

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



Corporate Performance Panel

Agenda

Monday, 22nd July, 2019
at 6.00 pm

in the

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



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
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Friday 12 July 2019

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 22nd July, 2019 at 6.00 pm** in the **Council Chamber - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

2. Minutes (Pages 6 - 9)

To approve the minutes from the previous meeting.

3. Declarations of Interest

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

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

4. Urgent Business Under Standing Order 7

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

5. Members Present Pursuant to Standing Order 34

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

6. Chairman's Correspondence (if any)

7. Called In Item - Portfolio Holders delegated decision on the Finance Assistance, Small Grant Scheme (Pages 10 - 19)

8. Exclusion of Press and Public

To consider passing the following resolution:

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

9. Exempt Report: Hunstanton Sailing Club (To Follow)

RETURN TO OPEN SESSION

10. Nominations to Outside Bodies and Partnerships - Hunstanton Sailing Club Development Sub Committee (deferred from previous meeting) (Pages 20 - 21)

11. 2018/2019 Full Year Corporate Performance Monitoring Report (Pages 22 - 32)

12. Corporate Performance Monitoring - Target Setting for 2019/2020 (Pages 33 - 40)

13. Q4 2018/2019 Corporate Business Plan Monitoring Report (Pages 41 - 60)

14. Cabinet Forward Decision List (Pages 61 - 64)

15. Panel Work Programme 2019/2020 (Pages 65 - 68)

To note the Panel's Work Programme for 2019/2020.

16. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will take place on 9 September 2019 at 6.00 pm in the Council Chamber, Town Hall, King's Lynn.

To:

Corporate Performance Panel: B Ayres, P Beal, J Collop, S Dark (Chair), A Dickinson, C Hudson, H Humphrey, C Manning, J Moriarty, D Pope, C Rose and D Tyler

Portfolio Holders:

Councillor B Long – Leader of the Council
Councillor Mrs E Nockolds – Portfolio Holder for Culture, Heritage and Health

Management Team Representatives:

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

Officers:

Becky Box – Policy, Performance and Personnel Manager
Sarah Dennis – Partnerships and Funding Officer
Ged Greaves – Senior Policy and Performance Officer

By Invitation:

Representatives from Hunstanton Sailing Club

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

Minutes from the Meeting of the Corporate Performance Panel held on Monday, 10th June, 2019 at 6.00 pm in the Council Chamber - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor S Dark (Chairman)
Councillors B Ayres, P Beal, J Collop, I Devereux, A Dickinson, C Hudson, H Humphrey, B Long, C Manning, J Moriarty, D Pope, C Rose and D Tyler

Portfolio Holders

Councillor I Devereux – Environment
Councillor P Kunes – Commercial Services

Officers:

Cara Jordan - Eastlaw

CP1 **APPOINTMENT OF VICE-CHAIRMAN FOR THE MUNICIPAL YEAR 2019/2020**

RESOLVED: That Councillor J Moriarty be appointed as Vice-Chairman for the Municipal Year 2019/2020.

CP2 **APOLOGIES**

There were no apologies for absence.

CP3 **MINUTES**

The Minutes of the Meeting held on 3 April 2019 were agreed as a correct record and signed by the Chairman.

CP4 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP5 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business under Standing Order 7.

CP6 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor A Rvyes attended under Standing Order 34 for item CP116.

CP7 **CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was no Chairman's correspondence to report.

CP8 **PRESENTATION ON FREEDOM OF INFORMATION PROCEDURE**

The Panel received a presentation from Cara Jordon, Principal Lawyer from Eastlaw on the Freedom of Information Overview and Procedure.

The Chairman thanked the Principal Lawyer for her presentation and invited questions from the Panel, which are summarised below:

- The Principal Lawyer explained outlined what was considered as excessive cost being 18 hours or more officer time which had been set by the Information Commissioner's Office. The Council could then contact that requester and explain that to complete the request would exceed the cost limit or they could reduce their request.
- There was a wide variety of people who submitted a Freedom of Information request.
- In relation to the total cost of the Council providing responses to FOIs, it was explained that Eastlaw carried out this work on behalf of the Council and was part of the Service Level Agreement with them.
- In response to a question regarding if there were penalties incurred for withholding information, the Principal Lawyer explained that officers were required to make reasonable enquiries to find out where the recorded information was held. If the person who had requested the information was not satisfied, then an internal review would be held and the matter could be referred to the ICO if the matter was not satisfactorily resolved. She added that the purpose of the Act was to be transparent and provide information.
- The Principal Lawyer explained that someone could not ask to see all Councillor emails as they could only ask for specific information. She also explained that Parish Councils should have their own FOI policy.

RESOLVED: That, the presentation be noted and a copy sent out with the minutes.

CP9 **CABINET FORWARD DECISION LIST**

The Panel noted the Cabinet Forward Decisions list.

Councillors were advised that the Cabinet Forward Decision List would be considered by each Panel and any items identified would be taken to the relevant Panel.

Councillors were further advised that they could attend any Panel meeting under Standing Order 34 and contribute to the debate but not take part in the vote.

The Leader, Councillor Long also outlined to the Panel the background to the Council Governance report.

CP10 **NOMINATIONS TO OUTSIDE BODIES AND PARTNERSHIPS - HUNSTANTON SAILING CLUB DEVELOPMENT SUB COMMITTEE**

In response to a question as to why the Council's representative would be an observer only, the Leader, Councillor Long explained that the Club had fulfilled its funding obligations, however it was considered important to have a representative on the Sailing Club's Sub-Committee to be able to report back to this Panel.

Both Councillors Beal and Collop, who had been the Panel's representative on the Sub-Committee, expressed concern at the lack of invitation to meetings and involvement.

It was proposed and seconded that the item be deferred until the meeting on 22 July 2019 when a representative from the Sailing Club would be in attendance to provide an update to the Panel.

The Chairman also agreed to write to the Sailing Club outlining the Panel's concerns.

RESOLVED: That, the item be deferred until after the Panel had received an update by a representative from the Sailing Club.

CP11 **PANEL WORK PROGRAMME 2019/2020**

The Panel's work programme was noted.

It was agreed that an update on the Town Hall Bar proposal be requested.

RESOLVED: That, an update on the Town Hall Bar proposal be requested.

CP12 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel would be held on 22 July 2019 at 6pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 7.05 pm

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	22 nd July 2019		
TITLE:	Call in of Cabinet Members Delegated Decision – Financial Assistance Small Grants Scheme		
TYPE OF REPORT:	Consideration of Call in		
PORTFOLIO(S):	Culture, Heritage and Health		
REPORT AUTHOR:	Sam Winter, Democratic Services Manager		
OPEN/EXEMPT	OPEN	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>This report deals with the Cabinet Member Delegated Decision made on 27th June 2019, concerning the Financial Assistance Small Grants Scheme.</p> <p>The decision has been called-in and the Chief Executive has determined that the call-in is valid.</p> <p>This report outlines to Members how the call-in process may be used in this case and what the issues are relating to the matter.</p>

REPORT DETAIL

1. Introduction

1.1 A decision was taken as a Cabinet Members Delegated Decision on 27th June 2019 to determine applications under the Financial Assistance Small Grants Scheme. A copy of the report is attached at Appendix A.

1.2 The decision was made to approve the decisions as set out in the report.

2. Grounds for Call-In

Standing Order 12.3 (d) requires grounds to be given for calling-in an executive decision.

The request to call-in the decision makes particular reference to the grant to the Bridge for Heroes, and the following reasons for the call-in have been given:

- (i) We need to know more about the budget and over all funding.
- (ii) Who is running the project?
- (iii) Are the people involved fully qualified?
- (iv) Why is this project being limited to one particular group?
- (v) To use a title of "Reminiscence Project" is misleading if this is to help people.
- (vi) To focus on Operation Banner brings in to question the fact that this particular project is at present being scrutinised by police and military and could bring the Council into disrepute

3. Call-in requisition

The call-in was proposed by Councillor Mrs Christine Hudson and supported by the following:

- Councillor J Collop
- Councillor Mrs S Collop
- Councillor G Howman
- Councillor B Jones
- Councillor A Ryves
- Councillor F Bone.

4. Validity of Call-in

The Chief Executive has made the following ruling:

The Call-in request accords with Standing Order 12.4 (c) – “Has a relevant, material matter not been considered in reaching the decision or has a relevant, material matter been overlooked in reaching the decision?” and on the basis that neither the original report nor the Portfolio Holders further clarification email (attached at Appendix 2) provided sufficient information on the budget for and the funding of the project, therefore the call-in is upheld.

5. Call-in Process

5.1 Standing Orders 15.33 and 15.34 sets out the call-in debating procedure, as follows:

- (a) The Proposer of the call-in and his supporters address the Corporate Performance Panel about the call-in and why it should be upheld;
- (b) The Panel Members receive a submission from the relevant Portfolio Holder;
- (c) The Panel Members receive submissions from Officers;
- (d) The Panel Members receive submissions from Members and, at the discretion of the Chairman, other interested parties;
- (e) The Panel debates the call-in (in accordance with Standing Order 15.33) during which they may question or seek further information from any of the four parties referred to in (a), (b), (c) and (d) above;
- (f) The proposer shall exercise a right of reply after the debate.

5.2 Following the debate, the Panel will decide (in accordance with Standing Order 12) either to support the Cabinet Member’s decision, or to uphold the call-in.

5.3 If the Panel upholds the call-in it may then take one of three courses of action:

- (a) report to Council, Cabinet or the relevant Portfolio Holder requesting that they amend or substitute the recommendations or decision; or
- (b) if the issue is considered urgent or straightforward, formulate a counter-recommendation or amendment; or
- (c) investigate the matter further at another meeting within thirty working days beginning with the day after the issue of the notification of the call-in and then follow the same process as set out in paragraphs 5.2 and 5.3 above.

5.4 If the Corporate Performance Panel:

- (a) does not end the call-in within 30 days from the date of the decision which has been called in (and the decision remains in dispute); or
- (b) refers the call-in directly to Council,

the Council shall determine whether to approve the recommendation that has been called-in or to revoke, vary, amend and/or remit it back to Cabinet for further consideration.

6. Background information

https://www.west-norfolk.gov.uk/info/20007/people_and_communities/237/armed_forces_support - Link to the Armed Forces Support and covenant on the Borough Council's website.

APPENDIX A

CABINET MEMBERS DELEGATED DECISION

Open		Would any decisions proposed :		
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide YES/NO		
	Discretionary /	Need to be recommendations to Council		YES/NO
	Operational	Is it a Key Decision		YES/NO
Lead Member: E-mail: cllr.elizabeth.nockolds@west-norfolk.gov.uk		Other Cabinet Members consulted: None		
Lead Officer: Lorraine Gore E-mail: Lorraine.gore@west-norfolk.gov.uk Direct Dial (01553 616432)		Other Members consulted: None		
		Other Officers consulted: Sarah Dennis		
Financial Implications YES/NO	Policy/Personnel Implications YES/NO	Statutory Implications YES/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)				
Date meeting advertised: 20 th June 2019		Date of meeting decision to be taken: 27 th June 2019		
Deadline for Call-In: 4 th July 2019				

Financial Assistance Small Grants Scheme

Summary

This report details the decisions made in relation to the first round of capital and revenue grant awards for 2019-20.

Recommendation

To approve the decisions set out below.

Reason for Decision

Determination of applications under the Small Grants Scheme.

A grants panel meeting was held on 10 June to assess applications for capital and revenue grants which fall within the Culture, Heritage and Health Portfolio. This report details the recommendations made at this meeting by the Portfolio Holder.

The recommendations featured in this report are subject to the 'call in' procedure. When the grant decision becomes official the applicants will be notified in writing by the Norfolk Community Foundation on behalf of the Borough Council. All terms and conditions of the grants will be stated in the official offer letter.

Small Grants Scheme – Revenue grants

Applicant	Summary of request	Decision
Headway Norfolk & Waveney	To fund activity costs for the community rehabilitation service for people with brain injuries in King's Lynn.	£2,500.00
The Bridge For Heroes	To run a 6 month reminiscence project focusing on Operation Banner, one of the longest continuous deployments in British military history.	£2,000.00
Well Creek Trust	Towards a launch event for an installation to remember the former Wisbech to Upwell Tramway.	£250.00
West Norfolk Deaf Association	To fund four trips and activities to enable members who are profoundly deaf to take part.	£1,800.00
TOTAL AWARDED		£6,550.00

Applications declined/ deferred:

Applicant	Summary of request	Decision
King's Lynn Winter Night shelter	To cover operational costs of the night shelter, contributing towards 2019/20 winter electricity costs.	Deferred to November panel pending confirmation of other BCKLWN support.
Music in Hospitals & Care	To provide 8 live music concerts in health and care settings in King's Lynn and West Norfolk.	Declined due to lack of planning detail available.

Revenue applications:

Awards over £5,000: None

Small Grants Scheme – Capital grants

Awards under £5,000:

Applicant	Summary of request	Decision
Mary Esther Holloway Memorial Trust (MEHM Trust)	To install audio, visual and film equipment for the village hall.	£1,292.00
The Gaywood Community Centre Management Committee	To re-wire the electrics in the Centre to ensure the future of this community facility.	£2,877.00 - see <i>note below</i>
TOTAL AWARDED		£4,169.00

Applications declined/ deferred:

Applicant	Summary of request	Decision
Barroway Drove Social Committee	To purchase and install a defibrillator at the village hall.	Declined – pending a decision to offer a dedicated small fund for similar requests.

Capital applications:

Gaywood Community Centre Management Committee

At the panel meeting in March 2019, Gaywood Community Centre Management Committee were awarded a grant of £5,281 towards the cost of insulating the hall due to inefficiencies in the heating system. However, since that time the Committee have had an electrical survey undertaken at the hall which shows some of the electrics need replacing. This has therefore taken priority over the previous planned works to the heating.

The original grant offer of £5,281 for heating will therefore be transferred to the electrical works, and supplemented with an additional £2,877 to award a total grant of £8,158, being one third of the cost of the electrical works (£24,475).

Awards over £5,000:

Docking St Mary's PCC

Funds are requested to make improvements to the Church to support a wider range of community activities including installing one accessible and one unisex toilet in the corner of the nave, connecting the foul drain to the main sewer on the main road, removing three rows of pews from the west end of the nave, moving the font forward and making good the floor with matching Victorian tiles. A Faculty from the Diocese was granted in April 2019 giving permissions for the work.

At present the Church's only toilet facility is a chemical toilet located in the burial ground. This is inconvenient and with no washing facilities, unhygienic, moreover it cannot be accessed by anyone with mobility problems.

Works are expected to cost £87,719.00 in total.

Decision: To award £10,000.00 on the condition that the full funding needed to proceed is secured

Emneth Central Hall Management Committee

The hall has benefited from various improvements in recent years including the refurbishment of the kitchen, new boiler, improvements to disabled access and the car park, and work to the flat roof and fascias – these have improved the facilities and boosted hall use.

Funds are now requested to renovate the disabled, ladies and gent's toilets, replacing all sanitary ware, flooring, wall coverings, cubicles, electrics, hand driers and accessories. The application explains the toilets are in poor condition having not been refurbished for many years. Feedback from hall users has indicated they would welcome these improvements.

The works will cost £35,062 in total.

Decision: To award £8,000.00 on the condition that the full funding needed to proceed is secured

Policy Implications

None.

Financial Implications

The total Financial Assistance budget is as follows:

2019/20 – Revenue Fund	£
Budget 2019/20 – Funds Available	13,030
This report	6,550
Balance of Funds Available 2018/19	6,480

2019/20 – Capital Fund	£
Budget 2019/20 – Funds available	50,000
This report	22,169
Balance of Funds Available 2018/19	27,831

There is sufficient budget provision to cover both revenue and capital recommendations in this report.

Personnel Implications

None.

Statutory Considerations

None.

Equality Impact Assessment (EIA)

None.

Risk Management Implications

None.

Declarations of Interest / Dispensations Granted

None.

Background Papers

Original application forms.

Signed:.....

Cabinet Member for:..... Date:.....

Sarah Dennis

From: Cllr Elizabeth Nockolds
Sent: 04 July 2019 12:44
To: Sarah Dennis
Cc: Ray Harding
Subject: Fwd: Financial Assistance

See email below. FYI

This is the email which I sent out on June 26th after the last queries.

Elizabeth

Cllr. Elizabeth Nockolds
The Woottons
Deputy Leader

From: Cllr Elizabeth Nockolds <cllr.Elizabeth.Nockolds@West-Norfolk.gov.uk>
Sent: Wednesday, June 26, 2019 12:13 am
To: Councillors
Subject: Financial Assistance

Dear Councillors

Although I was on holiday I have been following your emails/comments about my decision which I have delegated to you all to agree/disagree on giving Bridge for Heroes a grant of £2000.

The project, named 'Project Trigger', is a planned 6months project which will enable Bridge for Heroes to run monthly reminiscing sessions at the Bridge Centre. BFH are able to offer an environment where beneficiaries feel safe to discuss their thoughts, health issues and feelings with like minded people. The sessions would focus on Operation Banner, one of the longest continuous deployments in British Military history. A qualified reminiscing practitioner would run the sessions and also train volunteers to gain skills in enabling beneficiaries to share their stories through specific military resources. The majority of the beneficiaries have completed at least one tour in Northern Ireland. Over 6 months resources, stories, anecdotes and memories will be collected and put together for a public exhibition to viewed during February and after the grant funding has finished during Easter & Summer school holidays. The exhibitions will aim to bring generations together to aid understanding of their lives, mental health issues and experiences of the British Armed Forces in Northern Ireland.

I do hope knowing more of the project you are able to support this grant.

Elizabeth

Cllr. Elizabeth Nockolds

The Woottons

Deputy Leader

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	10 th June 2019		
TITLE:	Nominations to Outside Bodies and Partnerships – Hunstanton Sailing Club Development Sub Committee		
TYPE OF REPORT:	Operational		
PORTFOLIO(S):	Leader – Councillor Brian Long		
REPORT AUTHOR:	Rebecca Parker		
OPEN/EXEMPT	OPEN	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	NO

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>The Panel is invited to nominate a representative as an observer only to participate in the outside bodies and partnerships which fall within the Corporate Performance Panel's remit; Hunstanton Sailing Club Development Sub Committee.</p> <p>A request has been received from the Sailing Club that the representative/observer serve for a four year term, rather than be re-appointed on an annual basis. The Panel are asked to consider the change in term.</p>
RECOMMENDATIONS:
<ol style="list-style-type: none"> 1. That a nomination for an observer only be made by the Panel. 2. That the reporting arrangements be noted, as shown in the report. 3. The Panel to consider if the member should be appointed for a four year term. 4. That Council be requested to approve the nomination made by the Panel.
REASONS FOR RECOMMENDATIONS:
To ensure continued involvement in the community by the Council

1.0 BACKGROUND

1.1 The Cabinet at its meeting on 18th June 2019 will confirm a number of Cabinet appointments to outside bodies and partnerships. Further appointments will be made by the Council on 4th July 2019 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 The Panel is invited to nominate a representative to participate on Hunstanton Sailing Club Development Sub Committee for the four year period 2019/2023. Currently the position is vacant.

5.0 FINANCIAL IMPLICATIONS

5.1 Mileage and subsistence allowances for Councillor attending meetings.

6.0 ACCESS TO INFORMATION

Current lists of member representation

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	22 July 2019		
TITLE:	Corporate Performance Monitoring Full Year 2018/19		
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 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 2018/19.</p>
KEY ISSUES:
<p>Performance indicators for 2018/19 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.</p> <p>The 2018/19 monitoring report shows that 56% of targets have been met, and performance has improved against target for 20 indicators.</p>
OPTIONS CONSIDERED:
<p>Not applicable.</p>
RECOMMENDATIONS:
<p>The Panel is asked to:</p> <ul style="list-style-type: none"> i. Review the performance monitoring report ii. Agree the actions outlined in the Action Report.
REASONS FOR RECOMMENDATIONS:
<p>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.</p>




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. Environment and Community and Regeneration and Development also receive reports for indicators within their remits.
- 1.2 The indicators monitored are reported in full on the 2018/19 corporate performance monitoring report. 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 – Full Year 2018/19

- 2.1 The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters. This enables comparison to previous quarters.
- 2.2 The number of indicators which will be monitored for 2018/19 has increased to 50, however a number of these will either:-
- be reported annually in the full year report; or
 - have no target and will be monitored for 2018/19 to enable data to be collected to assist in the setting of a target for 2019/20.

		Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
Performance has improved		16 (37%)	18 (36%)	17 (34%)	17 (34%)	20 (40%)
Performance has not improved		12 (28%)	9 (18%)	10 (20%)	11 (22%)	15 (30%)
Performance has met and continues to meet target		3 (7%)	3 (6%)	3 (6%)	2 (4%)	1 (2%)
Other: • new indicator • monitor only		12 (28%)	20 (40%)	20 (40%)	20 (40%)	14 (28%)
Total number of indicators		43	50	50	50	50

- 2.3 The percentage of indicators that have met the target for 2018/19 has increased by 7% compared to 2017/18, and actions are in place for the 10 indicators which have not met the target as shown in the Action Report.

		Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
Performance target met		21 (49%)	26 (52%)	27 (54%)	25 (50%)	28 (56%)
Performance target not met		13 (30%)	3 (6%)	3 (6%)	4 (8%)	10 (20%)
Other: · monitor only		9 (21%)	21 (42%)	20 (40%)	21 (42%)	12 (24%)
Total number of indicators		43	50	50	50	50

2.4 The following tables provide an overview of 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	11	4	2	5
Culture, Heritage & Health	1	0	0	1
Project Delivery	6	2	4	0
Development	8	7	0	1
Environment	5	3	1	1
Housing	11	6	2	3
Commercial Services	3	2	0	1
Business Development	5	4	1	0
Total	50	28	10	12

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	7	1	2	4
Central and Community Services	10	6	1	3
Commercial Services	14	7	6	1
Environment and Planning	9	8	0	1
Finance Services	10	6	1	3
Total	50	28	10	12

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 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 2018-19





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



This report highlights indicators that have not met target for 2018-19 and is a supporting document to the Performance Monitoring Full Year 2018-19 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

Status		This indicator has not met the target.
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Performance Indicators 2018-19







Ref	Name	2018/19 Target	2018/19 cumulative performance	Q4 2018/19 (Jan-Mar) performance	Status	Notes	Actions
CE1	No of suspected licensable HMOs that are inspected and/or licensed	100	63	12		This is the first year of new legislation which came into effect from October 2018, the target was set as a challenging broad estimate at the upper end of what officers believed may be possible. The changes in legislation include giving Council's the power to set minimum bedroom size standards for HMOs, and to limit how many people can live in each bedroom. The numbers reported show the number of properties that have been licensed in accordance with the revised legislation.	The issues with this indicator include landlords who do not want to declare they have an HMO and bring it into the licensing regime with the associated costs, together with landlords being based outside of the borough or overseas. Officers will prioritise investigative working in this area and engage with un co-operative landlords by promoting digital communications.
CE4	No of new affordable housing completions	225	61	Reported annually		The council delivered 13 of the 61 new affordable homes in 2018/19, the target of 225 affordable homes per year reflects the theoretical number of affordable homes needed annually to meet the need identified in our Strategic Housing Market Assessment. Affordable Housing is predominantly delivered via planning obligations on larger sites where developers have to provide a proportion of new homes (either 15 or 20%) as affordable housing or by Registered Providers (RPs) developing their own homes using grant.	The council can influence the delivery of affordable housing by granting planning permissions, supporting grant applications and providing support and encouragement to developers and RPs to develop housing however, the council is heavily reliant on developers and RPs fulfilling their roles.
CC10	% of eligible employees in post on 1st April receiving a performance appraisal	100%	98.8%	Reported annually		During the process for calculating PrP for the 18/19 year it became evident that one Manager had not completed appraisals for the six post holders they are responsible for in accordance with the Council's performance management scheme.	Entitlement to PrP in 2019 has been removed from the Manager concerned, as per procedures agreed with Unison should this situation occur.
CO5	% of rent achievable on retail/general units	95.00%	79.68%	reduced by 6.76% from Q3		A presentation to CPP on 3rd April 2019 covered retail units in King's Lynn town centre. A small number of town centre retail units are within the council's ownership. A number of initiatives are being developed to address the issue of empty units within the town centre. The council has submitted a bid to the Future High Streets Fund which could assist in initiatives to reduce the number of vacant retail units. The council has also converted town centre office space into temporary living accommodation.	During Q1 2019/20, one of the town centre shops has been let which has slightly improved the figures. Discussions are in place for another unit to be let and units continue to be advertised on Rightmove.

Performance Monitoring Action Report Full Year 2018-19

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













Ref	Name	2018/19 Target	2018/19 cumulative performance	Q4 2018/19 (Jan-Mar) performance	Status	Notes	Actions
CO7	No of brown bins in use for composting	27000	26667	216		The outturn was 1.25% below target. As at year end, approximately 1 in 3 dwellings had a brown bin (based on 73,404 dwellings in the borough). An additional 216 bins were in circulation between Q3 (26,451) and Q4 (26,667). A data cleansing operation earlier in the year had identified duplicate records arising from an IT system error but budget monitoring indicates the service will finish the financial year in surplus.	Issues still remain with the duplicate entries which is being resolved with the software supplier and Kier.
CO8b	No of residential house sales completed - NORA	38	20	13		The project has been delayed due to utilities taking longer to install and connect than had been anticipated, therefore the properties were not ready for sale. 7 - exchanged and reserved 0 - early bird reservation 3 - yet to be released	The majority of properties will be fully built and available for purchase by July 2019. Those that are not complete are being left for buyer selections to be made and overall we aim to sell all of these properties by October 2019.
27							
CO9a	No of residential houses commenced - Marsh Lane	130	129	-1		Commencement of the final property is on hold as this is part of the show home plot and is still needed for house sales. This will be used for the start of house sales on Lynnsport 3, which will save money and accelerate sales on that site.	Plot 130 can only commence once a final decision has been taken as to whether we have show homes on Lynnsport 3.
CO9b	No of residential houses sales completed - Marsh Lane	86	71	18		12 of the affordable houses did not complete within the 2018/2019 year due to programme delays, these will complete shortly. Also some sales slipped from March to April 2019 at the buyers request. 18 - exchanged and reserved 17 - early bird reservation 6 - yet to be released	House sales for our affordable units will all complete this year (a total of 15 units) and all properties bar the existing show homes are on track to be sold by January 2020.
CO10b	No of residential houses sales completed - Lynnsport 4/5	39	13	10		The programme for this development changed due to Norfolk County Council's proposal to build a new school adjacent to the site, this has meant fewer houses being available than was originally forecast, however the site remains on target for its original completion date. 16 - exchanged and reserved 12 - early bird reservation 34 - yet to be released	The delay in sales was due to the school site necessitating change. However the build programme remains on schedule with all houses due to be sold by June 2020.
FS7	% of Business Rates collected against target	99.10%	99.03%	16.63%		Target was narrowly missed by 0.07%.	A payment arrangement is in place to clear the balance by the end of May 2019. Part payment has been made as a goodwill gesture.



Status	 Indicator has not met the target	20%	 Indicator has met target	56%	 New 2018-19 indicator	28%
Trends	 The value of this indicator has improved	40%	 The value of this indicator has worsened	30%	 The value of this indicator has not changed	2%

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	2017/18 cumulative performance	2018/19 target	2018/19 cumulative performance	2018/19 status	Versus this time last year	Note
CE1	2	No of suspected licensable HMOs that are inspected and/or licensed	Aim to maximise	-	100	63			This is the first year of new legislation which came into effect from October 2018, the target was set as a challenging broad estimate at the upper end of what officers believed may be possible. The changes in legislation include giving Council's the power to set minimum bedroom size standards for HMOs, and to limit how many people can live in each bedroom. The numbers reported show the number of properties that have been licensed in accordance with the revised legislation.
CE2	2	No of people presenting to Housing Options team for a service	Aim to minimise	-	-	411	-		Monitor only
CE3	2	No of unintentional priority homeless acceptances	Aim to minimise	64	-	33	-		Monitor only
CE4	2	No of new affordable housing completions	Aim to maximise	-	225	61			The council delivered 13 of the 61 new affordable homes in 2018/19, the target of 225 affordable homes per year reflects the theoretical number of affordable homes needed annually to meet the need identified in our Strategic Housing Market Assessment. Affordable Housing is predominantly delivered via planning obligations on larger sites where developers have to provide a proportion of new homes (either 15 or 20%) as affordable housing or by Registered Providers (RPs) developing their own homes using grant.
CE5	2	Spend on bed and breakfast accommodation (gross)	Aim to minimise	£16,641	-	£51,794	-		In November 2018 the LGA conducted a survey of councils to gather information on their experience of the Homelessness Reduction Act (HRA) since its implementation. For most councils, the number of people in both temporary and emergency accommodation has increased as a result of the Act: 61% of respondents have seen increases in the number of people in temporary accommodation, including 21% for whom these increases were significant. Similarly, the length of time spent by people in temporary and emergency accommodation has also increased for the majority of councils: 60% of councils are seeing longer stays in temporary accommodation, and 68% in emergency.
CE6	1	% of freedom of information requests given final response within deadline	Aim to maximise	97.0%	95.0%	96.0%			
CE8	4	% of residents who take part in sport and physical activity as measured by the Sport England Active Lives Survey	Aim to maximise	65.2%	-	66.4%	-		Monitor only, reported bi-annually comparative data. Data published in April 2019. Next data published in October 2019. Breckland 72.5%, Broadland 71.4%, Great Yarmouth 73.1%, North Norfolk 78.8%, Norwich 80.2%, South Norfolk 76.1%





















Central and Community Services





Ref	Link to Corporate Priority	Name	Good Performance	2017/18 cumulative performance	2018/19 target	2018/19 cumulative performance	2018/19 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	9.99%	–	9.43%	–		Monitor only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	8.88	8.00	7.28			
CC3	1	% of short term sickness	Aim to minimise	47%	–	50%	–		Monitor only
CC6	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	79.0%	85.0%	93.8%			
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	35.4	35.0	28.0			
CC8a	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	23.0	20.0	18.0			
CC8b	6	Time taken (in weeks) from first visit to completion of work on Adapt grant means-tested cases with a value under £12,000	Aim to minimise	–	35.0	10.4			
CC9	1	% of customer satisfaction with digital services (website, webchat, e-forms, MyAccount)	Aim to maximise	–	80%	93%			
CC10	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100.0%	98.8%			During the process for calculating PrP for the 18/19 year it became evident that one Manager had not completed appraisals for the six post holders they are responsible for in accordance with the Council's performance management scheme.
CC11	1	Reduction in the percentage of telephone calls for core services where digital service are in place	Aim to maximise	–	–	14%	–		Monitor only

29

Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 cumulative performance	2018/19 target	2018/19 cumulative performance	2018/19 status	Versus this time last year	Note
CO1a	3	Average response time for removal of fly-tips (days)	Aim to minimise	0.7	1.0	0.9			
CO1b	3	No of fly tipping incidents recorded	Aim to minimise	1,512	–	1,460	–		Monitor only










Ref	Link to Corporate Priority	Name	Good Performance	2017/18 cumulative performance	2018/19 target	2018/19 cumulative performance	2018/19 status	Versus this time last year	Note
CO2	3	Total of waste recycled and composted (tonnage)	Aim to maximise	27,580	27,850	28,068			
CO3	1	% of rent achievable on industrial estates	Aim to maximise	88.68%	90.00%	93.11%			
CO4	1	% of rent arrears on industrial estates	Aim to minimise	7.74%	4.00%	3.97%			
CO5	1	% of rent achievable on retail/general units	Aim to maximise	92.45%	95.00%	79.68%			A presentation to CPP on 3rd April 2019 covered retail units in King's Lynn town centre. A small number of town centre retail units are within the council's ownership. A number of initiatives are being developed to address the issue of empty units within the town centre. The council has submitted a bid to the Future High Streets Fund which could assist in initiatives to reduce the number of vacant retail units. The council has also converted town centre office space into temporary living accommodation.
CO6	1	% of rent arrears on retail/general units	Aim to minimise	2.29%	4.00%	2.43%			
CO7	3	No of brown bins in use for composting	Aim to maximise	26,648	27,000	26,667			The outturn was 1.25% below target. As at year end, approximately 1 in 3 dwellings had a brown bin (based on 73,404 dwellings in the borough). An additional 216 bins were in circulation between Q3 (26,451) and Q4 (26,667). A data cleansing operation earlier in the year had identified duplicate records arising from an IT system error but budget monitoring indicates the service will finish the financial year in surplus.
CO8a	2	No of residential houses commenced - NORA	Aim to maximise	–	50	50			
CO8b	2	No of residential house sales completed - NORA	Aim to maximise	–	38	20			The project has been delayed due to utilities taking longer to install and connect than had been anticipated, therefore the properties were not ready for sale. 7 - exchanged and reserved 0 - early bird reservation 3 - yet to be released
CO9a	2	No of residential houses commenced - Marsh Lane	Aim to maximise	–	130	129			Commencement of the final property is on hold as this is part of the show home plot and is still needed for house sales. This will be used for the start of house sales on Lynnsport 3, which will save money and accelerate sales on that site.
CO9b	2	No of residential houses sales completed - Marsh Lane	Aim to maximise	–	86	71			12 of the affordable houses did not complete within the 2018/2019 year due to programme delays, these will complete shortly. Also some sales slipped from March to April 2019 at the buyers request. 18 - exchanged and reserved 17 - early bird reservation 6 - yet to be released

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 cumulative performance	2018/19 target	2018/19 cumulative performance	2018/19 status	Versus this time last year	Note
CO10a	2	No of residential houses commenced - Lynnsport 4/5	Aim to maximise	–	89	89			
CO10b	2	No of residential houses sales completed - Lynnsport 4/5	Aim to maximise	–	39	13			The programme for this development changed due to Norfolk County Council's proposal to build a new school adjacent to the site, this has meant fewer houses being available than was originally forecast, however the site remains on target for its original completion date. 16 - exchanged and reserved 12 - early bird reservation 34 - yet to be released

Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 cumulative performance	2018/19 target	2018/19 cumulative performance	2018/19 status	Versus this time last year	Note
EP3a	2	Processing of major development applications	Aim to maximise	100.0%	60.0%	92.0%			
EP3b	2	Processing of non-major development applications	Aim to maximise	84.2%	70.0%	93.0%			
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	2.3%	10.0%	2.7%			
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	0.6%	10.0%	0.9%			
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	96.5%	95.0%	96.3%			
EP5	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			
EP6	2	% of applications refused	Aim to minimise	7.36%	10.00%	6.62%			
EP7	2	% of refused applications then appealed/lodged	Aim to minimise	26.41%	–	29.03%	–		Monitor only
EP8	2	% of appeals allowed	Aim to minimise	35.71%	35.00%	0.00%			Q4 9 appeals - 0 allowed

Finance Services

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 cumulative performance	2018/19 target	2018/19 cumulative performance	2018/19 status	Versus this time last year	Note
FS1	1	% of capital receipts where legal instructions have been issued	Aim to maximise	–	90%	104%			
FS2	1	% of supplier invoices paid within 30 days	Aim to maximise	96%	94%	95%			
FS3	1	% of local supplier invoices paid within 10 days	Aim to maximise	83%	–	81%	–		Monitor only
FS4	1	No of days to process new benefit claims	Aim to minimise	17	21	14			
FS5	1	No of days to process changes of circumstances	Aim to minimise	11	12	10			
FS6	1	% of Council Tax collected against target	Aim to maximise	97.69%	97.60%	97.71%			
FS7	1	% of Business Rates collected against target	Aim to maximise	99.14%	99.10%	99.03%			Target was narrowly missed by 0.07%.
FS8	1	No of residential dwellings subject to Council Tax	Aim to maximise	72833	–	73404	–		Monitor only
FS9	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	49596	–	51728	–		Monitor only
FS10	1	Income from business rates for Renewable Energy projects	Aim to maximise	–	£1,234,440	£3,162,615			

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	22 July 2019		
TITLE:	Corporate performance monitoring – Target Setting for 2019/20		
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 2019/20 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>Following the borough elections, the Corporate Business Plan will be refreshed. The performance indicators and targets will be reviewed after the new plan has been approved.</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 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> <p>Panels consider performance indicators that relate to their remit and are encouraged to monitor progress in line with corporate objectives. The Corporate Performance Panel monitors all indicators to ensure a corporate overview of performance is maintained.</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 2019/20 year. Performance against these indicators will be reported to the panels via the quarterly performance monitoring reports and associated action reports.
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 form of corporate assurance 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 executive directors in consultation with portfolio holders, at the start of each financial year.
- 1.4 Processes are put in place to produce the required information by relevant services, and the information is then collated and analysed centrally by Policy and Performance 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 for information on the council's intranet known as Insite.
- 1.6 Following a scrutiny review in 2017/18, panels have been considering the performance indicators that relate to their remit and monitor progress in line with corporate objectives. Therefore, both the Environment and Community and Regeneration and Development Panels consider those indicators relevant to their remit on a quarterly basis and may seek further information on the performance of specific indicators as part of their work programmes. The Corporate Performance Panel continues to monitor all indicators in order to ensure a corporate overview of performance is maintained.
- 1.7 Following the borough elections, the Corporate Business Plan will be refreshed. The performance indicators and targets will be reviewed after the new plan has been approved.

2. Process for identifying annual indicators and targets

- 2.1 Each May, 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. With effect from Q1 2019/20 all performance indicators will be grouped within portfolios and issued with a new reference number.
- 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, directors discuss and agree proposals with relevant portfolio holders, reporting back to Policy and Performance 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 2019/20 year

3.1 The agreed indicators for the 2019/20 year are shown in Appendix A. The changes for the 2019/20 year are set out below.

3.2 Project delivery portfolio

3.2.1 New indicators have been added:

- Number of residential houses commenced at Lynnsport 3
- Number of residential house sales completed at Lynnsport 3

3.2.2 The following indicators have been deleted and replaced with those listed in paragraph 3.2.1 above:

- Number of residential houses commenced at NORA
- Number of residential houses commenced at Marsh Lane
- Number of residential houses commenced at Lynnsport 4/5

3.3 Environment portfolio

3.3.1 One new indicator has been added:

- Percentage of food interventions achieved

3.4 Housing portfolio

3.4.1 New indicators have been added to reflect the demand and outcomes from Housing Services:

- Number of households with a homelessness declaration.
- Number of households prevented from becoming homeless for a minimum of six months.
- Number of households accepted as homeless with a need to be rehoused (full housing duty).
- Percentage of cases who were offered a prevention and relief duty who remain homeless and are owed no further duty.
- Number of rough sleepers.
- Number in temporary accommodation – bed and breakfast.
- Number of social housing lettings – against a baseline.

3.4.2 The following indicators have been deleted and replaced with those listed in paragraph 3.4.1 above:

- Number of people presenting to Housing Options team for a service.
- Number of unintentional priority homeless acceptances.
- Number of new affordable housing completions.

4. Targets for the 2019/20 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 services 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 is included in Appendix A to further explain the target which has been set, where appropriate.

5. Issues for the panel to consider

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 2019/20 year. The first report reviewing performance against these targets will be considered by this panel on 21 October 2019.

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. Following the borough elections, the Corporate Business Plan will be refreshed. The performance indicators and targets will be reviewed after the new plan has been approved.

7. Financial implications

None

8. Any other implications/risks

None

9. Equal opportunity considerations

None

10. Consultation

Management Team, senior managers and portfolio holders.

11. Conclusion



The panel is asked to note the contents of the report and agree the range of indicators and associated targets for the 2019/20 year set out in Appendix A.

12. Background papers

Corporate Business Plan 2015/16 – 2019/20

Performance Target Setting 2019/20



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

Leader								
Ref	Name	Good Performance	Year End 2017/18	Target 2018/19	Year End 2018/19	Status 2018/19	Target 2019/20	Notes
LD1	Staff turnover	Aim to minimise	9.99%	–	9.43%	–	–	Monitor only
LD2	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	8.88	8.00	7.28		7.50	
LD3	% of short term sickness	Aim to minimise	47%	–	50%	–	–	Monitor only
LD4	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	98.8%		100%	For more detail refer to the 2018/19 Full Year Action Report
LD5	% of capital receipts where legal instructions have been issued	Aim to maximise	–	90%	104%		90%	Resource issues in Property Services may impact on achievement of an increased target.
LD6	% of supplier invoices paid within 30 days	Aim to maximise	96%	94%	95%		94%	Implementation of a new ledger during 2019/2020 may have an impact on operational delivery
LD7	% of local supplier invoices paid within 10 days	Aim to maximise	83%	–	81%	–	81%	Monitor only
LD8	% of Council Tax collected against target	Aim to maximise	97.69%	97.60%	97.71%		98%	
LD9	% of Business Rates collected against target	Aim to maximise	99.14%	99.10%	99.03%		99%	
LD10	No of residential dwellings subject to Council Tax	Aim to maximise	72,833	–	73,404	–	–	Monitor only
LD11	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	49,596	–	51,728	–	–	Monitor only

Culture, Heritage, Health								
Ref	Name	Good Performance	Year End 2017/18	Target 2018/19	Year End 2018/19	Status 2018/19	Target 2019/20	Notes
CH1	% of residents who take part in sport and physical activity as measured by the Sport England Active Lives Survey	Aim to maximise	65.2%	–	66.4%	–	–	Monitor only

Project Delivery

Ref	Name	Good Performance	Year End 2017/18	Target 2018/19	Year End 2018/19	Status 2018/19	Target 2019/20	Notes
PD1	No of residential house sales completed - NORA	Aim to maximise	–	38	20		24	For more detail refer to the 2018/19 Full Year Action Report
PD2	No of residential house sales completed - Marsh Lane	Aim to maximise	–	86	71		54	For more detail refer to the 2018/19 Full Year Action Report
PD3	No of residential house sales completed - Lynnsport 4/5	Aim to maximise	–	39	13		67	For more detail refer to the 2018/19 Full Year Action Report
PD4	No of residential houses commenced - Lynnsport 3	Aim to maximise	–	–	–	–	54	New
PD5	No of residential house sales completed - Lynnsport 3	Aim to maximise	–	–	–	–	3	New

Development

Ref	Name	Good Performance	Year End 2017/18	Target 2018/19	Year End 2018/19	Status 2018/19	Target 2019/20	Notes
DV1	Processing of major development applications	Aim to maximise	100.0%	60.0%	92.0%		60.0%	
DV2	Processing of non-major planning applications	Aim to maximise	84.2%	70.0%	93.0%		70.0%	
DV3	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	2.3%	10.0%	2.7%		10.0%	
DV4	% 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	0.6%	10.0%	0.9%		10.0%	
DV5	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%		95%	
DV6	% of planning applications refused	Aim to minimise	7.36%	10.00%	6.62%		10.00%	
DV7	% of refused planning applications then appealed/lodged	Aim to minimise	26.41%	–	29.03%	–	–	Monitor only
DV8	% of planning appeals allowed	Aim to minimise	35.71%	35.00%	0.00%		35.00%	Calculation is based on previous 6 months data

Environment								
Ref	Name	Good Performance	Year End 2017/18	Target 2018/19	Year End 2018/19	Status 2018/19	Target 2019/20	Notes
EV1	Average response time for removal of fly-tips (days)	Aim to minimise	0.7	1.0	1.0		1.0	
EV2	No of flytipping incidents recorded	Aim to minimise	1,512	–	1,460	–	–	Monitor only
EV3	Total of waste recycled and composted (tonnage)	Aim to maximise	27,580	27,850	28,068		28,000	
EV4	No of brown bins in use for composting	Aim to maximise	26,648	27,000	26,667		27,000	For more detail refer to the 2018/19 Full Year Action Report
EV5	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	96.5%	95.0%	96.3%		95.0%	
EV6	% of food interventions achieved	Aim to maximise	–	–	–	–	80.0%	New - reported annually

Housing								
Ref	Name	Good Performance	Year End 2017/18	Target 2018/19	Year End 2018/19	Status 2018/19	Target 2019/20	Notes
HS1	No of suspected licensable HMOs that are inspected and/or licensed	Aim to maximise	–	100	63		80	For more detail refer to the 2018/19 Full Year Action Report
HS2	Spend on Bed and Breakfast accommodation	Aim to minimise	£16,641	–	£51,794	–	–	Monitor only
HS3	No of households with a homelessness declaration	Aim to minimise	–	–	–	–	–	New - monitor only
HS4	No of households prevented from becoming homeless for a minimum of 6 months	Aim to maximise	241	–	489	–	–	New - monitor only
HS5	No of households accepted as homeless with a need to be rehoused (full housing duty)	Aim to minimise	–	–	–	–	–	New - monitor only
HS6	% of cases who were offered a prevention and relief duty who remain homeless and are owed no further duty	Aim to minimise	–	–	–	–	–	New - monitor only
HS7	No of rough sleepers	Aim to minimise	9	–	5	–	15	New
HS8	No in temporary accommodation - bed and breakfast	Aim to minimise	24	–	55	–	–	New - monitor only
HS9	No of social housing lettings - against a baseline	Aim to maximise	431	–	464	–	–	New - monitor only
HS10	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	79.0%	85.0%	93.8%		90.0%	

Ref	Name	Good Performance	Year End 2017/18	Target 2018/19	Year End 2018/19	Status 2018/19	Target 2019/20	Notes
HS11	Time taken (in weeks) from first contact to completion of work on Disabled Facilities Grant	Aim to minimise	35.4	35.0	28.0		30.0	Indicator changed to measure time taken from first contact not first visit in line with the IHAT measures
HS12	Time taken (in weeks) from first contact to completion of work on Adapt passported cases with a value under £6,000	Aim to minimise	23.0	20.0	18.0		25.0	Indicator changed to measure time taken from first contact not first visit in line with the IHAT measures
HS13	Time taken (in weeks) from first contact to completion of work on Adapt grant means-tested cases with a value under £12,000	Aim to minimise	–	–	10.4		30.0	Indicator changed to measure time taken from first contact not first visit in line with the IHAT measures
HS14	No of days to process new benefit claims	Aim to minimise	17	21	14		17	Target in 2018/2019 was set to reflect the implementation of the new revenues and benefits system changes – 2019/20 target set to the 2017/18 outturn
HS15	No of days to process changes of circumstances	Aim to minimise	11	12	10		11	

Commercial Services

Ref	Name	Good Performance	Year End 2017/18	Target 2018/19	Year End 2018/19	Status 2018/19	Target 2019/20	Notes
CS1	% of freedom of information requests given final response within deadline	Aim to maximise	97.0%	95.0%	96.0%		95.0%	
CS2	% of customer satisfaction with digital services (website, webchat, e-forms, MyAccount)	Aim to maximise	–	80.0%	93.0%		90.0%	
CS3	Reduction in the percentage of telephone calls for core services where digital services are in place	Aim to minimise	–	–	14.0%	–	10.0%	

Business Development

Ref	Name	Good Performance	Year End 2017/18	Target 2018/19	Year End 2018/19	Status 2018/19	Target 2019/20	Notes
BD1	% of rent achievable on industrial estates	Aim to maximise	88.68%	90.00%	93.11%		90.00%	
BD2	% of rent arrears on industrial estates	Aim to minimise	7.74%	4.00%	3.97%		4.00%	
BD3	% of rent achievable on retail/general units	Aim to maximise	92.45%	95.00%	79.68%		95.00%	For more detail refer to the 2018/19 Full Year Action Report
BD4	% of rent arrears on retail/general units	Aim to minimise	2.29%	4.00%	2.43%		4.00%	
BD5	Income from business rates for Renewable Energy projects	Aim to maximise	–	£1,234,440	£3,162,615		–	Monitor only

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	22 July 2019		
TITLE:	Q4 2018/19 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 2018/19.
KEY ISSUES:
There are currently 55 agreed actions being undertaken to progress the Council’s Corporate Business Plan. The Q4 2018/19 monitoring report indicates that 49 of the actions are progressing well, 1 action is slightly behind schedule and 5 new key actions have been added. 29 actions have been completed from Q4 2015/16 to Q4 2018/19.
OPTIONS CONSIDERED:
N/A monitoring report
RECOMMENDATIONS:
The Panel is asked to review the Q4 2018/19 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.

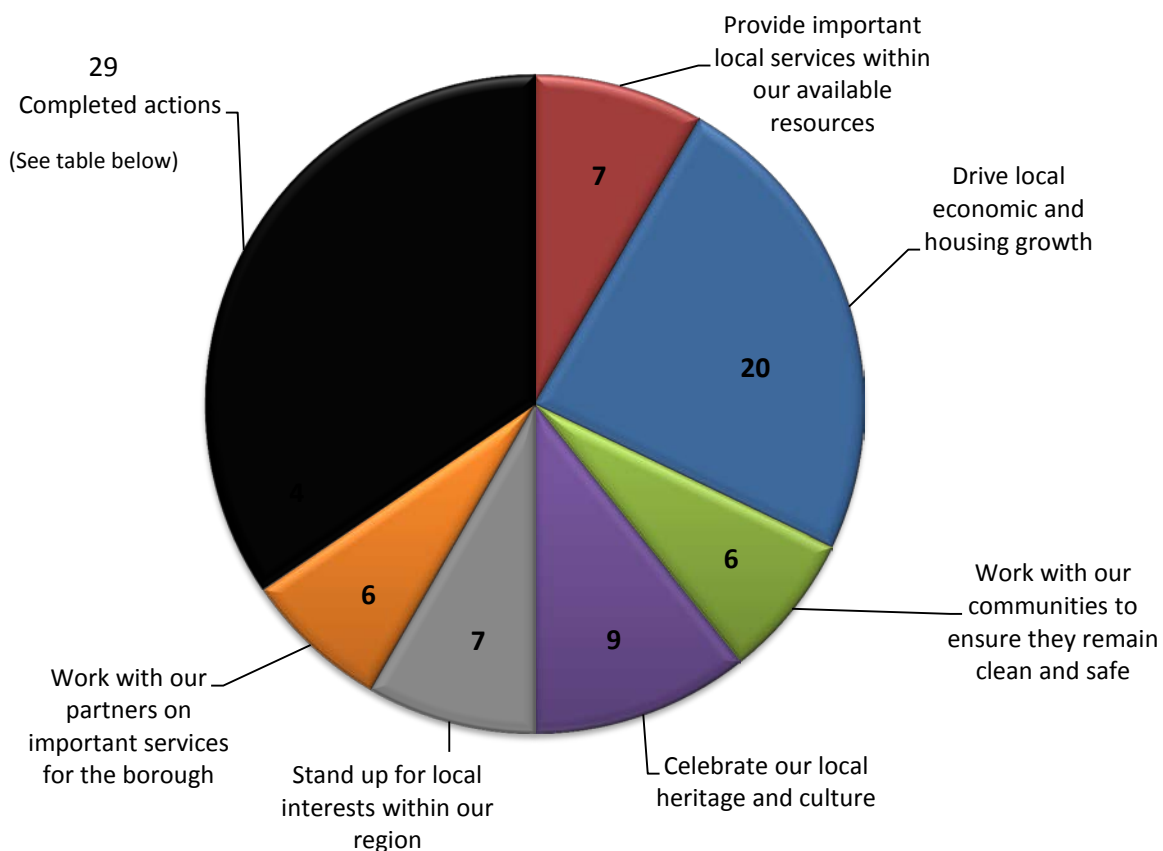
1. Introduction

- 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 completed key actions will be removed from the report and added to a separate [Completed Key Action Report](#) available on Insite.

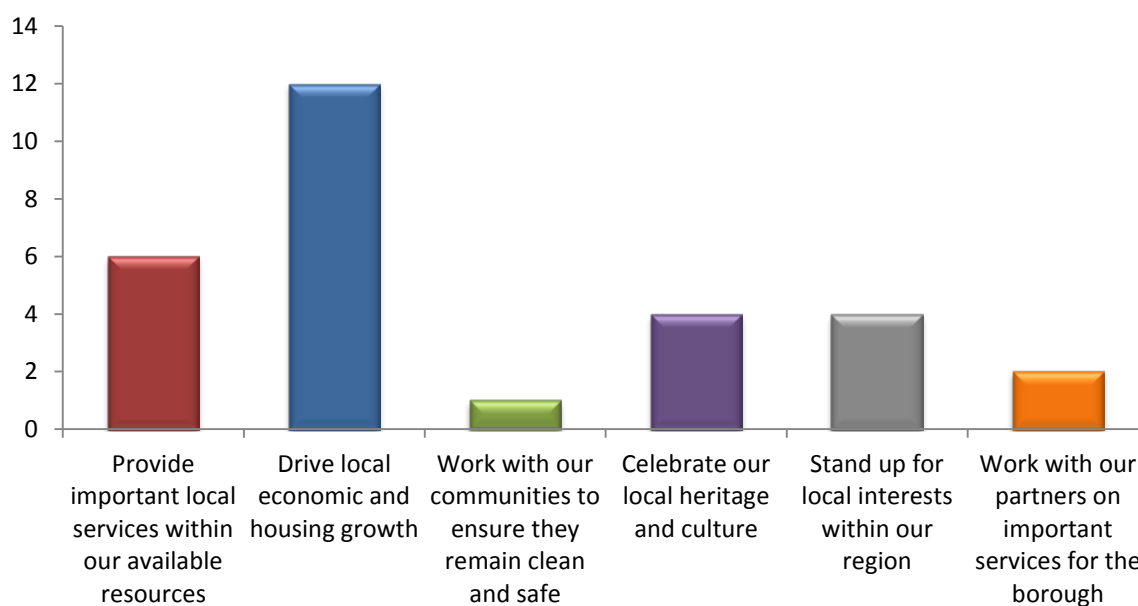
2. Monitoring Report

- 2.1 The Q4 2018/19 report details progress on agreed actions as at the end of March 2019. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the Q1 2019/20 report (which will be available on Insite).
- 2.2 The Executive Summary for the Q4 2018/19 monitoring report indicates that 89% of the actions are progressing well, 2% are slightly behind and 9% are new key actions.
- 2.3 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.

2.4 Current key actions per corporate priority at the conclusion of Q4 2018/19



2.5 Breakdown of completed key actions by priority



3. Issues for the Panel to Consider

- 3.1 Members should review the full Corporate Business Plan monitoring report covering Q4 2018/19 (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.
- 3.2 Over the past few reports, Members have made suggestions with regards to potential changes they would like to see included in the Monitoring Report. This feedback will be taken into consideration when the format of the report is reviewed following the development of a new Corporate Business Plan.

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 2019.

10. Background Papers

Corporate Business Plan 2015/16 – 2019/20



Corporate Business Plan Monitoring Report

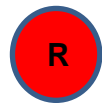
Covering Q4 2018/19

45

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

4. Celebrate our local heritage and culture



Of the 9 actions in place for this priority, 3 new actions have been added and the remaining 6 actions are progressing well.

2. Drive local economic and housing growth



Of the 20 actions in place for this priority, 2 new actions have been added and the remaining 18 actions are progressing well.

5. Stand up for local interests within our region



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

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



All 6 actions in place for this priority are progressing well.

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



All 6 actions in place for this priority are progressing well.







Overall progress on Corporate Business Plan actions as at 31st March 2019 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 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
1	Progress towards £3.1m savings per annum required by 2019-20 identified in the Financial Plan for 2015-2020. Cumulative target savings of £147,966 for 2018/19	£30,000	£51,100	£110,100	£119,230
2	Growth in Business Rates (target £1,190,910) reported annually				£1,407,013
	Number of new homes built (cumulative figure year to date) Local housing need target 555 / Housing delivery test target 500	111	260	300	436
3	Reduce contamination of recycling to 10.00% by 31 March 2019 (cumulative)	18.4%	19.4%	20.2%	20.4%
4	Footfall in King's Lynn Town Centre compared to same quarter in the previous year	-18.5%	-13.6%	-11.6%	-2.9%
	Number of Town Heritage Initiative buildings where work has commenced (cumulative)	11	12	18	19
5	Deliver an 8% increase in mobile coverage / superfast broadband of west Norfolk premises by June 2020	9%	9%	11%	11%
6	Support clients via the Ask LILY Advisor service (30 clients per quarter)	32	95	103	89

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 Kunes


48

Status	Key Action	Progress	Review Date	Comment
	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 2019	Several workshops have taken place to map the licensing processes, as a result online forms have been created which include multiple payments and integration with the back office system (Idox). Clean-up processes have also been mapped, which has resulted in amending existing online forms to include map functionality and the creation of a bulky item collection online form.
	Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training	Ongoing	June 2019	Council Information Centre advisors continue to encourage the uptake of online forms and promote 'MyAccount' and 'MyRevenues'. As online forms are introduced, these are added to 'MyAccount' and training is covered with the relevant service area.

2. We will: Continue to seek new and effective ways of working




Cabinet Member: Cllr B Long

Status	Key Action	Progress	Review date	Comment
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	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 2019	During Q4 a new training course in relation to Public Event Management has been rolled out to support the Council's programme of events. A range of other training events, including performance management, Microsoft project and safeguarding have also been delivered. The commencement of the new Level 5 management qualification has been delayed until May 2019 by the training provider.
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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 Gidney, Cllr E Nockolds and Cllr G Middleton

Status	Key Action	Progress	Review Date	Comment
	Put in place a programme of works for increasing the use of council buildings by third parties	Ongoing	June 2019	Space at Valentine Road, Hunstanton is being marketed for office use, feasibility work using One Public Estate funds is also being commissioned to consider alternative uses of the site. The Priory Centre, Downham Market is also being marketed for office use.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme	Ongoing	June 2019	Discussions are underway with stakeholders on Hunstanton bus station / library site. The Major Projects Board have considered another site within the OPE project which has commercial sensitivities. The housing site now known as 'the Sheep Field' is updated in an alternative entry of this report.
	Implement the actions identified in the land review of sites owned by the Borough Council	Ongoing	June 2019	Following the small development during 2018 in Burnham Market, a further site in the same village, and a site in Sedgeford are being taken forward. The 'Sheep Field' site, Hunstanton, is progressing; the mix of dwelling types has been agreed and is now being priced, prior to planning being submitted later in 2019. Five further sites are being considered for development/disposal. A further site, potentially viable for self-build has been identified and feasibility work is being undertaken.

49





Priority 1 other actions



	Monitor the Efficiency Plan, report progress achieved by developing/reviewing major projects and identify further opportunities for securing savings.	Slightly behind schedule	June 2019	The majority of the 2018/19 schemes have been completed by March 2019. Delayed schemes will be rolled across to 2019/20. The Q4 update will be reported to Management Team in May 2019 and the revenue savings are reported in the monthly monitoring report to members.
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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 P Gidney and Cllr G Middleton




Status	Key Action	Progress	Review Date	Comment
	Deliver a 24 month targeted action plan to maximise take up of plots on the Enterprise Zone	Progressing well	June 2019	Interest for plots is building with discussions ongoing with a number of parties. A reserved matters application for the remainder of the EZ site was submitted in February 2019.
	Enterprise Zone infrastructure delivery – re-routing of the main gas pipeline, access roads, utilities and superfast internet	Progressing well	June 2019	Following planning consent, tenders for the infrastructure (roads and services) are due to go out during Q2 2019/20. Works on the remaining infrastructure will start later in the year. Enabling works will take place earlier, including earthworks and surcharging.
	Enterprise Zone – delivery of first phase spec units	Ongoing	June 2019	During Q4 the premises tender for three phase one units has been issued and the main contractor has been identified. Four contractors have been placed on a framework for future works, with construction planned to start before the autumn. Discussions are on-going with New Anglia LEP with a view to them part-funding the development of the proposed phase one units.
	Progress the future High Streets fund bid	On track	June 2019	<p>An Expression of Interest (Eoi) application was submitted on 21 March 2019 with letters of support from residents, businesses, local, regional and national partner organisations. Our Town Centre Challenge seeks to address the declining footfall and shop closures, to create a vibrant community hub by widening the centre's appeal to residents and visitors beyond just the retail offer. The strategy covers three broad themes:</p> <ol style="list-style-type: none"> 1. Harness and enhance the existing heritage assets to attract more visitors and business investment 2. Improve and enhance the cultural and arts offer to create an exciting, attractive and safe environment for residents and visitors 3. Through housing provision encourage more people to live and work within the town centre boundary while improving the principal gateways and access points into the town. <p>The community vision is for a more open community that includes young people's and family interests, more culture, entertainment and eating places, quality shops that are open for longer, better access, and a safe and inclusive town centre that gives the traditional Norfolk friendly open welcome to all.</p>

	Implement the King's Lynn town centre study	Ongoing	June 2019	Historic England and the borough council have finalised the specific baseline information to inform the audit of the High Street, this includes empty and underutilised shops, their external condition and the vacant spaces above the retail units. Meetings have taken place with the Business Improvement District and other Heritage Action Zone Partners following the proposal taken to the Heritage Action Zone partnership board in January 2019. Funding details are to be confirmed before proposals are implemented. A grant application has been made to the 'Future High Street Fund' (FHSF) during the last quarter; if successful, FHSF could influence this project.
	Develop proposals for KLIC2 – move-on space	Good	June 2019	An application submitted during Q4 to New Anglia LEP for Growth Deal funding has been deferred by them.

5. We will: Meet our housing growth targets



Cabinet Members: Cllr A Lawrence and Cllr P Gidney

Status	Key Action	Progress	Review Date	Comment
51 	Progress the implementation of the Borough Council's approved Major Housing Scheme to approved schedule	Progressing well	June 2019	Construction continues on Marsh Lane and Lynnsport 4/5 with 70 units sold to date, with a further 34 exchanged or reserved. Pre-commencement planning conditions clearance continues for Lynnsport 1, with archaeology work complete. Lynnsport 3 is now a live site with initial infrastructure works started.
	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Progressing well	June 2019	NORA phase 3 is under construction with units being marketed. 18 units have to date been sold, with a further 7 exchanged or reserved. Phase 3 is slightly delayed with completion now scheduled for June 2019.
	Phase 4 of NORA – modular construction	Ongoing	June 2019	Initial remediation works are now complete. Contract negotiations between Lovells, L&G, Homes England and the council for the modular units will be completed by 7th June. A planning application is in progress, with a view to determination by end of April, construction is planned to start by June, ground stabilisation work will be the first phase.
	Acquire strategically located sites to enable additional phases to proceed	Ongoing	June 2019	The Sommerfeld & Thomas warehouse site was successfully acquired at the end of 2018; the council has successfully received grant funding to progress the site. This is detailed in an entry in section 11 of this document.
	Accelerated construction programme	Ongoing	June 2019	The legal agreement for Columbia Way was signed in March 2019 and funding is currently being drawn down. The council is currently in the process of finalising the legal agreements for the following sites: land at South Park Gaywood, land adjacent to South Park Gaywood and two Hunstanton sites. Negotiations regarding NORA (funding for MMC) and Boal Quay site continues.

	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 2019	The loan agreement has been completed (the council to fund money to West Norfolk Housing Company). The funding agreement in order to secure affordable housing with a grant is near completion. Legal work on leases and transfer agreements will commence on appointment of external solicitors.
	Progress next phase of the Nelson Quay scheme development and testing in preparation for planning and funding applications	Progressing well	June 2019	Further viability options are being considered and therefore, the planned Cabinet report and hybrid planning application mentioned last quarter have been delayed.
	Deliver the Heritage Action Zone (HAZ) Unlocking Brownfields Feasibility Study	Ongoing	June 2019	The HAZ Partnership Board is in receipt of the Stage One Feasibility. The member informal working group (IWG) has examined and made recommendations based on the various options proposed in the report. A report on the IWG's examination in line with the study will be taken to the R&D Panel in April 2019.
NEW	Develop proposals for Chapel Street car park		June 2019	This site is being taken forward following the HAZ Unlocking Brownfields Feasibility Study. A coring study has been undertaken and tender documents have been drafted for a development proposal. The tender process is planned to take place during Q2 2019/20.
NEW	Develop proposals for the area around the South Gate – a key approach in to King's Lynn		June 2019	This area is being taken forward following the HAZ Unlocking Brownfields Feasibility Study. Land assembly continues for this area. A coring study will be undertaken in Q2 2019/20 and a tender for a development proposal is in the early stages of development.



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

Cabinet Member: Cllr B Long and Cllr G Middleton

Status	Key Action	Progress	Review Date	Comment
	Ensure the Council responds effectively to new requirements in relation to apprenticeships	Ongoing	June 2019	Work has been undertaken to prepare for the delivery of apprenticeships in 2019/20, this has included working with College of West Anglia to develop a programme for Level 3 Management training which will commence in Q1 2019/20. A number of higher level apprenticeships are also being investigated in response to requests from services and it is hoped these will progress to confirmed apprenticeships early in the 2019/20 year.
	Co-ordinate and provide support to the west Norfolk Partnership's Strategy Group to bring together the	Ongoing	June 2019	The West Norfolk Partnership's Governance Group met in February 2019 to receive feedback on work undertaken during 2018/19 and to identify key priorities for the 2019/20 year. The Strategy Groups met in March to

	main public sector service providers and the umbrella organisation for the voluntary sector to improve quality of life in west Norfolk			receive an update on the range of ongoing projects (including Love West Norfolk and work with Active Lives), the Night Shelter, West Norfolk for Jobs and the implementation of Universal Credit.
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Priority 2 other actions

	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 2019	The council is working with Broadland Housing Association on a site for residential standard park homes and is also working with Freebridge Community Housing on opportunities to access 'Move On Fund' (Home England) to undertake residential conversion works on redundant buildings.
	Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015	On track	June 2019	In February 2019, Cabinet approved the Custom and Self Build Strategy and action plan which sets out the Council's proposed actions to meet its responsibilities to deliver quality self and custom homes to meet local demand.

53 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	Review Date	Comment
	Find ways to raise awareness levels in the public arena to enhance the recycling scheme across the borough	Ongoing	June 2019	A calendar is being designed which promotes the use of a new labelling scheme 'On Pack Recycling Label' to help identify the correct packaging materials to put in the recycling bin and links to the Clean, Dry and Loose campaign materials. The SCRAP fly-tipping campaign came to King's Lynn in March, it provided people with the chance to find out more about what their options and responsibilities are when disposing of their waste and reminding them of their duty of care.
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	Ongoing	June 2019	Work on the bin audit was completed in December 2018, plans are being developed as part of the Norfolk Waste Partnership communications plan for 2019/20.


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	Review Date	Comment
	Streetscenes: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2019	<p>The Great British Spring Clean took place between 22 March and 23 April 2019 with a number of regular and new community groups taking part supported by Streetscenes. From a share of £9.75 million provided from government to support community groups, equipment has been purchased to supply a number of regular community clean up teams with their own equipment. Streetscenes will continue to support any group wishing to have community litter picks.</p> <p>Refurbishment of the Walks Public toilets at the management building has been refurbished, disabled toilet is in progress. The asbestos roof of North Beach Heacham toilets will be removed during May/June 2019, replaced with a composite material and the exterior will have a face lift. Howdale public toilet is still awaiting demolition.</p>
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2019	<p>Recruitment of seasonal staff across all POS areas continues to endeavour to bring the teams up to full strength. The grass cutting review from 2018, has started to 'bed in' well with schedules being maintained, along with other grounds maintenance duties. NVQ2 and NVQ3 apprentice schemes continue to progress and are on target.</p>
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2019	<p>Community participation and environmental responsibility are the themes for this year's Britain in Bloom competition which was launched in Hunstanton on 15 February 2019. Volunteers and representatives from businesses, local schools, Scouts, Hunstanton Town Council, Civic Society, the allotments, and community orchard, were invited to a special tea party at Hunstanton Town Hall to celebrate Hunstanton's achievement of Gold in Anglia in Bloom and Gold Coastal Winner in Britain in Bloom. In 2019, King's Lynn and Hunstanton will enter Britain in Bloom with King's Lynn, Downham Market and Hunstanton participating in Anglia In Bloom. Green Flag judging for the Walks and Tower Gardens has taken place, now awaiting confirmation of dates for Esplanade, Boston Square and Crematorium.</p>


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

Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Review Date	Comment
	Proactively use data and intelligence to target action to prevent nuisance and anti-social behaviour (ASB) at King's Lynn Bus Station	Ongoing	June 2019	The Police and Council continue to react to complaints made from the public and are monitoring the effect of excluded children causing problems in the town centre and around Lynnsport.




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

	Assist, facilitate and promote events in other parts of the Borough	Ongoing	June 2019	A list for events in other parts of the borough is maintained and promoted on the www.visitwestnorfolk.com website.
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11. We will: Support the improvement of our built heritage, drawing in third-party funding wherever possible



Cabinet Members: Cllr P Gidney, Cllr R Blunt and Cllr E Nockolds

Status	Key Action	Progress	Review Date	Comment
	Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate.	Good	June 2019	There is continued focus on key cases; two cases have been resolved and two cases have been added in the last quarter. The list remains fluid and updated as sites are progressed by the cross department officer team, whether from action we are taking or from external activity.
	Implement key phases of the Hunstanton Regeneration Programme	Good	June 2019	The final sign-off is awaited for the interpretation boards at the Heritage Gardens. Implementation should be possible within a month of the sign-off. The baseline report and draft options report for the Southern Seafront Masterplan project are under review by the Major Projects Board. The Hunstanton Prosperity Coastal Community Team has now been awarded £48k from the 'Coastal Revival Fund' for an artist designed wayfinding and signage initiative for the seafront. The initiative will be led by local seafront traders who are meeting during Q1 2019/20 to develop the brief.
	Develop proposals for refurbishment of the St George's Guildhall complex	Ongoing	June 2019	The council is actively engaging with the newly formed 'Shakespeare Guildhall Trust' as part of the ongoing review and options appraisal for the site. Discussions remain open with the previously mentioned interested party.

NEW	Progress the Sommerfeld & Thomas warehouse and former grain silos sites		June 2019	<p>Following the acquisition of the Sommerfeld & Thomas Warehouse site, a successful application was made to the Coastal Revival Fund and £50k grant funding has been received. £40k of this will be used for urgent repairs and the remaining £10k for further investigations into the site.</p> <p>The council has also obtained Business Rates Pool funding of £350k for the delivery of technical and planning requirements on these sites, which with borough council match funding, totals £700k.</p>
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12. We will: Support leisure and tourism within the borough

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Review Date	Comment
56 	Deliver the action plan of the 2016-20 west Norfolk Destination Management Plan	Ongoing	June 2019	<p>The Visit West Norfolk app (downloaded 5,488 times by users) and the main Visit West Norfolk website have been promoted with paid digital campaigns by KLFM during early spring. Full website user statistics will become available from this campaign for the next monitoring report.</p> <p>The first three months of 2019 saw a 100% increase of page views by visitors to the Visit West Norfolk site. There were 166,068 page views from Jan-March 2019, compared to 81,368 page views of dynamic content for the same period the previous year. The increase is believed to be partly due to a more pro-active approach to maintaining and administrating the ever-changing 'events' listings (the most used element of the site).</p> <p>The production of all annually-printed tourism marketing publications is now almost completed ahead of the 2019 Summer season, and on track to meet the annually required distribution dates, with only the production of the 2019 editions of the Hunstanton Mini Guide (50,000 printed circulation) and Downham Market Mini Guide (18,000 printed circulation) yet to be finished before the Summer season begins.</p>
	Deliver the west Norfolk Tourism Explorer Trails project	Ongoing	June 2019	<p>The Explorer Trails project, now branded collectively as 'Explore West Norfolk' - including the dedicated website and two apps ('Explore West Norfolk' and 'Walk West Norfolk') – will be officially launched during April 2019. Three events are being held throughout April to introduce the public and the local tourism industry to these new exploring tourism tools. The launch events will be supported by press releases, social media posts, printed banners, business cards and printed invites. Statistics from the 'Explore West Norfolk' April 2019 promotional campaign will be reported next quarter.</p>

NEW	Deliver the Sail the Wash project with partners		June 2019	The stage two application for the Sail the Wash project was successful and £670k has been awarded to the council and Fenland District Council. The project will deliver additional moorings, extended pontoons and buoyage within The Wash by March 2021.
NEW	Develop proposals for a 2 screen cinema at the Corn Exchange		June 2019	Following agreement for this proposal by Cabinet in November 2018 a report on progress will be presented to Cabinet in June 2019.

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




No key actions

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 G Middleton, Cllr R Blunt and Cllr I Devereux

57

Status	Key Action	Progress	Review 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 2019	At the end of March total coverage was 94%. The second contract has implemented 90 new fibre cabinets and 33 Fibre to the Premises (FTTP) solutions across the borough which have provided access to fast broadband for over 8,500 properties. The order of the rollout continues to be based, on the most efficient possible, to ensure as many properties as possible have access to Superfast speeds by minimising deployment costs. 20 additional cabinets and 16 FTTP solutions have commenced implementation in the borough and 43 surveys have been completed.
	Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	March 2020	The A47 Alliance Steering Group met in King's Lynn on 15 February 2019. Planning is underway for a parliamentary reception to promote the case for dualling after the elections. A project board is set up to take forward the Wisbech Access Strategy including improvements to Broad End Road, Walsoken Junction.
	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 2020	The Road Study has been completed to the Strategic Outline Business Case (SOBC) stage. The two elements road and rail, are now being taken forward as an integrated package towards the OBC stage in November 2019.
	Work with stakeholders in Snettisham, Heacham and Hunstanton areas which are affected by coastal flooding issues	Ongoing	March 2020	The funding group met in February 2019, the annual beach recycling works have been carried out and sufficient material is in place at Snettisham Scalp to enable the need for beach recharge to be put further

	to develop options for flood prevention works			back in the programme.
	West Winch – part 2 West Winch Relief Road Scoping and design	Ongoing	December 2019	Stage one of the design work for the relief road, looking specifically at the design and scoping of the road is currently under way. The current design and planning submission work is scheduled to be complete by December 2019. Regular monthly project meetings are continuing with progress remaining on track. As we move closer towards the planning submission, dialogue with the Parish Councils and Neighbourhood Plan Group has commenced. Wider community consultation is anticipated in the summer.
	West Winch – part 3 Relief Road Infrastructure Funding	Ongoing	June 2019	The council has committed to seeking external funding sources where available to assist in the overall delivery of the infrastructure necessary to the deliver the growth area. The Housing Access Road is one of the greatest infrastructure costs associated with the development. The design works and landowners collaboration agreement are currently underway and will support any future funding bids.
	King's Lynn Area Transport Study	Ongoing	June 2019	The transport study remains in progress. The initial transport study findings are being examined in readiness for further testing and refinement. Initial findings will be reviewed during Q1 2019/20.

58

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 G Middleton and Cllr E Nockolds

No key actions


Comment

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

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


16. We will: Continue to support improvements in the educational attainment of our young people

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Review Date	Comment
	Engage with partners and schools in identifying initiatives to address low levels of educational attainment and skills in the Borough	On track	June 2019	In January 2019, the West Norfolk University Challenge 2019 was held at the College of West Anglia with around 120 high achieving students attending the day. In February 2019, the project supported disadvantaged students from each secondary school to attend 'Poetry Live' in Cambridge and in March around 1,100 students attended booster conferences in preparation for their maths GCSE exams. The delivery of performances of Shakespeare plays continues to be rolled out ahead of the GCSE exams this spring. An update on performance of schools in West Norfolk was made to the CPP panel in February 2019.




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

Cabinet Member: Cllr E Nockolds


	Expansion of LILY	Ongoing	June 2019	The Careline Community Service Manager and LILY Coordinator are now in place allowing LILY to move forward more progressively. The operating model has been altered to reflect the desired changes and the project group has re-formed.
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18. We will: Support 'early help' initiatives aimed at preventing problems from arising in the first place

Cabinet Member: Cllr B Long and Cllr A Lawrence

Status	Key Action	Progress	Review 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 2019	The Hub continues to improve and issues such as data sharing are being discussed at a senior level. The post of Early Help Facilitator has been filled, with the successful applicant commencing in Q1 2019/20.
	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	June 2019	In 2018/19, 328 major adaptations and 644 low level adaptations were completed and the demand is still rising for the service with 1,017 new adaptation enquiries in 2018/19 compared to 933 in 2017/18 and 874 in 2016/17. District Direct West (previously known as Homefirst) has received over 120 referrals into the Housing and Adaptation teams since the launch. A County-wide report has been written by the CCG/districts since the launch in 2018/19 to show the outcomes/bed days saved/savings to Health and to request future funding, currently awaiting a response by mid-May.
	Homelessness and Housing Delivery Task Group	Ongoing	June 2019	The timetable for proposed planning policies has been agreed. The council will attend the meeting of the Freebridge Community Housing Board in September 2019 to highlight identified issues.

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>Ongoing</p>	<p>June 2019</p>	<p>The council is working with Norfolk County Council's new Housing with Care Programme. Research has been commissioned across the county with other LPAs on a demand assessment to inform strategic planning. Discussions are ongoing with developers in relation to a Housing with Care site in Hunstanton.</p>
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FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
6 August 2019						
	Strategic Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
01	Major Housing Phase 3 – Enabling Work for Lynnsport 1	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Major Housing Project 2	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Audit Committee effectiveness	Non	Cabinet	Leader Deputy Chief Executive		Public

	Nar Ouse Enterprise Zone Implementation & Delivery	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Nelson Quay King's Lynn - Planning and Delivery	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
62	Development Options - Hunstanton	Key	Council	Performance and Economic Development Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Hunstanton Coastal Management Plan	Key	Cabinet	Environment Exec Dir – G Hall		Public
	Heritage Action Zone – Unlocking Brown Field Sites and Chapel Street	Key	Cabinet	Project Delivery Exec Dir- C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

	Waste Contract Procurement (if no negotiation needed)	Key	Cabinet	Environment C Bamfield – Exec Dir		Public
	Code of Corporate Governance	Non	Council	Leader Exec Dir – D Gates		Public
	CIL Governance	Key	Council	Development Exec Dir – G Hall		Public
	Business Rates Hardship Relief: Request To Reconsider A Refusal To Award Relief	Non	Cabinet	Leader Deputy Chief Executive		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

63

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
24 September 2019						
	Cinema Development Tender Results	Key	Cabinet	Culture, Heritage & Health Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Capital Strategy	Key	Council	Leader Deputy Chief Executive		Public
	Strategic Partnership Agreement – Cambridge and Peterborough	Key	Council	Business Development Chief Executive		Public

	Combined Authority					
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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
12 November 2019						

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2019/2020

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
10 June 2019	Appointment of Vice-Chairman			
10 June 2019	Presentation on Freedom of Information Procedure	Presentation	C Jordan Eastlaw	To inform the Panel of the Council's Freedom of Information Procedure
22 July 2019	Exempt Report Hunstanton Sailing Club	Update		Tony Devenish from Hunstanton Sailing Club to provide an overview on how the Club have met their criteria for the funding previously granted by the Borough Council.
22 July 2019	Consideration of Called in item – Financial Assistance Scheme	Call in	L Gore and S Dennis	To consider the call-in.
22 July 2019	Nominations to Outside Bodies and Partnerships – Hunstanton Sailing Club Development Sub Committee	Operational		The Panel is invited to nominate a representative as an observer only to participate in the outside bodies and partnerships which fall within the Corporate Performance Panel's remit; Hunstanton Sailing Club Development Sub Committee.
22 July 2019	2018/2019 Full Year Corporate Performance Monitoring 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.
22 July 2019	Q4 2018/2019 Corporate Business Plan Monitoring	Monitoring	B Box	The Panel are invited to review the Q4 2018/2019 Corporate Business Plan

85

	Report			Monitoring Report.
22 July 2019	Corporate Performance Monitoring – Target Setting for 2019/2020	Monitoring	B Box	To review and suggest any new targets.
9 September 2019	Equalities Update	Update	B Box	To Panel to receive an annual update.
9 September 2019	Employment Monitoring Figures – Annual Report	Annual	B Box	
9 September 2019	Cabinet Members Delegated Decision - Financial Assistance Small Grants Scheme			
21 October 2019	Formal Complaints against the Borough Council 1 April 2018 – 31 March 2019 The number of compliments received also to be reported.	Annual	R Harding	Report to be published on the Borough Council's Website/Insite
21 October 2019	Annual Sickness Monitoring Report	Monitoring	B Box	To receive the annual monitoring report.
21 October 2019	Q1 2019/2020 Corporate Performance Monitoring 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.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
26 November 2019	Council Tax Support: Final Scheme for 2020/2021	Policy Development	J Stanton	Update following consultation period. To agree the final Council Tax Support Scheme.
28 November 2019	Annual Communications Update	Annual Update	S Clifton H Howell A Howell	To provide the Panel with an annual update.
13 January 2020	Q2 2019/2020 Corporate Performance Monitoring 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 January 2020	Q2 2019/2020 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q2 2019/2020 Corporate Business Plan Monitoring Report.
25 February 2020	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.
7 April 2020	Q3 2019/2020 Corporate Performance Monitoring 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.

Forthcoming items to be programmed

- Monitoring of Corporate Projects/Evaluation.
- Procurement Strategy (Cabinet on 17 April 2018 – That the Corporate Performance Panel be invited to consider monitoring the performance of the policy going forward).
- Refit Project – N Gromett (ongoing monitoring on an annual basis – N Gromett to advise of date)
- Town Hall Bar Proposal – C Bamfield
- Corporate Business Plan – B Box
- Hunstanton Recreation Ground and Lawn Tennis Courts – Update – C Bamfield, Executive Director to advise of date