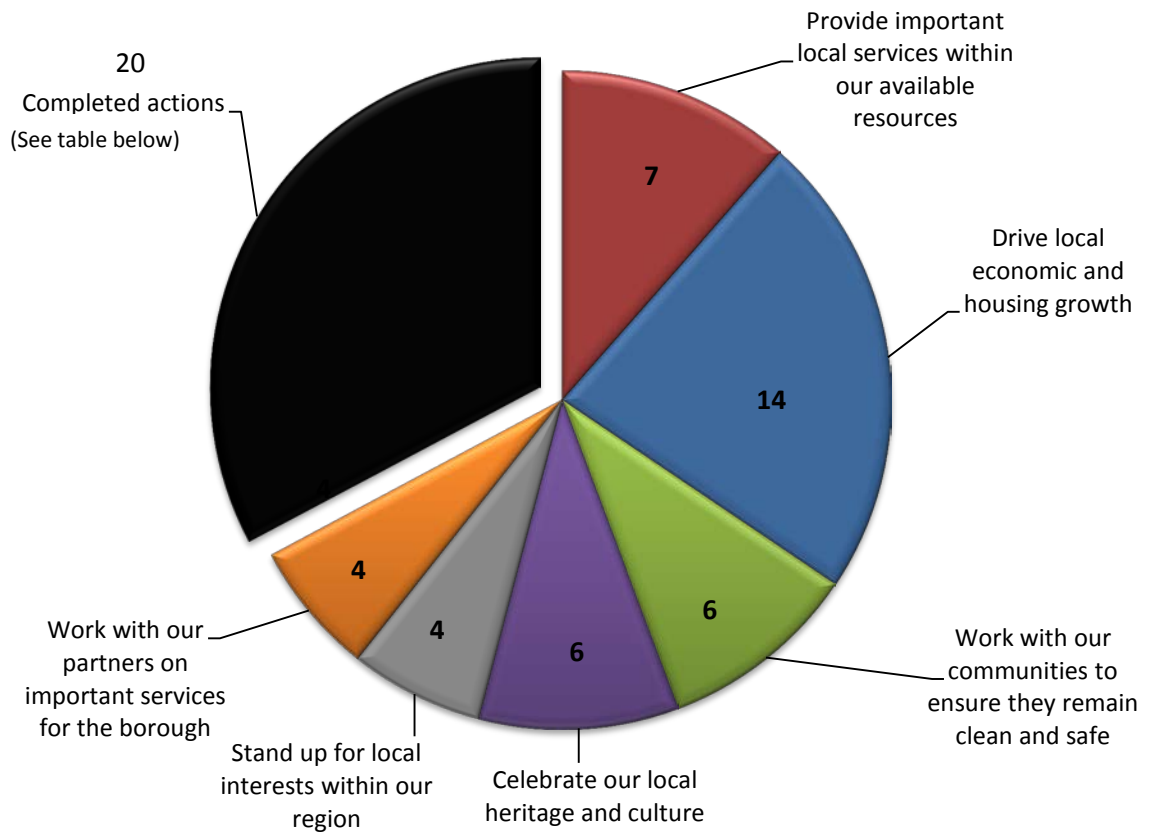
1. Introduction

- 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 have been completed prior to Q2 have been removed from the report and are contained in a separate archive report [Completed Key Actions report 2016-2020](#).

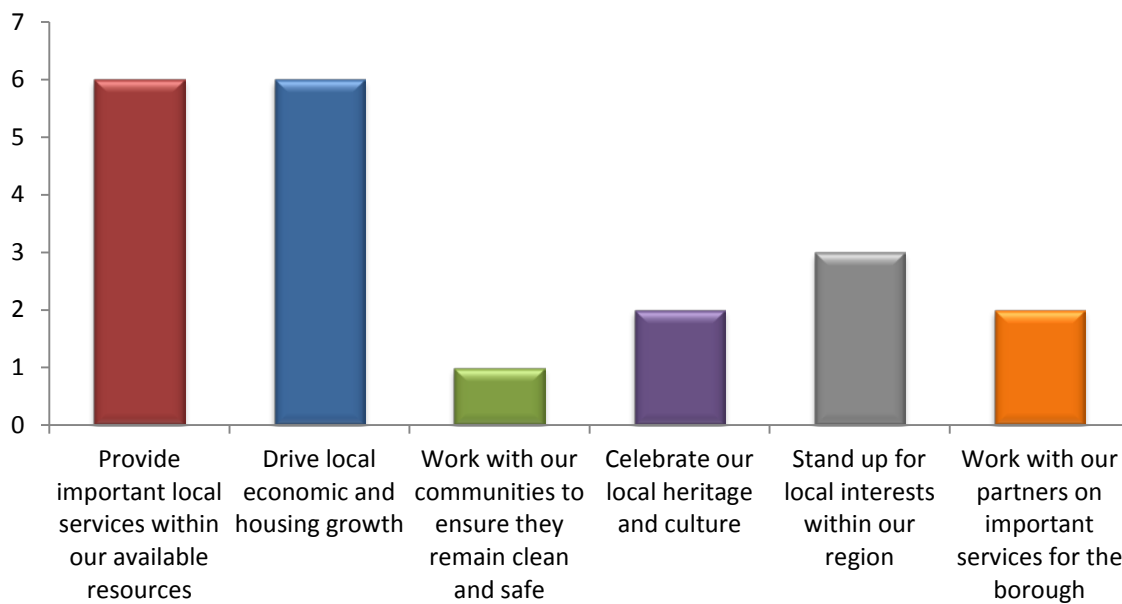
2. Monitoring Report

- 2.1 The 2016/17 Quarter 4 report details progress on agreed actions as at the end of March 2017. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the 2017/18 Quarter 1 report (which will be available on Insite).
- 2.2 The Executive Summary for the 2016/17 Quarter 4 monitoring report indicates that 86% of key actions are progressing well and 5% have been completed this quarter, 7% are slightly behind schedule and 2% are significantly behind schedule.
- 2.3 Ten new corporate performance indicators have been introduced to the monitoring report for 2016/17 to provide a high level snapshot of performance in key activities which support the six priority areas in the Corporate Business Plan.
- 2.4 The chart below highlights the number of current key actions which underpin each corporate priority. Over the next four years the proportions of the chart will change at the end of each quarter, as key actions are completed or new key actions are added in reaction to specific corporate issues or priority areas.

2.5 Current key actions per corporate priority at the conclusion of Q4 2016/17



2.6 Breakdown of completed key actions by Priority



3. Issues for the Panel to Consider

Members should review the full Corporate Business Plan monitoring report covering Q4 2016/17 (attached) noting the 'status' given for each key action, The 'comments' column provides details of specific actions which have been progressed during Q4 to enable Members to assess the work undertaken against each action during the specified quarter.

4. Corporate Priorities

This report provides evidence of progress towards the achievement of the Council's corporate priorities.

5. Financial Implications

None

6. Any other Implications/Risks

None

7. Equal Opportunity Considerations

None

8. Consultation

Management Team, senior officers and Portfolio Holder

9. Conclusion

Members should use the Q4 Corporate Business Plan monitoring report to assess performance during the period January to March 2017.

10. Background Papers

Corporate Business Plan 2015/16 – 2019/20



Corporate Business Plan Monitoring Report

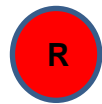
Covering Q4 2016/17

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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 8 actions in place for this priority, 1 action has been completed, the remaining 7 actions are progressing well.



4. Celebrate our local heritage and culture

Of the 6 actions in place for this priority 1 action is significantly behind schedule, the remaining 5 are progressing well.



2. Drive local economic and housing growth

Of the 15 actions in place for this priority, 1 action has been completed and 1 action is slightly behind schedule, the remaining 13 are progressing well.



5. Stand up for local interests within our region

All 4 actions in place for this priority are progressing well.



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

Of the 6 actions in place for this priority 1 action is slightly behind schedule, the remaining 5 are progressing well.



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

Of the 4 actions in place for this priority, 1 action is slightly behind schedule, the remaining 3 actions are progressing well.



Overall progress on Corporate Business Plan actions as at 31st March 2017 is deemed to be on track.







Corporate Performance Indicators

The following corporate performance indicators have been introduced to capture key performance measures for each of the Council's corporate priorities.

Priority	Indicator	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
1	Progress towards £3.1m savings required by 2019-20 identified in the Financial Plan for 2015-2020 (Q4 2016/17 target £355,925)	£24,730	£94,950	£478,030	£486,460
	No of customers registered for OneVu account				2,999
2	Growth in Business Rates (target £500,000) *	£481,777	£416,028	£403,750	£1,236,707
	Number of new homes built (annual target 670)				395
3	Number of households signed up to 'West Norfolk Recycling Rewards' (cumulative)	2,888	3,589	3,658	3,695
	Reduce contamination of recycling by 4.85% to 10.00% by 31 March 2017 (cumulative)	14.3%	15.9%	16.0%	18.6%
4	Footfall in King's Lynn Town Centre compared to same quarter in the previous year	+11.10%	+4.6%	+1.4%	+1.6%
	Number of Town Heritage Initiative buildings where work has commenced (cumulative)	1	3	6	6
5	Deliver an 8% increase in mobile coverage / superfast broadband of West Norfolk premises by June 2020 – recorded one quarter in arrears		3%	4%	4%
6	Work with voluntary groups to recruit 15 advisers for the LILY project		11	22	30

* The variance is due to the Power Station appeal being resolved in March 2017 freeing up a proportion of the appeals provision.

Detailed progress by Corporate Business Plan priorities

Key to status					
	Progress is on track		Progress is slightly behind schedule		Action has been cancelled for the reasons stated
	Progress is significantly behind schedule		The action has been completed		Key action on hold



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 P Hodson

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	Completed	February 2017	'MyAccount' the Council's online citizen account, went live on 8 th February 2017. The level of customer sign up is very encouraging with over 3,000 accounts opened as at the end of March 2017.
	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	June 2017	This work is running alongside the Digital Transformation Programme, as new services are placed online the existing process is mapped and improved wherever possible. A project has been running to implement payment functionality into our e-forms and this will be live early April. Processes requiring payments (brown bins, licences etc) will be mapped and a new process undertaken during Q1 2017/18.

	Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training	Ongoing	June 2017	All staff using 'MyAccount' services have been trained in the process to update customer accounts when a service request is actioned. Over 150 staff have received training since October 2016.
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2. We will: Continue to seek new and effective ways of working


Cabinet Member: Cllr K Mellish

Status	Key Action	Progress	Target Date	Comment
	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	June 2017	Work has been undertaken to progress new training initiatives in relation to project management and data analysis, which will lead to new courses in these subjects being trialled during Q1 2017/18. Safeguarding training has remained a priority with a course of Child Sexual Exploitation being provided to relevant staff. An update session for senior managers on procurement and contract management issues will take place to further embed and enhance recent training in these subjects.

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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 Members: Cllr B Long, Cllr P Hodson, Cllr A Beales and Cllr K Mellish

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	June 2017	Discussions continue with public sector organisations to take up Ground Floor and Second Floor space within King's Court and potentially the Priory Centre, Downham Market. Management Team have approved some adaptations to improve the use of space within King's Court in advance of a third party decision. Additional feasibility and design work is being undertaken for layout and use of office space on the Second Floor.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme	Ongoing	June 2017	Developments are progressing for third party use of Kings Court, and discussions continue with partners with regards to asset rationalisation in Hunstanton.
	Implement the actions identified in the land review of sites owned by the Borough Council	New	June 2017	A trial site has been identified for development by the Borough Council, a tender exercise will be undertaken and a decision will be made on the implementation process. Options are being considered for other sites identified in the land review – particularly those related

to the One Public Estate initiative for which funding has been received for feasibility work.

Priority 1 other actions



	<p>Put together an 'Efficiency Plan' to identify further opportunities for securing savings. To include being more enterprising in our property dealings and asset management, being more inventive with our investments, and finding ways to deliver better, more accessible services more cost-effectively.</p>	<p>On track</p>	<p>June 2017</p>	<p>The Efficiency Plan has been agreed and published on the Council's website. The actual savings achieved are reported in monthly monitoring reports to Members, and as of February 2017 the achieved savings have exceeded the target savings for 2016/2017. Management Team monitor the overall progress against targets on a bi-monthly basis. The target savings have been updated as part of the Financial Plan 2016/2021 and agreed by Cabinet on 31 January 2017, at the same meeting the Local Property Investment Fund Strategy was also agreed. A significant element of the future additional income generation opportunities will come from corporate capital projects, monitoring arrangements have been built into the service review arrangements for Property Services, Economic Development and Corporate Projects. A Cabinet Away Day has been arranged for 11 April 2017 to review progress and the next steps.</p>
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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 and Cllr P Hodson





Status	Key Action	Progress	Target Date	Comment
	<p>Work with Norfolk and Waveney Enterprise Services (NWES) and other partners on developing proposals to support the creation of new jobs and businesses at KLIC.</p>	<p>Ongoing</p>	<p>June 2017</p>	<p>No joint proposals have been developed in the reporting period as at 31 March 2017.</p>
	<p>Prepare an outline proposal for the development of a Shared Technology Centre (STC) on the site opposite KLIC</p>	<p>Ongoing</p>	<p>June 2017</p>	<p>A draft proposal for the feasibility study has been submitted to the College of West Anglia and Anglia Ruskin University for comment, we are currently awaiting feedback from both project partners. The feasibility study will assess market demand and undertake a site options appraisal to establish the need and best location for the Shared Technology Centre.</p>

	Use the website as a platform for e-marketing for the Enterprise Zone as well as the promotion of West Norfolk to outside investors.	Ongoing	June 2017	Overall digital marketing for inward investment is envisaged to be undertaken with the support of the newly created post of Regeneration and Economic Development Project Support Officer, which will be advertised once the Performance and Information Officer has commenced in May 2017.
	Prepare a five-year marketing plan for the Nar Ouse Business Park	Ongoing	June 2017	A series of meetings with the LEP's Head of Communications have taken place to ensure alignment with the LEP's marketing strategy for the 'Space to Innovate', which is being developed by the LEP team. A draft marketing plan for the Nar Ouse Business Park Enterprise Zone will be presented to the EZ steering group in June 2017.
	Implement the King's Lynn town centre action plan	Progress is slightly behind schedule	June 2017	Work will involve monitoring and data collection from partners involved in the delivery of various projects across the town, this work will be undertaken by the new post of Project Support Officer.

5. We will: Meet our housing growth targets



Cabinet Members: Cllr A Lawrence and Cllr A Beales

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Status	Key Action	Progress	Target Date	Comment
	Commence the implementation of the Borough Council's approved Major Housing Scheme	Ongoing	June 2017	Work on Marsh Lane is progressing well, a significant amount of drainage and roadway are complete. A planning application for the fourth site is due to be determined in May 2017.
	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Ongoing	July 2017	The Phase 3 tender process has been completed and a preferred contractor has been identified.
	Acquire strategically located sites to enable additional phases of the NORA Joint Venture to proceed	Ongoing	June 2017	Site purchase complete, desk top study being undertaken to determine remediation work required to enable site development.
	To increase housing supply and provide investment opportunities, develop and establish a wholly owned Local Authority Company (LAC) to develop and acquire new affordable housing units in the Borough	On track	June 2017	Changes to the membership of the Board will be considered by the Cabinet in due course. Part 2 registration has been submitted to the housing regulator for the Council to become a registered provider of social housing.




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

Cabinet Member: Cllr K Mellish

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	June 2017	One of our apprentices has completed her apprenticeship and left to take up a role with another organisation. Our remaining Customer Services apprentice was recently awarded the CWA's 'Customer Service Apprentice of the Year' award, which was recognised at a ceremony held in March. Work to ensure the Council is well prepared to meet the requirements of the new apprenticeship levy, which comes into effect on 1st April, has been significantly progressed, as further information /advice has been received as to how the levy will operate.
	Continue to support a programme of Learning Catalysts (LC), who work with individuals and families within local schools to raise aspirations and support improvements in educational attainment	On track	June 2017	Learning catalysts continue to provide support and guidance to parents at a number of schools. Very positive feedback has been received from the mental health training programme which is helping learning catalysts to support schools and parents in dealing with related issues.

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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	Completed	February 2017	Following formal adoption by full Council in January, CIL charging commenced on 15 February 2017. Additional work will be undertaken to implement a scheme of governance to oversee the actual spending of actual CIL receipts.
	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	June 2017	Design work has been completed and a planning application is being processed for self-contained accommodation at Broad Street.
	Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015	On track	June 2017	Site appraisal is underway in conjunction with Property Services.

	Maximise the potential of the riverfront area – consultation phase	Ongoing	October 2017	A public and key stakeholder consultation has been completed and a findings report circulated to consultees. The final masterplan report will be published in June 2017.
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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 I Devereux


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	Phase 2 of the Contamination Action Plan will see the cartoons Billy and Bob appear on the side panels of refuse vehicles. The Norfolk Waste Partnership Communications Officer has been appointed and will be involved with recycling contamination and awareness. The Local Green Points contract has been extended for a second year which will include a door knocking exercise involving 9,000 properties.
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	Progress is slightly behind schedule	June 2017	Survey work has been suspended due to issues with staffing levels, therefore Management Team have agreed to recruit three 4 month posts.

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


Cabinet Member: Cllr I Devereux and 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	June 2017	A complete review of road sweeping schedules and dog waste bin collection regimes now completed and new schedules are in operation. Public toilet provision / review is ongoing with the recommendations of the Informal Working Group being followed up. All Parish / Town Council's affected by the recommendations have been contacted.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2017	The grass cutting regime has now commenced, a separate service request (complaints) log has been developed solely for grass cutting so as the new regime can be monitored, reviewed and adjusted as necessary. The recruitment of seasonal staff is also becoming an issue with most grounds team being at least 1 team

				member short, which will / may have an impact on service delivery. All hedge and tree works have been completed, with tree inspections ongoing.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	September 2017	Green Flag judging is currently taking place in borough, expectation is that all sites will retain the award. Work has commenced on Britain in Bloom 2017, this will involve the installation of new facilities and resources at Hunstanton Heritage Gardens, delivery of a wide range of activities to cater for all groups within the community, establishing a Friends group and involvement in community events held within Public Open Space. Judging will take place in August for Britain in Bloom 2017, successful entries will be announced in September 2017.

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

Cabinet Member: Cllr I Devereux


Status	Key Action	Progress	Target Date	Comment
06 	Proactively use data and intelligence to target action to prevent nuisance and anti-social behaviour	Ongoing	June 2017	Residents of several streets in North End, North Lynn are being visited to remind them of their responsibility to dispose of their waste properly. Following previous action in the area, which resulted in a reduction of waste being left in the alleyways, residents are being advised of the need to put their waste out on the right day and in the right place at the front of their property, as routine clearance of the back alleyways will now cease. Information packs on how to report incidences of fly-tipping and 'No fly-tipping' signs have been issued to residents to put up at the rear of their property. The council is working with landlords and lettings agents to make sure they pass the message on to new tenants, and remind them of their responsibilities when clearing a property ready for a new tenant. A period of enforcement will now commence.

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
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	Assist, facilitate and promote events in other parts of the Borough	Ongoing	June 2017	During January to March 2017, there were 320 events published on the Visit West Norfolk website. During this period there were 10,153 views of individual events through the website. In February 2017, the tourism section introduced a new schedule of e-shots to all tourism business contacts on the Tourism database. These are sent out every two weeks and feature a selection of upcoming main events as well as links to the events section on the website. This has been introduced to increase cross promotion of events by the local tourism industry and encourage more businesses to use www.visitwestnorfolk.com for researching and promoting events.
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11. We will: Support the improvement of our built heritage, drawing in third-party funding wherever possible


Cabinet Members: Cllr A Beales, Cllr R Blunt and 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	June 2017	The current case list contains 33 residential and 21 commercial properties/sites. A review is currently underway to reprioritise the case list by the Derelict Land and Building Officer Group.
	Implement key phases of the Hunstanton Regeneration Programme	Good	June 2017	In March 2017, the Hunstanton Prospectus (masterplan update) was published and the Activities Programme commenced. Construction works for the Hunstanton Heritage Gardens project commenced in February 2017.
	Develop proposals for refurbishment of the St George's Guildhall complex	Progress is significantly behind schedule	June 2017	Application to Heritage Lottery Fund for £2.9m grant was unsuccessful. Project delivery options are currently under review.

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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 action plan of the 2016-20 West Norfolk Destination Management Plan	Ongoing	December 2017	The new 2017/18 action plan has been agreed by the West Norfolk Tourism Forum. The plan includes 28 action points of which 16 are identified for completion during 2017. To date 5 of the actions have been completed during January – March 2017.

	Complete and launch the new visitor mobile phone app to promote the borough	On track	June 2017	The latest Apple and Android versions of the Visit West Norfolk App have been released between January and March and have included, push messaging, the availability of offers and the availability to produce vouchers for redemption of offers. An extensive radio and social media campaign to promote the App has taken place during March 2017.
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Priority 5 - Stand up for local interests within our region



13. We will: Explore 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
	New action to commence Q1 2017/18			

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

Cabinet Members: Cllr B Long, Cllr A Beales, Cllr R Blunt and Cllr P Hodson

NS	Status	Key Action	Progress	Target Date	Comment
		Work with Better Broadband for Norfolk (BBfN) 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 2017	Good progress continues to be made on the roll out towards the 95% coverage target. The planning service is working with Better Broadband for Norfolk to encourage developers to take up the BT offer to install fibre to the homes of new developments of 30+ properties.
		Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	March 2020	Highways England published consultation options for the local sections of the funded Road Investment Strategy (RIS1) improvements including the Guyhirn junction, the implementation of schemes should commence in 2020. The A47 Alliance meeting on 3 March agreed priorities for RIS2 (2020-25), including: <ul style="list-style-type: none"> Tilney to East Winch dualling Guyhirn to Wisbech dualling Junction improvements at A1101 Elm High Roundabout and B198 East and West Wisbech

				<p>If government commits to funding these schemes, construction could commence between 2020 and 2025.</p> <p>The A47 Alliance will be commencing the lobbying campaign, some upcoming events are:</p> <ul style="list-style-type: none"> • Business Breakfast (at the KLIC on 11 May) • Meeting with MPs • Presenting the case of improvements to the Transport Minister.
	Work with partner members of the Ely Area Improvements Task Force to secure improvements to the King's Lynn – Cambridge – London King's Cross rail service	Ongoing	March 2019	Funding of £8.8m has been agreed between the two LEPs, New Anglia and Greater Cambridge Greater Peterborough (£3.3m each) and the Strategic Freight Network (£2.2m) for the Network Rail Feasibility Study to take the project to 'Decision to Design' stage (April 2019). Work on this study will commence in April 2017.
	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 2017	A bid for local levy funding to deal with a funding gap for a future mini recharge was approved by the Regional Flood and Coastal Committee on 19 January 2017. Legal agreements with the Environment Agency, Community Interest Company and Anglia Water are still to be finalised. In March, the first partnership-funded beach recycling works and a stakeholder forum have been held.

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 Members: Cllr B Long, Cllr A Beales and Cllr E Nockolds

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 and Cllr P Hodson

Status	Key Action	Progress	Target Date	Comment
	Engage with partners and schools in identifying initiatives to address	On track	June 2017	The planned maths conference evolved into a highly successful wider 'university challenge' conference which took place on 10th

	low levels of educational attainment and skills in the Borough			February 2017, involving schools from across the borough. Plans to repeat the event in 2017/18 are already underway. The mental health project continues to deliver results and work to progress this project to the next phase is currently in discussion with West Norfolk Mind. The second meeting of the new primary heads group took place in March 2017 with guest speakers talking about initiatives in maths – the group has already selected two particular areas it wishes to focus on at the next two meetings, providing the opportunity to share learning, best practice and ideas on initiatives in the selected areas.
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17. We will: Work closely with partners in health and adult services to improve services for older people



Cabinet Member: Cllr E Nockolds

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: working with Norfolk County Council to roll out a Community Clinic in west Norfolk and roll out the 'Living Independently in Later Years' (LILY) project with local partners


18. We will: Support 'early help' initiatives aimed at preventing problems from arising in the first place

Cabinet Member: Cllr B Long and Cllr A Lawrence

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	Ongoing	June 2017	Discussions have been held with partners to identify whether adults can also be dealt with by the hub as well as children. It is likely to be in severe cases only, but as such it is a substantial increase in the role of the hub.
	Use the flexibility within the enhanced Better Care Fund / Disabled Facilities Grant (BCF/DFG) allocation and the Integrated Housing Adaptations Team (IHAT) approach to support and assist vulnerable people in the borough	Ongoing	August 2017	Discussions have taken place between Districts, County and CCG to agree the format and detail of the BCF/DFG Locality Plans for 2017/18-2019/20, a 2 year plan will be submitted by early April 2017. In the West, the plan will be a continuation of the proposals from 2016/17 with an additional proposal to work up an Assistive Technology Pilot having consulted with the Locality Occupational Therapy team. We are awaiting information on the BCF/DFG allocation for 2017/18, the Policy framework indicates that districts

				will be paid the allocation in full unless otherwise jointly agreed between parties.
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Priority 6 other actions

	<p>Work with Norfolk County Council (NCC) to facilitate new housing solutions for people currently being accommodated in expensive inappropriate residential care. To include people with learning difficulties, enduring mental health problems, and Housing with Care for elderly people.</p>	<p>Progress is slightly behind schedule</p>	<p>June 2017</p>	<p>Continue to engage with the County Council who have appointed a new lead officer for housing initiatives.</p>
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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: 01553-616632	
Email: rebecca.parker@west-norfolk.gov.uk	
OPEN	

Panel: Corporate Performance Panel
Date: 17th July 2017
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.

1.0 BACKGROUND

1.1 The Cabinet at its meeting on 23rd May 2017 confirmed 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 2016/2017 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 2017/2018

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
7 June 2017	MEETING CANCELLED			
17 July 2017	Council Tax Support: Development of the Draft Scheme for Consultation 2018/2019	Policy Development	J Stanton	To review and develop the Council Tax Support Scheme for 2018/2019
17 July 2017	Non-Domestic Rates – Discretionary Hardship Relief	Policy Development	J Stanton	
17 July 2017	Council Tax Discounts	Policy Development	J Stanton	
17 July 2017	Performance Management Framework	Update	B Box	To provide the Panel with an update.
17 July 2017	2016/2017 Full Year Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
17 July 2017	Corporate Performance Monitoring – Target Setting for 2017/2018	Monitoring	B Box	To review and suggest any new targets.
17 July 2017	2016/2017 Q4 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2016/2017 Corporate Business Plan Monitoring Report.

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Agenda Item 18

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
17 July 2017	Nomination to Outside Bodies and Partnerships – Hunstanton Sailing Club Development Sub-Committee	Annual		To nominate a Councillor on an annual basis to serve on the Hunstanton Sailing Club Development Sub-Committee
30 August 2017	Presentation on Homes in Multiple Occupation	Presentation	S Farley/ D Hall	To provide the Panel with an overview on the work undertaken regarding Houses in Multiple Occupation.
30 August 2017	Private Sector Housing Investment Policy	Policy Development	J Russell	
30 August 2017	2017/2018 Performance Monitoring and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
30 August 2017	Updated Equalities Policy – Initial Discussion	Policy Development	B Box	To have an initial discussion with the Panel prior to the draft document being prepared for consideration at 13 November Panel meeting.
30 August 2017	Formal Complaints against the Borough Council 1 April 2016 – 31 March 2017	To note only	R Harding	Report to be published on the Borough Council's Website/Insite
30 August 2017	Employment Monitoring Figures – Annual Report	To note only	B Box	

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
9 October 2017	Hunstanton Sailing Club Progress Report	Exempt Annual Report	O Paparega/ J Curtis	To examine the progress made by the Hunstanton Sailing Club and provides an opportunity for the Panel to ask questions of representatives from the Sailing Club.
9 October 2017	Non-Domestic Rates – Review and Update of Discretionary Relief Policy	Policy Development	J Stanton	To review and update the existing Discretionary Relief Policy following the 2017 Revaluation and to tidy up the existing policy.
9 October 2017	Annual Communications Update	Annual Update	S Clifton H Howell A Howell	To provide the Panel with an annual update and an opportunity to ask questions.
9 October 2017	Q1 2017/2018 Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
13 November 2017	Council Tax Support: Final Scheme for 2018/2019	Policy Development	J Stanton	Update following consultation period. To agree the final Council Tax Support Scheme for 2018/2019.
13 November 2017	Updated Equalities Policy – Draft Document	Policy Development	B Box	Draft document for Panel to consider prior to Cabinet Report being prepared for 9 January 2018 meeting.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
18 December 2017	2017/2018 Q2 Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.

18 December 2017	2017/2018 Q2 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2016/2017 Corporate Business Plan Monitoring Report.
19 February 2018	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.
5 April 2018	2017/2018 Q3 Performance Monitoring and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.