

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



Corporate Performance Panel

Agenda

Monday, 13th January, 2020
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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19 December 2019

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 13th January, 2020 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 - 60)

To approve the minutes from the Corporate Performance Panel held on 26 November 2019.

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 Chair of their intention to do so and on what items they wish to be heard before a decision on that item is taken.

6. Chair's Correspondence (if any)

7. Call In (if any)

8. Major Housing Update

To receive an update from the Corporate Project Manager.

9. Q2 2019/2020 Corporate Performance Monitoring Report (Pages 61 - 71)

10. Q2 2019/2020 Corporate Business Plan Monitoring Report (Pages 72 - 90)

11. Cabinet Forward Decisions List (Pages 91 - 94)

12. Panel Work Programme (Pages 95 - 99)

To consider the Panel's Work Programme.

13. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will take place on 25 February 2020 at 6 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

To:

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

Portfolio Holders:

Councillor B Long, Leader
Councillor P Gidney, Project Delivery

Management Team Representative:

Becky Box, Assistant Director Central Services

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

| | |
|--------------|--------------------------------------------------------------------------------------------------|
| Item 8 | Dale Gagen, Assistant Director Companies and Housing Delivery |
| Items 9 & 10 | Becky Box, Assistant Director Central Services Honor Howell, Assistant to the Chief Executive |

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

Minutes from the Meeting of the Corporate Performance Panel held on Tuesday, 26th November, 2019 at 6.00 pm in the Council Chamber - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor S Dark (Chair)
Councillors B Ayres, P Beal, J Collop, A Dickinson, M Howland, H Humphrey, A Kemp, C Manning, J Moriarty (Vice-Chair), C Rose, A Ryves and D Tyler

Portfolio Holders

Councillor R Blunt, Development
Councillor I Devereux, Environment
Councillor B Long, Leader

Officers:

Sharon Clifton, Communications Manager
Ged Greaves, Senior Policy and Performance Officer
Andrew Howell, ICT Web Team Manager
Honor Howell, Assistant Director - Central and Community Services
Joanne Stanton, Revenues and Benefits Manager

CP58 APOLOGIES

There were no apologies for absence.

CP59 MINUTES

The minutes of the meeting held on 21 October 2019 were agreed as a correct record and signed by the Chair, subject to Councillor Rose be added to the list of apologies.

CP60 DECLARATIONS OF INTEREST

Councillor Dark declared an interest in the Call in – Norfolk County Council Minerals and Waste Plan – Preferred Options as he had previous involvement in the silica sand project and led a successful campaign on behalf of several parishes which got 3400 acres of Area of Search removed.

Councillor Dark also declared an interest as a County Councillor and it was a Norfolk County Council policy.

Councillor Kemp declared an interest as a County Councillor and stated that she had been involved in stopping the incinerator in King's Lynn.

Councillor Long declared an interest as a County Councillor and Vice Chair of Norfolk County Council Planning Committee

Councillor Humphrey declared an interest as a County Councillor.

CP61 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillors G Hipperson, M Howland, A Kemp, G Middleton, M de Whalley, A Ryves for Agenda item CP61 – Call in Norfolk County Council Minerals and Waste Local Plan Review – Preferred Options Consultation.

CP62 **URGENT BUSINESS UNDER STANDING ORDER 7**

Called In Item – Norfolk County Council Minerals and Waste Local Plan review – Preferred Options Consultation

The Chair thanked the members of public for attending to observe the debate on the called in item and outlined the procedure that would be followed. The proposer and supporters of the call in would be allocated five minutes each to address the Panel. It was noted that a written submission had been received from Councillor Rust, which had been included in the Agenda.

The Chair invited Councillor Hipperson to present the call in of Cabinet Members Delegated Decision – Norfolk County Council Minerals and Waste Local Plan Review – Preferred Options Consultation.

Councillor Hipperson addressed the Panel and outlined the reasons for the call in of the Cabinet Decision as set out in Appendix 2 of the report and concluded by stating that Shouldham Warren should not be included in the allocation.

The Chair invited Councillor Howland to address the Panel.

Councillor Howland addressed the Panel and concurred with the comments made by Councillor Hipperson and added that he was supporting the call in as both Councillor Hipperson and himself share the same ward and had issues of wider and greater concern. The Panel was informed that inclusion of the site would lead to potential increased traffic congestion and carbon footprint and was not acceptable.

The Chair invited Councillor de Whalley to address the Panel.

Councillor de Whalley addressed the Panel and outlined his reasons for the call in as set out in Appendix 2 making specific reference to Policies WP10 and MW4b) and site SIL01. In conclusion, Councillor

de Whalley supported the exclusion of Shouldham Warrant in NCC's allocation.

The Chair invited Councillor Kemp to address the Panel.

Councillor Kemp addressed the Panel and outlined her reasons for the call in as set out in Appendix 2. Councillor Kemp referred to Policy !0 in the preferred options plan at page 56 of the NCC document and highlighted that this placed West Norfolk at risk. In conclusion, Councillor Kemp stated that the Borough Council's response should state:

- That the plan must state the incineration as a form of residual waste facility was not acceptable in West Norfolk where 65,000 residents voted against incineration in the Borough Poll.
- The borough council's response does not mention material considerations of the risks relevant to West Norfolk of fracking and should say that the plan should exclude fracking certainly in West Norfolk.

After emphasizing the above two comments, Councillor Kemp stated that if required she would attend the examination and advise the Inspector accordingly.

The Chair invited Councillor Ryves to address the Panel.

Councillor Ryves addressed the Panel and concurred with the comments made by Councillor Hipperson and outlined the reasons why he had called in the decision as set out in Appendix 2 make specific reference to Policies WP10, WP3, MW2 and MIN74, 77 and 206 and the threat posed to Shouldham Warren.

The Chair invited Councillor Middleton to address the Panel under Standing Order 34.

Councillor Middleton declared an interest as a County Councillor and addressed the Panel, a summary of which is set out below:

Councillor Middleton reported that he had undertaken research and had assisted Liz Truss MP in the Shouldham Warren campaign. Reference was made to Campaign against two silica sites (CATSS) and the part they had played. Those present were given an overview and result of the first consultation and Councillor Middleton outlined the objections raised by the MOD on SIL02 due to the close proximity to RAF Marham and that it had been removed from the allocation. Councillor Middleton outlined the objections as to why Shouldham Warren should not be included as an allocation and made reference to the Motion adopted by Norfolk County Council on 25 November 2019. In conclusion, Councillor Middleton stated that the borough council should play a part in supporting the residents to exclude Shouldham Warren from being a site for sand extraction purposes.

The Chair invited the Portfolio Holder for Development, Councillor Blunt to address the Panel.

Councillor Blunt advised that the Planning Policy Manager was in attendance to answer any questions from the Panel. He explained that he would place focus on the real issues that the majority of Councillors were concerned about, i.e. the inclusion of the area of search for silica sand extraction at Shouldham Warren.

Councillor Blunt explained that it was a Norfolk County Council Policy and reminded Councillors of the National Planning Policy Framework (NPPF) Section 17 Facilitating the sustainable use of Minerals sub section (f) as set out below:

f) set out criteria or requirements to ensure that permitted and proposed operations do not have unacceptable adverse impacts on the natural and historic environment or human health, taking into account the cumulative effects of multiple impacts from individual sites and/or a number of sites in a locality.

Councillor Blunt reported that there was a need to identify designated areas of search. The NPPF stated that mineral planning authorities should plan for the steady and adequate supply of minerals in one or more the following ways: designating specific sites, designating a preferred area and designating areas of search.

Councillor Blunt advised that Norfolk County Council had to find sites and explained that on 25 November 2019, Norfolk County Council decided to adopt a motion to plant one million trees over the next four years across Norfolk. So it appeared strange to consider on the one hand destroying wood land to facilitate Silica Sand Extraction and on the other to plant more trees.

The Panel was informed that in addition to the Norfolk County Council Silica sand requirement and shortfall document there was a strategic policy MP2: Spatial Strategy for mineral extraction, an extract is set out below:

Policy MP2: Spatial Strategy for mineral extraction – STRATEGIC POLICY *Within the resource areas identified on the key diagram, specific sites for sand and gravel or carstone extraction should be located within five miles of one of Norfolk’s urban areas or three miles of one of the main towns (detailed in the supporting text) and/or be well-related to one of Norfolk’s urban areas or main towns via appropriate transport infrastructure. Within the resource areas identified on the key diagram, specific sites or preferred areas for silica sand extraction should preferably be located where they are able to access the existing processing plant and railhead at Leziat via conveyor, pipeline or off-public highway routes. Areas of Search for silica sand extraction, of at least 20 hectares in size, will be defined*

from within the Leziat Bed silica sand resource, excluding the following planning constraints: a. Norfolk Coast Area of Outstanding Natural Beauty b. ancient woodland sites and 250 metres around them c. SSSIs and 250 metres around them d. 1km around The Wash SSSI e. The hydrological catchment around Roydon Common SSSI and Dersingham Bog SSSI f. Registered Common Land g. Designated heritage assets (Listed Buildings, Scheduled Monuments, registered historic parks and gardens, Conservation Areas) and 250 metres around each heritage asset h. Sensitive receptors to amenity impacts (residential dwellings, educational facilities, workplaces, healthcare and leisure facilities) and 250 metres around each sensitive receptor i. Agricultural land grades 1 and 2 j. Allocated, current and restored mineral extraction sites The designated areas of search for silica sand extraction will be those parts of the silica sand resource which are least constrained based on the above criteria; where a suitable future planning application for silica sand extraction may be approved.

Councillor Blunt suggested that in Section b – ancient woodland be amended to “woodland site” and explained that in order to achieve this he would instruct officers to create a section in the report supporting his argument and suggest that if the MP2 policy were amended as suggested taking into account the adoption of the motion to plant more trees in Norfolk that Shouldham Warren should not be included in the area search.

Councillor Blunt and officers responded to questions in relation to:

- Areas of search and an overview of the Norfolk County Council hierarchy in relation to the NPPF guidelines.
- The need for additional areas of search.
- Mechanism to bring forward areas of search.
- SILO1 and Roydon Common and measures put in the plan to safeguard such areas.
- MP2 Spatial Strategy for Mineral Extraction Sites.
- SILO2 and issues raised by Councillor Middleton relating to the areas of search, biodiversity, etc and explained that there were safeguards within the policy.

The Chair invited the Panel to debate the call in in accordance with the call in procedure set out in Standing Orders 15.33 and 15.34 and to consider the amendment to the Delegated Decision as outlined by Councillor Blunt.

Following a comment from a member of the Panel on a recommendation to request that the Plan be looked at again in light of the motion adopted by Norfolk County Council on 25 November 2019, Councillor Blunt expressed concern that this would delay the process and reiterated the proposal to amend the delegated decision as soon as possible, which would be subject to the call in procedure. Councillor Humphrey sought clarification on the call in procedure.

It was clarified that if the Panel determined to uphold the call in in 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.

Councillor Moriarty proposed that the Panel uphold the call in and request that the Portfolio Holder for Development amend the delegated decision as outlined. The proposal was seconded by Councillor Rose. The Panel then voted on the proposal which was carried.

The Portfolio Holder, Development undertook to look at other aspects of the call in in more detail after the meeting.

RESOLVED: The Panel upheld the call in and requested that the Portfolio Holder for Development amend the delegated decision as outlined above, which would be subject to the call in process.

The Chair thanked the members of the public for attending to observe the debate of the call in and for Members' input.

The Panel adjourned at 6.57 pm and reconvened at 7.08 pm.

CP63 **CHAIR'S CORRESPONDENCE**

There was no Chair's correspondence.

CP64 **ANNUAL COMMUNICATIONS UPDATE**

The Panel received an annual update from the Communications Manager, Assistant Director and ICT Web Manager (copy attached).

Officers present responded to questions and comments from the Panel, a summary of which is set out below.

In response to a question on Sail the Wash, the ICT Web Manager explained that the Sail the Wash website contained three areas:

- Marketing/promotion to encourage visitors to come and sail the wash.
- Economic aspect – to enable visitors to stay and boost the local economy.
- Specific technical pilot information including mapping.

Following questions on the number of visits to the website and how these were priorities, the ICT Web Manager explained that the number of visits were monitored and the items on the front page of the website could be re-ordered if required.

In response to a question on how payments could be made when the website was unable, the ICT Web Manager explained that other payment methods were available and a message had been published on the front page of the website.

Following a question on the Council's Facebook account only to publicise events and not for news items, electoral registration purposes, the Communications Manager advised that the Council did use Facebook and social media for a number of items and gave examples of news releases and consultation exercise, not just events and undertook to check this was correct and that notifications were received by those who signed up to receive alerts.

In response to a question regarding the web chat facility, the Assistant Director Central and Community Services confirmed that the customer was given the opportunity to be provided with a transcript of the conversation. It was noted that the Borough Council retained a copy which could be attached to the customer's records.

Following a question on the number of internal and external visitors to the website, the ICT Web Manager explained outlined an internal and external visit and added that the IP address was recorded.

In response to questions on the importance of maintaining face to face and telephone contact with customers when required, the Assistant Director, Central and Community Services explained that it was important to be able to use technology in the correct way but also to maintain the face to face contact with customers and provide a telephone facility.

Following questions on a pre-Council briefing when a mapping tool for maps was demonstrated, the ICT Web Manager explained that the council was complaint with usage limits and that the mapping system was a extract from the council's GIS system which had a licensing agreement.

It was noted that reporting a fly tipping incident on line was now live and news releases had been issued and copied to parish councils. However, the Communications Manager undertook to liaise with the Assistant Customer Information Manager to provide further communications to parish councils in 2020.

The Communications Manager advised that the Borough Council worked with other partner agencies if it was necessary to target a specific audience.

The importance of communicating with the older population who did not necessarily access services digitally was highlighted. The Assistant Director, Central and Community Services explained that customers who were not able to access services digitally would be offered an alternative or efforts would be made to encourage customers to use digital services. The ICT Web Manager added that one of the council's corporate priorities was channel shift which was the most appropriate channel for customers to access which was not necessarily via the website.

The Leader commented that the annual update highlighted the important work being undertaken within Communications, Customer Information Centre and the Web Team and added that credit be given to staff undertaking this work, specifically recognising the high external scores for the website and the excellent feedback received from customers.

The Chair thanked the officers for attending and providing an annual update.

RESOLVED: The Panel noted the annual communications update and confirmed they wished to receive a further update in 2020.

CP65 **COUNCIL TAX SUPPORT: FINAL SCHEME FOR 2020/2021**

The Revenues and Benefits Manager presented the report and reminded the Panel that the council must review and agree its 2020/2021 Council Tax Support (CTS) scheme for working age people by January 2020. It must consult with the major preceptors then publish a draft CTS scheme for public consultation. The draft CTS Scheme was agreed by delegated decision and the public consultation ran from 7 October 2019 to 15 November 2019. The final CTS Scheme must then be agreed by full Council.

It was explained that the report detailed the results of the consultation and the recommended final CTS scheme for working age people for 2020/2021.

The key issues were outlined as set out in the report.

In response to a question on the how the consultation exercise was undertaken, the Revenues and Benefits Manager explained that a number of channels were used and gave examples of a press release, twitter, facebook, local press, email to Parish Clerks and the Members' Bulletin.

Councillor Moriarty commented that to encourage a higher response rate, could officer look at the form to ascertain if it was possible to make it mandatory to provide a comment to which the Revenues and

Benefits Manager agreed to investigate. It was highlighted that a paper copy could be requested and provided if required.

The Chair thanked the Revenues and Benefits Manager for attending and presenting the report.

RESOLVED: The Panel agreed that the draft CTS scheme for 2020/2021 which went to public consultation is recommended to Cabinet and Council as the final CTS scheme for 2020/2021.

CP66 **CORPORATE BUSINESS PLAN 2020-2024 - CONSULTATION ON REVISED PLAN**

In presenting the report, the Senior Policy and Performance Officer reminded Members that the Corporate Business Plan set out the broad framework for the council's work over the next four years. Following the borough elections, it was timely to review the four year plan and the report sets out a summary of feedback and a final version of the proposed priorities and objectives for the panel to consider.

The key issues were outlined as set out below:

- Current Corporate Business Plan ended in 2019/20.
- Member induction identified a range of potential issues.
- Initial draft priorities and objectives developed for member consideration.
- Panels consulted in October cycle of meetings.
- Final version of the priorities for consideration ahead of approval by Cabinet.

The Chair invited questions from the Panel.

There were no questions from the Panel.

The Vice Chair thanked the Senior Policy and Performance Officer on the work undertaken to produce the Corporate Business Plan 2020 – 2024 which was reiterated by the Chair.

RESOLVED: The Panel endorsed the draft Corporate Business Plan in Appendix A.

CP67 **CABINET FORWARD DECISIONS LIST**

The Panel noted the Cabinet Forward Decisions List.

Councillor Moriarty referred to the recent Chairs and Vice Chairs meeting when it had been raised that including information on the

Forward Decision List so that it was clear which Panel an item should go to, should Members request that the item is considered by a Panel.

CP68 **PANEL WORK PROGRAMME**

The Panel identified the two items below to be included in the future work programme:

- Planning Sifting Panel (May 2020).
- Unreasonably Persistent Complaints Policy (November 2020).

CP69 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on 13 January 2020 at 6 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 8.20 pm

Annual Communications Update

Sharon Clifton – Communications Manager

Honor Howell – Assistant Director

Andrew Howell – Web Team Manager

Borough Council of
King's Lynn &
West Norfolk



Communications Update

Sharon Clifton – Communications Manager

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



New members, new team, new priorities

- New administration in May
- New Chief Executive
- New communications officer and senior designer
- Incorporation of CWA printroom into ours
- Emerging new corporate business plan
- Major funding streams
- Focus on green initiatives



Media relations

- We have issued between 3 and 4 releases a week (163 in total)
- We have handled approximately 18 media enquiries each month – down from 20 per month last year, but the enquiries tend to be more complex
- Organised briefings, photo calls, launches and campaigns

Media relations (continued)

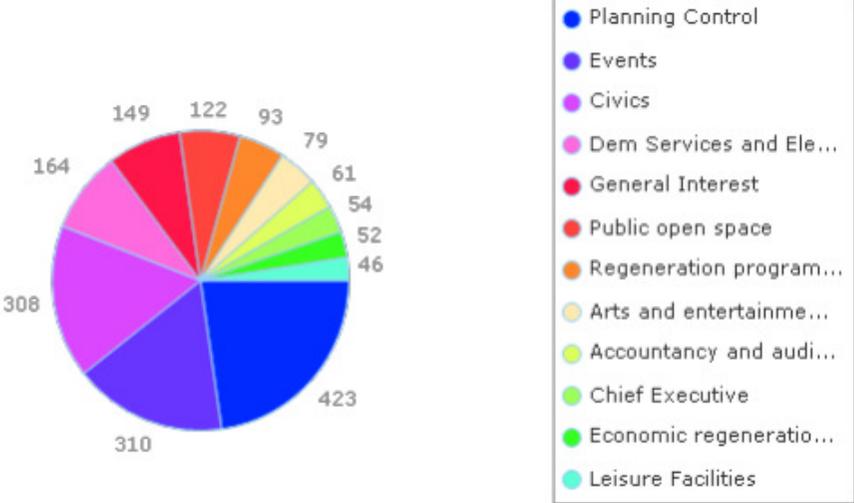
- This activity has resulted in 2204 items of coverage in printed media alone:
 - 73% neutral (down from 74% last year)
 - 15% positive (up from 10% last year)
 - 9% negative (up from 3% last year)
 - 3% uncategorised
- Events, public open space, civics and regeneration programmes account for the majority of positive stories
- Planning control (SW), public open space, accountancy (KLIC) and regeneration make up the majority of negative stories



Media relations

Coverage by Category

01/11/2018 - 31/10/2019



Digital newsroom

Newsroom

Share your views on town centre at Tuesday Market Place drop-in event

Tuesday, 19 November 2019

People visiting King's Lynn on Sunday 24th November could win £100 in vouchers to spend in the town centre for sharing their thoughts about how they use the town centre and how they feel about it.

[Newsroom news news](#)

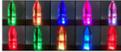


Children invited to Christmas light parade preparation workshops

Thursday, 7 November 2019

Stories of Lynn, in the Saturday Market Place, will be hosting two free drop-in workshops in November to make Christmas items for the light parade that takes place at the end of the month.

[Newsroom news news](#)



2020 Mayor's Design Awards launched

Tuesday, 12 November 2019

Nominations are being sought for the Mayor's Design Awards, which are once again being organised by the Borough Council of King's Lynn & West Norfolk in association with KL Magazine.

[Newsroom news news](#)



QE Hospital Central Delivery Suite Bereavement Fund receives donation from Mintlyn Crematorium

Thursday, 7 November 2019

Representatives from the QE Hospital in King's Lynn were given a cheque for £8000 to be donated to the Central Delivery Suite (CDS) Bereavement Fund at Mintlyn Crematorium on Wednesday 6 November.

[Newsroom news news](#)



Parliamentary general election takes place this December - make sure you are registered

Monday, 11 November 2019

A UK Parliamentary general election will take place on Thursday 12 December 2019.

[Newsroom news news](#)



Date for Upwell and Delph by-election

Thursday, 7 November 2019

A request to hold an election to fill one vacancy on the Upwell & Delph ward of the Borough Council of King's Lynn & West Norfolk has been received.

[Newsroom news news](#)



Help to celebrate VE Day and VJ Day in west Norfolk

Monday, 11 November 2019

A new one-off fund to help communities in west Norfolk celebrate VE Day on 8 May 2020 and VJ Day on 15 August 2020 has been launched.



Your views needed to help shape the town's Future High Street Fund bid

Thursday, 7 November 2019

Efforts to secure millions of pounds of transformational funding for King's Lynn stepped up this week with the inaugural meeting of the Future High Streets Fund Consultative Board.



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Media relations (continued)

- Feature articles are becoming a more effective tool than traditional releases

“The Hanse Festival celebrates everything we have to be proud of about our town – its history, its people, its international links, and its stunning architecture...”
 – Nick Daubney, Mayor of King’s Lynn & West Norfolk



ABOVE: Although our political relationship with Europe is somewhat of a thorny issue at the moment, the Hanse Festival in King’s Lynn is a fascinating and fun-filled reminder that the town has always had a successful commercial and cultural relationship with the continent

A celebration of King’s Lynn’s European heritage

Once one of the country’s busiest ports, King’s Lynn has always been an important part of Europe, and its rich heritage and proud trading past with the continent are celebrated in next month’s Hanse Festival

The rich and colourful Hanseatic heritage of King’s Lynn will be celebrated once again next month with the return of the ever-popular Hanse Festival on 12th May 2019.

“The Hanse Festival celebrates everything we have to be proud of about our town – its history, people, cultural events, international links and stunning architecture,” says the Mayor of King’s Lynn & West Norfolk Cllr Nick Daubney. “It draws people to the historic waterfront and naturally focuses on the town’s maritime past – and its position as one of the country’s most significant ports in medieval times.”

The annual festival, which returns for the 11th time this year, celebrates the town’s past and current membership of

the Hanseatic League.

Music will be playing, people representing Hanseatic nations will be waving flags, and thanks to Rachael Williams, the Learning and Engagement Officer from Stones of Lynn, children from local schools will be getting involved with the festival parade again this year. They’ll form a procession of walking boats they’ve designed – and each of the boats will have their sails raised, every sail featuring merchant marks of the time.

Rachael will also be including the Sea Cadets in the activities – they’ll be learning merchant shipmen skills including balance beams work to make them steady on board ship when the weather is stormy, and walking the plank – in case the pirates that plagued

the sea in those times forced them to do so. Other activities include knot tying and rope coiling.

At the Hanse Festival itself, children will be able to try their hands at building small boats. Races will take place to see which boats cross the tank of water the fastest – powered only by the wind of a fan.

The King’s Lynn Hanse Regatta will take place over the Hanse Weekend, with races beginning at 10am on Saturday and noon on Sunday.

Organised by the King’s Lynn Coastal Rowing Club, the regatta will feature boats from all over the country.

Popular events from previous festivals return, including Discover Hanseatic Lynn walks and lectures at Marriott’s Warehouse. A training workshop for



ABOVE: From modern music to historic re-enactments, the Hanse Festival is a fantastic celebration of the important role King’s Lynn has played in Europe since the 13th century

young Hanse sailors, which will take place at the Hanse House on the South Quay, will offer an opportunity to purchase stores for the journey, and in the Minster churchyard there will be a falconry display.

The King’s Lynn Town Guides will lead the Discover Hanseatic Lynn walks. Each will be an hour-long tour of the town’s key Hanseatic buildings. The walks are free to attend, but must be booked at the Tourist Information Centre.

Music will be provided on the main stage in King’s Salthouse Square opposite the town’s iconic Customs House, courtesy of the Norfolk Shantymen, The Shackleton Trio and Bear Club.

Bear Club performed at Festival Two last year, and were so popular they were invited back for the town’s Christmas Lights switch-on event.

Organisers felt they’d be the perfect addition to the Hanse Festival. The Shackleton Trio performed at Folk in the Town last year on the Tuesday Market Place, and appeared as the Georgie Shackleton Trio at the Hanse Festival in 2017. They enthralled the audience with tales of Lonesome Georgie – a very lonely tortoise. And, of course, no maritime-linked festival would be complete without an appearance from the Norfolk Shantymen.

A further music event is a showcase for Folk in the Town – where local acoustic, roots and folk musicians and bands can book a slot to try to win a place at Folk in the Town.

All the latest information on the Hanse Festival can be found online at www.kingstynnhansefestival.co.uk



ABOVE: Mayor of King’s Lynn & West Norfolk Cllr Nick Daubney (far right) with his wife Cheryl and Dr. Paul Roberts (second left) at last year’s Hanse Festival in King’s Lynn

The Hanseatic League Then & Now

The Hanseatic League was a historic and powerful trading alliance which began in Germany in the 13th century and dominated Baltic and North Sea trade for three centuries. The alliance brought wealth and prosperity to King’s Lynn, as it became one of the league’s main UK ports. Merchants thronged the Great Ouse waterfront. The Hanseatic warehouse was built by German merchants. Lynners built fine homes, guildhalls and churches alongside the busy river. The legacy of these great merchants can still be seen today.

The new Hanseatic League was created in 1980, its purpose to keep the spirit of the original league alive in terms of a social and cultural alliance. The new Hanse consists of 192 cities across 16 countries, and in July 2005 the Borough Council of King’s Lynn & West Norfolk became the first English city to become a member of the new Hanse.

The Mayor of King’s Lynn & West Norfolk, Cllr Nick Daubney represents England on the International Commission for the league and sits alongside representatives from each of the other member countries. It’s hoped that membership of the Hanse (which is free) will help with international networking, raising awareness of King’s Lynn across the member countries and increasing overall recognition – both locally and further afield – of this important facet of King’s Lynn’s rich heritage.



RAISING HOUSING STANDARDS AND INCREASING PROVISION

How the Borough Council of King's Lynn & West Norfolk is addressing the area's housing need and helping people climb the property ladder



The last time that the Borough Council of King's Lynn & West Norfolk was an owner of social housing was 2006 – shortly before the creation of Freebridge Community Housing and the subsequent transfer of the borough council's entire housing stock.

Now, some 15 years later, the borough council has established a new wholly-owned, not-for-profit company called West Norfolk Housing Company (WNHC). The company has been granted registered social landlord status which means it can now develop and

rent much-needed affordable housing.

WNHC will help secure investment in new homes in the borough to meet identified need. Changing circumstances, including the need for additional forms of temporary accommodation as well as the need to increase the supply of affordable housing, means the borough council is now actively involved in helping to directly deliver housing to meet local needs.

The supply of new affordable housing has been constrained in recent years, and a slowing down of the housing market has resulted in

"THE BOROUGH COUNCIL IS NOW ACTIVELY INVOLVED IN HELPING TO DIRECTLY DELIVER HOUSING TO MEET LOCAL NEEDS..."

fewer properties being secured through planning obligations.

In King's Lynn, 15% of housing on qualifying sites must be affordable (20% in other areas) and 'qualifying sites' in King's Lynn, Hunstanton and Downham Market are defined as developments containing 10 or more dwellings – in rural areas, qualifying sites contain five or more dwellings.

To increase the supply of affordable housing, WNHC will work with other partners, including other registered social landlords, to

manage and maintain homes. Working with others in this way means that established local services can be used in order to benefit from economies of scale and avoid starting from scratch and unnecessary replication.

The new WNHC is already the landlord of seven new flats at Broad Street in King's Lynn that are being used as temporary accommodation for families while permanent accommodation is found for them.

It will also be purchasing homes from the borough council that have been built on the council's developments at the Nar Valley Park and the Lynnsport sites. These homes will be a mixture of affordable rented homes managed by Broadland Housing Association and 'shared ownership homes' for sale.

The first shared-ownership homes offered by WNHC were a 3-bedroom house available at Nar Valley Park and 2- and 3-bedroom houses on the Dewside development at Lynnsport and demand for all the properties was very high.

To see the latest shared-ownership properties available from West Norfolk Housing Company, please check either of the websites at www.help2buyese.org.uk or www.rightmove.co.uk



SHARED OWNERSHIP

Shared ownership provides people who wish to buy a property but can't afford to buy outright an opportunity to get their feet on the first steps of the property ladder.

Shared ownership enables people to buy a share in their home via a mortgage or savings and to pay a reduced rent on the remaining part which is owned by the landlord.

The initial percentage that can be bought is between 25% and 75% based on affordability criteria.



BNHC: The West Norfolk Housing Company (WNHC) is owned by the Borough Council of King's Lynn & West Norfolk and is developing a number of affordable housing to meet the area's current and future housing needs

Away from privately-owned homes, the ever-growing demand on private rented property and increasing regulatory demands on landlords has left the area with a dearth of good quality rental properties available on long-term tenancies.

To address this issue, a new company has been set up by the borough council to deliver and manage a portfolio of up to 175 properties over the next five years.

West Norfolk Property is a wholly-owned local authority company, and has been established to hold private rented accommodation on the council's own development sites.

The main aim of the company is to provide modern, high quality properties that will be available for long-term rentals to give people a sense of security.

"Getting on the housing ladder is tough for people because of the requirement for a substantial deposit, and that leaves many people choosing to rent privately," says Cllr Adrian Lawrence, cabinet member for Housing at the Borough Council of King's Lynn & West Norfolk.

"Demand is high, and there isn't much to choose from, so by entering the private rental market we hope to stimulate the market and improve standards for rental properties. We hope to have our first properties available for rent towards the end of 2020."

It may be very early days in the development of this portfolio, but during 2020 the council will be seeking an experienced organisation to provide professional management of these properties.

A specification is currently being put together for the tender of these services, and once available, the tender will be advertised on the borough council's website. Interested parties should visit www.west-norfolk.gov.uk/tenders



BNHC: Although the supply of new affordable housing has been constrained in recent years, the borough council is building a portfolio of new, shared ownership and rental properties

Borough Council of King's Lynn & West Norfolk



HOUSING
The Borough Council of King's Lynn & West Norfolk, King's Court, Chapel Street, King's Lynn PE30 1EX
Tel 01553 616200 | Web: www.west-norfolk.gov.uk





WHAT'S IN A NAME – AND WHAT'S IN A NUMBER?

The Borough Council of King's Lynn & West Norfolk explains why we should give more thought to 'No.25', 'Hill House' and 'Beach Road'

Few of us know that in 1959, Norfolk saw the introduction of the modern postcode system, and while it's become such a part of our lives now that we all know our postcode by heart, not many of us give much thought to the naming of streets or whether our homes should have names or numbers. However the Borough Council of King's Lynn & West Norfolk says that it's something we should all be paying more attention to. It could, in fact, save lives. Years ago, everyone would be familiar with the properties down their lane or street regardless of whether they had names or numbers. But as villages have been infilled with housing and more developments have sprung up, the need to have a standard approach to

numbering has increased. In fact, some villages have gone through a complete renumbering process to make it easier to navigate. Easy-to-find addresses are convenient for everyone when it comes to parcel deliveries, but they're absolutely vital when it comes to emergency services finding a property at a time when every second counts. It's particularly important when you take you to a postcode location rather than a specific address – and realise that new developments are not instantly available on such systems. The law on street naming and numbering dates back to the 1925 Public Health Act (Sections 17, 18 and 19) which in itself references the

Town and Improvement Clauses Act of 1847, so the practice is not a new requirement. However, as development has increased there has become a genuine need to ensure that street names and numbers are appropriate, logical, consistent and clearly displayed. Developers work with the borough council to put together street naming and numbering schemes in accordance with the guidance on council's website.

HOUSING BY NUMBERS
In accordance with National Street Naming and Numbering conventions, properties should be numbered as follows:

- As you enter a street, odd numbers should be situated on the left and even numbers situated on the right.

*** IT IS ACTUALLY A LEGAL OBLIGATION TO DISPLAY A HOUSE NUMBER. IF A PROPERTY HAS BOTH A NAME AND A NUMBER, THE NUMBER MUST BE DISPLAYED**

- A small development including cul-de-sacs may be numbered consecutively, for example 1 to 8
 - If one or more dwellings are built between two others, an alphabetic suffix will normally be added to the number
 - Small groups of low-rise flats should, where possible, be numbered into the street numbering scheme
 - Blocks of flats and apartments may be given a name, with each dwelling being numbered consecutively – for example Building One/ Flat A, Building One/ Flat B, etc. Letters (or numbers) for flats contained within a block should be displayed at the entrance to the building
 - There is no sanction given to manipulation of numbering to secure a 'prestige' address or to avoid an address which is thought to have undesired associations such as the numbers '13' and '666'
- WHAT'S IN A NAME?**
When a new housing development is built, all new street names must be authorised by the Address Officer, in accordance with the following guidance:
- The name should, when possible, have a proven historical connection to the land intended for development
 - The name will not be the same or similar to any existing name in the area. This can be checked by



NOTE: Sandpiper Way in King's Lynn is a perfect example of a road sign that fully complies with the National Street Naming and Numbering conventions – and laws that date back to 1847

contacting the Address Management Team at the council

- If the development contains a new network of streets, a theme may be chosen (types of trees, famous historical figures) taking care not to repeat a theme already being used locally
- If no suitable historical name can be found for the land then a historical name related to an adjacent area may be suitable
- A cul-de-sac should use one of the following suffixes – Close, Court or Yard to avoid any confusion that it may be a through way
- Consent from the Lord Chamberlain's office is required for names with reference to the Royal family or if the use of the word 'Royal' is suggested
- Street name plates must comply with Department of Transport circular 5/93 in terms of design and placement

WHAT HOMEOWNERS NEED TO KNOW

- It is actually a legal obligation to display a house number, and if no number is allocated then the house name should be displayed. If a property has both a name and a number, the number must be displayed
- The number should be clearly visible and legible from the roadside
- If there is a long drive, the house number should be displayed both on the property and at the access point with the road
- Ensure that trees, shrubs and even weeds don't obscure these details
- Check the number can be seen at night and in bad weather

BUSINESSES MATTER TOO

It's important to note that these rules don't just apply to residential homes. Property owners and landlords in town centres, or on industrial estates and other areas where businesses and shops are located all have the same responsibility for ensuring that their street number is properly displayed.

You can find out more by visiting the website at www.west-norfolk.gov.uk/addressmanagement or by e-mailing the Address Management Team at am@west-norfolk.gov.uk

SNETTISHAM PARISH COUNCIL CASE STUDY

The borough council will only consider the renaming or renumbering of existing streets and buildings if a risk is posed to the ability of the emergency services to locate a property – or if the proposed changes will solve any problems with postal services and deliveries. In recent years the street naming and numbering team have become involved in resolving such issues in Sandringham, Castle Rising, Snettisham, Shouldham and Barroway Drive and have done this by working collaboratively with the respective parish councils.

In Snettisham recently, four properties became isolated from the street to which they had been addressed originally – a development created between the street and the properties themselves meant they couldn't be found easily.

Working closely with the homeowners, the issue was resolved through the creation of a new street name and the verification of all the individual house names.

Barroway Drive was originally a street until new development over the years saw it growing into a village in its own right –

but there were no street names. Barroway Drive has since been designated as a village, and its main street is now The Drive, with other streets branching off it and properties on The Drive being renumbered to make it easy to find people. This was achieved through close liaison with a parish and ward councillors and public meetings.

Meanwhile, the parish councils in Burnham Market, Shouldham and South Wootton felt the street numbering in areas of their villages had started to fall due to either development or the traditional numbering being gradually dropped over the years. The Address Management team worked closely with these parishes to review, re-number or even introduce new numbering so that a fit-for-purpose scheme is now in place.

In some areas, such as Castle Rising and Sandringham, the lack of street name plates has been an issue for emergency services, deliveries and visitors – but new name plates in keeping with the character of the villages have now been installed to resolve the issue.





More ways to celebrate summer in King's Lynn

Thanks to a series of free events supported by the Borough Council of King's Lynn & West Norfolk over the next few weeks, there's never been a more exciting time to head for the centre of King's Lynn...



July is festival month in King's Lynn, but there's even more to look forward to over the next few weeks, thanks to a series of fantastic free events supported by the Borough Council of King's Lynn & West Norfolk. The world-renowned King's Lynn Festival and Festival Too (which is now one of Europe's largest free festivals) are hugely popular, but as we head towards the school holidays a number of special events will be encouraging people into the centre of King's Lynn, supporting local businesses, and giving everyone the perfect opportunity to enjoy themselves. And it all starts on the weekend after Marti Pellow and Sive wrap up Festival Too – when the centre of King's Lynn will be transported back to wartime.

FORTIES LYNN

21st July (10am–4pm)
Town Hall, Stories of Lynn, Lynn Museum and the Tuesday Market Place
Here's your chance to discover what it was like to live in King's Lynn during the war. Organised by Norfolk Museums Service, you'll be able to take part in a tea dance at the Town Hall, hear from an ARP Warden, and meet a British Red Cross nurse, who'll be sharing tales she heard from the soldiers at Dunkirk as she washed, bandaged and comforted them. A captured German airman will be in the cell at Stories of Lynn, and you'll be able to hear his story of being shot down over West Norfolk. Meanwhile, a Royal Naval Patrol Service Sailor will be talking about how mine sweeping in the North Sea and English Channel kept the vital convoys safe.

You'll be able to make your own 'Spitfire Badge' (originally used to raise funds for the RAF) and you can also inspect the fascinating 'kornb map' displaying what buildings and structures were targeted around King's Lynn. At Lynn Museum, you'll be able to meet a Land Army Girl, learn about rationing, and try some of the mashed potato bluffers that were invented using the ingredients available at the time. And don't forget to visit the sweet shop with your ration coupon – and discover the wartime 'make do and mend' crafting skills.

Meanwhile, the Tuesday Market Place will be hosting Eddie Seales' Big Band, who'll be playing swinging nostalgic tunes to get your toes tapping. Sarah Mia will be playing 1940s songs, with some rousing speeches from Winston Churchill during the interludes.



ABOVE: The Tuesday Market Place in King's Lynn will be the focus for a full calendar of free events over the next few months, featuring everything from classic cars to folk music and from 1940s fashions to mods and rockers

The Dad's Army Volunteers and Civil Defenders will be around the centre of King's Lynn, and there'll be the rare opportunity to visit the air raid shelter under the Tuesday Market Place. There'll also be a range of 1940s fashion, vintage bric-a-brac, military and homefront memorabilia available in the Stone Hall.

For more details of Forties Lynn, please visit the website at www.west-norfolk.gov.uk/fortieslynn

FOLK IN THE TOWN

27th-28th July (11.45am-6pm)

Tuesday Market Place
For the fourth year running, the centre of King's Lynn will be filled for two days with traditional folk, Americana, folk rock, bluegrass and everything in between with Folk in the Town.

Headlining the show on Sunday will be Gentlemen of Few, a group who made it to the final three acts in the 2014 BBC Radio 2 Young Folk Awards. Passionate fans of folk and blues music, this six-piece have been writing and touring together for 10 years now, and have been described by television presenter and radio DJ Chris Evans as "so young, yet so amazing."

Also performing this year will be the winners of the Showcase events that took place in King's Lynn and Hunstanton recently. Each winner

picked up £100 and a prize spot at Folk in the Town – and local duo Tabernacle Dusk (who won in King's Lynn) can't wait to play on the main stage.

Other confirmed artists include The Ann Duggan Band, who've been described by Maverick Magazine as a "duo not to be missed, delivering a rollicking roller coaster of a show that take you on a journey that's entertaining and engaging – this is musicianship at its best!"

Returning to perform in King's Lynn are the ever-popular Shackleton Trio, a highly original and energetic group influenced by British, American and Scandinavian folk traditions – although they add a distinctive East Anglian twist. For the latest information and full details of performers, please visit the website at www.west-norfolk.gov.uk/folkinthetown

MODS AND ROCKERS

11th August (10am-3pm)

Tuesday Market Place
The bikes are back in town for the Mods and Rockers classic scooter and motorbike meet in August – and whether you're into Lambretas and Vespas or Triumphs and Harleys, this event always gets people's engines revving.

Trophies will be awarded to the best motorbike, custom motorbike, scooter,



custom scooter, oddity and people's favourite, although it's not just about the bikes. Judges will be on the hunt for some 1960s style too, and the best-dressed people on the day will also be picking up a trophy.

Entertainment this year includes live music from The Groove Hounds, a spot of ske will be provided by Skarna, and rock 'n' roll fans will be treated to a performance by Shake Rattle Roll. Throughout the day, DJ Sue Simper will be playing myrm and soul, and it promises to be a great day out for the whole family. You can follow the event by searching for @modsandrockersk on Facebook.com.

FURTHER AHEAD...

In September, the Tuesday Market Place will be full of iconic minis and classic cars, and there's still time for exhibitors to sign up for these events on the Borough Council of King's Lynn & West Norfolk website.

While Heritage Open Day will once again offer people the opportunity to glance behind the door of historic buildings in Lynn, another family event will also be held in the Tuesday Market Place, giving children the chance to meet their heroes and heroines.

For further details of these and all other events in King's Lynn, please visit www.west-norfolk.gov.uk/events



Sunny Hunny welcomes music and soap boxes!

Hunstanton's summer of fun doesn't come to a stop at the end of August, as that's only the start of a packed programme of free events organised by the Borough Council of King's Lynn & West Norfolk



ABOVE: At the launch of this year's Hunstanton Soap Box Derby are Andrew Sealie in last year's winning vehicle (representing race sponsors Sealies) and Cllr Elizabeth Nockolds. Behind them are Pat Richardson (last year's winner of the veteran's race) and his grandson Oliver with their Apollo 11 kart design - Oliver is old enough to compete in the main race this year.

The Hunstanton Heritage Gardens stretch from The Green, through to the Esplanade Gardens, along the tops of the cliffs to the ruins of St Edmund's - and have been fantastically popular this summer hosting free events including outdoor cinema screenings, open air theatre, and lots of children's activities throughout the school holidays. And now there's even more to look forward to in the gardens as we head into September!

SOAP BOX DERBY 2019
The Green, Hunstanton
22nd September (10am-4.30pm)
Racers arrive at 10am and the first race is at 11.30am.

It's not very often you see someone driving a bath tub with a steering wheel through the streets of west Norfolk being chased by a giant racing lemon. The return of this much-loved event ensures more craziness is on its way back to Hunstanton.

First held in the town in 1953, the Borough Council of King's Lynn & West Norfolk revived the soap box derby in 2017, and it's got bigger and more

popular each year. Families can enjoy a carnival atmosphere while watching the wacky vehicles racing, and there's also live music and a gin tent to enjoy.

There's a new, faster, course for 2019 that starts at Greengate, has a couple of sharp turns, and ends up on Beach Terrace Road, overlooking the sea.

Patrick Richardson from Hunstanton won the veteran class last year, and has created an Apollo 11 rocket with his grandson Oliver to race around the course this year.

"The new course is absolutely brilliant, much faster and much more exciting," he says. "It'll be a great family day out. I'm hoping they suspend the 30mph speed limit round here for the day as we're expecting to exceed that!"

Equally excited is Ed Napolitano, who'll be racing for a hat-trick of wins following his successes of 2018 and 2017.

"I'm really looking forward to it," he says. "I'm pleased to see the track is similar to some of the suggestions I made to the council, and it should be faster than last year."

Entries are now open to take part in the race, and there are four categories based on the age of the driver: one for



10-12 year olds, one for 13-15 year olds, one for adults aged over 16, and one for the over 65s.

As well as earning a place on the podium, the top three teams in each category will receive a prize. Additionally, a 'Concourse of Elegance' will be awarded to the best-looking soap box karts.

"The Soap Box Derby was a wonderfully successful event in 2018, and we're delighted it's back this year, once again supported by Sealies," says Cllr Elizabeth Nockolds, deputy leader and cabinet member for Culture, Heritage and Health at the borough council. "The Soap Box Derby will be a wonderful day packed with free family entertainment, so even if you're not taking part, make sure you come along and enjoy the fun."

If you fancy entering your own soap box kart, visit the website at www.west-norfolk.gov.uk/soapboxderby for more information and details of how to sign up.



HUNSTANTON MUSIC FESTIVAL

7th September (11am-6pm)
The Green, Hunstanton

Organised by the Hunstanton & District Festival of Arts in association with the Borough Council of King's Lynn & West Norfolk, this event is being held outside for the first time and is being headlined by The Sheringham Shansymen. Local lifeboatmen and friends formed this popular shanty singing group in 1988. They support and wear the RNLI badge on their uniform, and the only organisation outside the RNLI allowed to do so.

Meanwhile, The Fried Pirates will be taking to the stage with their upbeat folk and Americana tunes, having wowed the crowd at King's Lynn's Folk in the Town. The Melodybeats will bring some rock, country and pop to the proceedings, the King's Moors will be dancing, and the Springwood Big Band will be belting out big tunes. Completing the line-up will be award-



ABOVE: An aerial view of The Green in Hunstanton - one of the prettiest race tracks you could hope to compete on and the perfect venue for next month's Hunstanton Music Festival

winning comedian Hilarity Jen with a selection of original songs and parodies, Steve (The Songwell) Smith's programme of uplifting and emotive music, and the powerful and unmissable rock vocals of Martin Day. Bring your blankets, chairs - maybe even a picnic - and grab your place on The Green for a fabulous day of musical entertainment.

HUNSTANTON HERITAGE GARDENS

In June 2016, the Heritage Lottery Fund (HLF) - now the National Lottery Heritage Fund - awarded funding towards a £1.5m project to restore and enhance Hunstanton's Heritage Gardens, focusing on Hunstanton's seafaring heritage. Green spaces were central to the vision of the town's founder, Henry L'Esrange Stylerman Le Strange, for a purpose-built Victorian resort. The gardens are still greatly appreciated by locals as well as the many visitors to the town.

This project ensured the comprehensive restoration of this important seaside park. As well as restoration and repairs to the gardens, a wide-ranging programme of activities to educate, inform and inspire existing and new audiences has been developed to encourage greater and more diverse uses of these wonderful green spaces.

FURTHER AHEAD...

In October, Hunstanton will be hosting a stargazing evening, murder mystery event and kids' Halloween. For details about these and all other events in Hunstanton Heritage Gardens please visit www.west-norfolk.gov.uk/hunstantonevents





ABOVE: Helping deliver the Townscape Heritage Initiative project are Steven King (left), THI Project Officer for the Borough Council of King's Lynn & West Norfolk, and local property developer Wyndham Spice (right)

Looking back at history to build a brighter future

Over the last five years, the Townscape Heritage Initiative has breathed new life into one of the most historic areas of King's Lynn – looking to the future with one eye on preserving the past...

Back in 2014, the Townscape Heritage Initiative (THI) was awarded £1 million from the National Lottery Heritage Fund (formerly known as the Heritage Lottery Fund), a figure which was matched by the Borough Council of King's Lynn & West Norfolk to create a £2 million fund to conserve, enhance and regenerate the historic shopping streets in the town's St Margaret's Conservation Area.

The area covers the traditional shopping streets of Tower Street, St James' Street, Saturday Market Place and the south end of the High Street, and the THI project aimed to enhance and protect the heritage of the area – primarily through the repair of its many historic buildings.

Over the last five years, these repairs have helped stimulate economic activity in the area and return empty buildings back into use.

The THI has also encouraged and funded wider community enjoyment and appreciation of the town's heritage through a programme of talks, arts projects, education and training – together with a community event held in the Saturday Market Place to celebrate the history of the area and its future.

All building work was required to be carried out using traditional materials and methods, and the project ensured that surviving architectural features were restored to their authentic historic design.

While some of the funding

contributed towards the cost of enhancing the Saturday Market Place, one of THI's most notable success stories concerns the old Courts building at 29–34 St James Court. This neglected area was taken on by property developer Wyndham Spice (owner of local building company Spice Building) to create a number of modern two- and three-bedroom properties, featuring a residents' courtyard with direct access to the town centre.

Standing in the new courtyard, Wyndham is keen to point out how the original stonework has been incorporated into the restored building and pleased that most of the flats have already been taken.

"Working with Steven King, Pam Lynn and the borough council, we've created

IMAGES: (LEFT) STEVEN KING; (RIGHT) WYNDHAM SPICE



ABOVE: As part of the THI project, the once-neglected area of St James Court in King's Lynn was taken on by property developer Wyndham Spice, who has created a number of modern two- and three-bedroom properties

"The project is aimed to enhance and protect the heritage of the area..."

originally built as a public house in the 19th Century and was radically altered in the 1930s to complement the newly-rebuilt Theatre Royal opposite, which is now a bingo hall. It is one of the very few Art Deco influenced buildings in the town.

As part of the THI repairs, the building was re-roofed, cement-based render was removed, and the facade was re-rendered with a lime render that allows the building to breathe. Windows

reflecting the Art Deco period were re-installed, and striking Art Deco features including cream and green tiles, chevron-shaped design details and window canopies were reinstated and refurbished.

The Townscape Heritage Initiative scheme is expected to end in September, having restored and repaired some 20 properties in the process and regenerated an important part of King's Lynn town centre.



ABOVE: Before and after images record the recent transformation of the building once known as Greynians Chambers in King's Lynn

six very attractive town houses in a disused area of King's Lynn," he says. "The combination of the original style and stone with modern interiors and a courtyard has worked really well – it's transformed the area."

Steven King is the borough council's THI Project Officer, and he couldn't agree more.

"This is a great example of how the THI is enhancing a part of King's Lynn Town that used to be the 'place to be' but has been slightly underused more recently due to business closures," he says. "The speed at which Wyndham has let these properties shows the interest in living in this up-and-coming area. As well as creating more residential properties in town, THI has also improved the exterior look of business premises like Fenton Insurance Brokers. And future work in the Saturday Market Place will create amazing flats and apartments overlooking the Minster and renovated business premises."

The Fenton Insurance Building, once known as Greynians Chambers, was





Christmas in King's Lynn – shop, eat, drink, enjoy!

There's plenty to discover in King's Lynn this festive season – so it's time to start planning your visit now to make the most of it!

With over 200 independent retailers sitting alongside big-name stores such as Marks & Spencer, Debenhams, TK Maxx, Boots, Wilkinson, Primark and the new H&M (due to open on November 7th), King's Lynn has plenty to offer shoppers this Christmas. Add a superb range of pubs, restaurants and cafes, street entertainment, a weekly festive fair, live music, Farmers' Market, and of course the Christmas Lights Switch-on event, and you'll soon be feeling festive, and supporting your local town centre.

CREATE YOUR OWN CHRISTMAS BAUBLE AND JOIN THE PARADE Stories of Lynn, based at King's Lynn Town Hall, is hosting two free workshops for families to create light-up Christmas baubles made from recycled materials. The workshops take place on 17th and 24th November between 11am and 3pm. Everyone taking part in the workshop, along with children from a local school, will be invited to join a light parade and take part in the switch-on of the King's Lynn Christmas lights.

CHRISTMAS LIGHTS SWITCH-ON King's Lynn's annual Christmas lights switch-on event will be on 28th November 2019. The fun starts at 4pm with a small number of fairground rides in the Tuesday Market Place; a festive fair with Liquor and Loaded, Bank House and Goldings/Dough Dealers; a mix of craft and artisan food traders from previous Farmers' and Craft Markets; and live Christmas music in the bandstand. The light parade will get ready at Stories of Lynn at 5pm, ready to leave at 5:30pm. The glowing and flashing parade will arrive in the Tuesday Market Place for 6pm, and you're welcome to get involved by getting creative with a festive costume – whether it lights up, is bright, sparkly or glow in the dark. Music will then play from the main stage. Britain's Got Talent champions, Twist and Pulse will hopefully take a break from pantomime rehearsals for a special appearance on the main stage, before the countdown to the switch-on at 7pm.

LATE NIGHT SHOPPING Late-night shopping takes place every Thursday from 28th November through to 19th December. Cheeky roller-skating elves and glowing ballerinas will delight shoppers as they go through the streets, adding to the festive feel.



ABOVE: The centre of King's Lynn will be packed with festive cheer over the next few weeks as the town gets ready for Christmas with a series of fun events for all the family

CHRISTMAS WINDOW DISPLAY COMPETITION Retailers and other businesses in the King's Lynn Bid area are being encouraged to get involved and create a festive window display to form a trail through the town. To take part email info@discoverkingslynn.com, and you'll be sent a window sticker which must be part of your Christmas-themed display. Judging takes place on 6th December. Not only will entrants get more attention from their fabulous display, but they could win a hamper for their staff, a social media workshop for five people from To The End, or up to £2500 of advertising with KL M 96.7 and Your Local Newspaper.

FESTIVE FAIR The Festive Fair takes place over four weekends, beginning on 28th November, at the following times: Thursdays and Fridays 4pm - 8pm, Saturdays 10am - 6pm, Sundays 11am - 4pm. Live traditional, acoustic and festive music will be on the bandstand including performances from the Rock Choir and the town band. There'll be fairground rides for little ones while adults can enjoy the food and drink stalls in a heated marquee, and artisan food and craft gift stalls featuring both new and regular traders.

FESTIVE FARMER'S MARKET On 7th December over 30 stalls, including some regular Farmers' Markets favourites, along with an organ player and choir will really get shoppers into the Christmas spirit.



PANTOMIME MAGIC WITH ALADDIN Let the Genie grant your wishes and join Alive Corn Exchange for another magical pantomime, with performances from 10th December to 5th January. Widow Twankey wants a husband, evil Abanazar wants the magic lamp, Aladdin wants adventure and Wishee Washee wants a new vest – can the Genie grant their wishes? The team behind last year's production of Sleeping Beauty promise you another show jam-packed with all of the essential pantomime ingredients plus top-class live music, a fabulous cast, featuring Lisa Matheson, Steven Pinder, Ian Marr, Scott Cripps and Britain's Got Talent champions Twist and Pulse, dazzling sets, and a magic carpet ride through a spectacular adventure! Book online at kingslynncomexchange.co.uk



CRAFT YOUR OWN VICTORIAN CHRISTMAS This is a special free festive event at Stories of Lynn for families to prepare some traditional Victorian treats to take home. Taking place from 11am to 5pm on 14th December, families can drop in to take part in making table decorations, chocolate logs, wreaths, stained glass biscuits, printing their own wrapping paper and making Christmas cards and labels. There may even be a special visit from Father Christmas himself – but only if the children and their parents are very good!

Look out for crafting and making sessions taking place throughout December in venues across the town.



Festive King's Lynn is brought to you by Discover King's Lynn in partnership with the Borough Council of King's Lynn & West Norfolk.



Social Media - Twitter

- Since opening our Twitter account in July 2010 we have gained 6668 followers (up nearly 700 on last year) split evenly between male and female
- The Tweets we have posted in the past 12 months have gain 984,900. Impressions vary across the year – May 18 was 113.7k yet May 19 (elections) was 256k
- Top Tweets are on the next slide

| Tweets | Top Tweets | Tweets and replies | Promoted | Impressions | Engagements | Engagement rate |
|-------------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|-------------|-----------------|
|  | WestNorfolkBC @WestNorfolkBC · Aug 8 | The organisers of Houghton Festival have announced that they are cancelling this years event. Please do not travel to the event. #houghtonfestival @houghtonfstvi pic.twitter.com/lbAbkhmNAV6 | | 12,959 | 951 | 7.3% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · Apr 8 | If you're voting by post in the borough & council elections this is what you do. ow.ly/T7xq30omjCA | | 9,239 | 42 | 0.5% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · Oct 2 | Liking the look of this, a bit was shot in King's Lynn. The Personal History of David Copperfield. Can't wait. (u) you.ube:beIoHG7FnBDY0Q #CopperfieldFilm pic.twitter.com/BaP4tqzrn | | 7,488 | 268 | 3.6% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · Jul 26 | And off we go. The #NorfolkDay flag is being looked after by our Chief Exec Ray. We're heading to @BreckCouncil now. #NorfolkRelay19 @norfolk pic.twitter.com/vcPrzXm5LH | | 6,991 | 114 | 1.6% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · May 3 | Final results Conservative 28, Independent 15, Labour 10, Green 1, Lib Dem 1. Conservatives retain control by a majority of 1. | | 6,363 | 125 | 2.0% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · Jul 27 | Unfortunately the forecast for Hunstanton has got worse. Tonight's outdoor cinema screening of Bohemian Rhapsody has been cancelled. | | 5,046 | 73 | 1.4% |
| Promote | | | | | | |

| | | | | | | |
|---------------------------------------------------------------------------------------|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--|-------|----|------|
|  | WestNorfolkBC @WestNorfolkBC · May 3 | Burnham Market and Docking ward declared. Sam Sandell - Conservative Party elected. #localelections19 | | 4,459 | 74 | 1.7% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · May 3 | Watlington ward declared. Jim Bhondi Independent elected. #localelections19 | | 4,455 | 68 | 1.5% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · May 3 | Bircham with Rudhams ward declared. Chris Morley Independent elected. #localelections19 | | 4,417 | 72 | 1.6% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · May 3 | Terrington ward declared. Two seats. Paul Kunes (677) Conservative and Sandra Squire (638) Independent elected. #localelections19 | | 4,262 | 80 | 1.9% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · Jul 26 | The team from @NorthNorfolkDC are here & handing the flag over to Ray Harding. #NorfolkRelay19 #NorfolkDay @Norfolk pic.twitter.com/GKrmTgOyD3 | | 4,165 | 65 | 1.6% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · May 3 | Hunstanton ward declared. Two seats. Paul Beal (486) Independent and Carol Bower (524) Conservative elected. #localelections19 | | 4,155 | 38 | 0.9% |
| Promote | | | | | | |
|  | WestNorfolkBC @WestNorfolkBC · May 3 | Just seven more wards and 13 seats to declare. Current picture : Con 19, Ind 12, Lab 9, Green 1, Lid Dem 1. #localelections | | 4,154 | 58 | 1.4% |
| Promote | | | | | | |

Social media - Facebook

- Created Borough Council News and Events Facebook page in June 2017
- We now have 2506 likes and 2614 followers – up by a thousand on the figures reported last year
- 73% of our followers are women.
- The most engaged followers are aged between 35-44 – 69% of whom are women



Social media – video content

- The number of people engaging with video and live streams has massively increased and is expected to rise even more in 2020.
- Video content frequently generates more engagement, especially as people watch content on their mobile devices.
- We have been experimenting with increased video content since June on all social media channels, the news pages of the borough council website and Internal Affairs.
- This year 32,700 minutes of our video content has been viewed via Facebook – an increase of 239% on last year. We will continue to introduce more video in 2020.



Social media – Facebook: most viewed videos

321

| Video | Published | Minutes... | 3-sec video views |
|-------------------------------------------------------------------------------------|-----------------------|------------|-------------------|
| Here's what the drivers see. One lap of the Hunstanton 2019 Soap Box Derby. More... | ● 22/09/2019 06:14 | 4.4K | 10.7K |
| OF COURSE we were planning something special for the 10th anniversary of... | ● 07/11/2018 02:39 | 3.3K | 6.8K |
| A birds eye view of a kart racing down the 2019 Hunstanton Soap Box Derby cours... | ● 22/09/2019 06:08 | 2.9K | 7K |
| 2018 Hunstanton Soap Box Derby | ● 05/09/2019 07:36 | 2K | 4.8K |
| #DDay75 veterans led the way to our remembrance in Tower Gardens today. | ● 06/06/2019 13:17 | 1.9K | 6.6K |
| 2018 Hunstanton Soap Box Derby | ● 02/07/2019 23:47 | 1.7K | 4.2K |
| Scooby Doo where are you? #HunstantonSoapBoxDerby2019 | ● 22/09/2019 07:10 | 1.6K | 5.2K |
| Hunstanton Soap Box Derby 2019 | ● 23/09/2019 12:34 | 1.5K | 2.2K |
| Remembrance Sunday parade from the Town Hall to Tower Gardens. | ● 10/11/2019 02:44 | 1K | 1.3K |

| Video | Published | Minutes... | 3-sec video views |
|-------------------------------------------------------------------------------------|-----------------------|------------|-------------------|
| Some racers are losing parts of their karts at the Soap Box Derby in Hunstanton.... | ● 22/09/2019 05:07 | 990 | 3.9K |
| Apollo 11 has just flown down the course. #HunstantonSoapBoxDerby2019 | ● 22/09/2019 07:05 | 907 | 3.4K |
| Fawkes in the Walks 2019 | ● 04/11/2019 03:50 | 860 | 1.8K |
| The Mods & Rockers are in town. Come & join us in the Tuesday Market Place. Her... | ● 11/08/2019 04:17 | 672 | 1.6K |
| It's the circle of life. #HunstantonSoapBoxDerby2019 | ● 22/09/2019 07:19 | 628 | 2.9K |
| The Peace Poles in Hunstanton | ● 06/09/2019 00:05 | 617 | 3.1K |
| The crowd are loving the fireworks. 🇬🇧 | ● 01/11/2019 13:18 | 500 | 1.2K |
| The fireworks are still going. 🇬🇧 | ● 01/11/2019 13:25 | 447 | 1.1K |
| Lots of racers here in Hunstanton already for the Soap Box Derby. | ● 22/09/2019 02:34 | 410 | 1.2K |
| High tide on the South Quay. | ● 01/10/2019 | 369 | 1.4K |

Social media - Instagram

The borough council Instagram account went live in May 2019 and currently has 421 followers & we have posted 51 times.

421

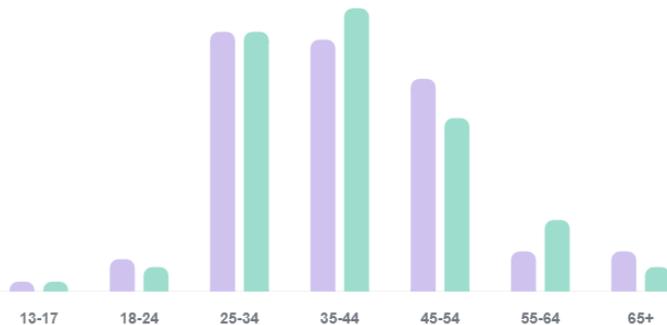
Total followers

▲ 11 from previous 7 days

Age and gender of your followers

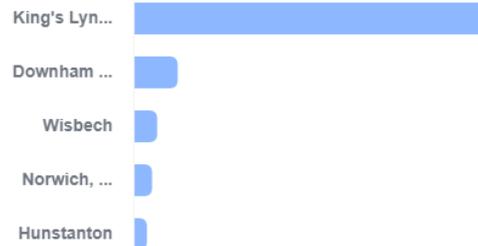
Metrics are estimated.

30% Men 70% Women



Towns/Cities

The top towns/cities where your followers are located. Metrics are estimated.



68% put their location as King's Lynn.
7% as Downham Market.
1% as Hunstanton

Borough Council of King's Lynn & West Norfolk

Social media - SnapChat

- To increase awareness of who organises and pays for Fawkes in The Walks, we created a SnapChat filter.
- Over 21,000 viewed this.

Other activities

- Support for major projects through the development of comms plans, consultation materials and social media events/content:
 - Shared housing
 - Vision KL
 - Homelessness Strategy
 - Lottery
 - OPE
 - Southern Seafront Hunstanton
 - Sail the Wash
 - Major Housing
 - Future High Streets Fund
 - Towns Fund, In Bloom
 - Cinema at Corn Exchange
 - West Winch Growth Area



Other activities continued

- Comment pieces in business supplement
- Articles in LGC
- Involvement in county comms groups – County Lines, Domestic Abuse and Waste Partnership



Work plan

- Review of social media guidelines and delivery of social media training to members
- Communicating the new corporate business plan
- Supporting the elections
- Working with the new chief executive and management team on key priorities set by the administration
- Focus on internal communications in line with IT roll out and new intranet



Council Information Centre & Digital Services

Honor Howell – Assistant Director

Borough Council of
King's Lynn &
West Norfolk



Overview

- Promotion of digital services
- Working with the Web Team to deliver integrated services
- Launch of web chat
- Technology changes
- Alive Leisure transfer
- Corporate complaints
- Payment systems
- Customer service
- Improving skill sets to manage complex and difficult conversations



Digital Services

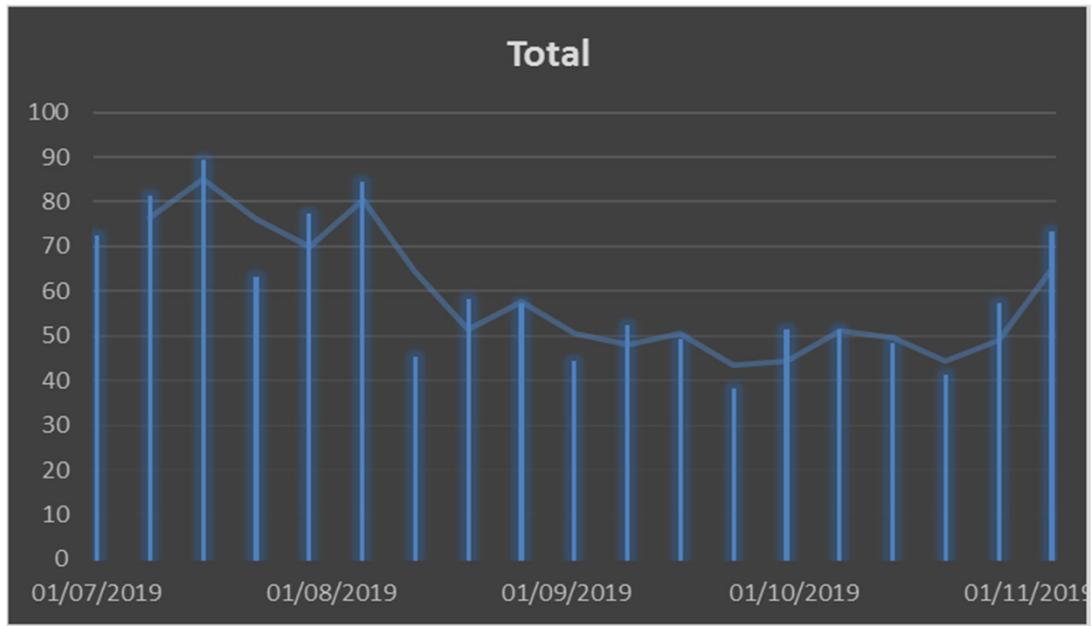
- Fly-tipping integrated e-form with location mapping, preventing repeat reports
- Food registration
- MyAccount take up
 - 23,280
 - 49% out of hours
 - More people accessing forms create a MyAccount than continue as guest

Web chat

- Bespoke web chat system developed by the Web Team
- Customers are given the option to chat if they have been on the same page for 30 seconds or via the 'Contact Us' area
- Advisors are able to manage multiple 'chats' at the same time

Web chat – take up

831



Customer satisfaction

- Customers are offered the option of leaving feedback at the end of the chat
- This is not mandatory
- Since April, 232 customers have provided feedback
 - 196 ***** (Excellent)
 - 20 **** (Very good)
 - 4 *** (Satisfied)
 - 3 ** (Poor)
 - 9 * (Very poor)
- 93% of customers rate the live chat service very good or excellent



Technology changes

- Corporate email difficult to manage
- Have been working to remove the option as a form of contact
- Inbox removed 1st July 2019
- Changes to IVR queue options
- Resulted in a 33% reduction in calls to our switchboard



Payment systems

- Large project to make changes to payment systems and branding for the transfer of Alive Leisure to Alive West Norfolk
- Major upgrade to Pay360 in January 2020
- Looking at options for the Corn Exchange cinema payment services



Complaints management

- Revised procedure to handle complaints rolled out across the authority
- Updated complaints policy
- Training booked in
- More detailed management information on trends and reasons for complaints

Customer Services

- Continue to train staff to 'multi-skill'
- Working collaboratively with the DWP and the CCG on the ground floor
- Extra training being given around handling complex and challenging conversations
- Working closely with Housing Needs and Housing Options to provide services

Headlines

- More homes, more customers
- National factors – Welfare Reform, Universal Credit, Housing legislation all have an impact
- In the last year:
 - 14% overall reduction in telephone calls
 - 13% reduction in revenues calls
 - 25% reduction in benefit calls



Corporate Web Team Update

Andrew Howell – Web Team Manager

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



Overview of the Web Team

- We manage the Council's digital estate
- Increased demand for digital services
- Over 900,000 website visits in 2018/19 with over 3 million page views
- Website visits up by 15% on the same period in 2018/19
- In top 5% of councils in Sitemorse rankings Q2 and Q3 2019



Increased digital take up – Submitted forms

| Month | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|-----------------|---------------|---------------------|---------------------|--------------------|
| April | 547 | 1,700 | 2,183 | 5,141 |
| May | 548 | 1,785 | 3,551 | 3,223 |
| June | 630 | 2,236 | 3,264 | 3,134 |
| July | 882 | 2,147 | 3,433 | 3,038 |
| August | 1,127 | 2,295 | 3,381 | 2,947 |
| September | 1,473 | 2,385 | 3,604 | 2,853 |
| October | 1,491 | 2,479 | 3,564 | |
| November | 1,507 | 2,485 | 1,436 | |
| December | 1,207 | 1,866 | 2,612 | |
| January | 1,846 | 3,158 | 2,786 | |
| February | 1,760 | 2,295 | 2,475 | |
| March | 2,513 | 2,876 | 3,041 | |
| Totals | 15,531 | 27,707 | 35,330 | 20,336 |
| % Change | | 78% increase | 28% increase | 5% increase |

589



New developments

- Website accessibility
- Technical support for projects such iDox integration for fly-tipping reports
- New website for Alive West Norfolk including online membership sign-up and integration with Legend back office system

The screenshot shows the Alive website homepage. The top navigation bar includes links for VENUES, MEMBERSHIPS, ALIVE CARD, FITNESS, SWIMMING, ACTIVITIES, COMMUNITY, and SIGN IN. The main banner features the Alive logo and a large offer: "Join Alive for £25 per month Unlimited Gym, Swim & Classes". A "JOIN ONLINE TODAY" button is visible. Below the banner, there are three sections: "MEMBERSHIPS" with a child jumping, "ALIVE CARD" with a hand holding a card, and "UPCOMING CLASSES" with a dropdown menu and a list of classes.

| UPCOMING CLASSES | |
|-------------------------------|----------------------|
| All venues | |
| Pilates Express | TODAY 5:45 PM |
| Alive Lynnsport | Book |
| Alive Circuits Express | TODAY 6:00 PM |
| Alive Oasis | Book |
| Body Combat | TODAY 6:45 PM |
| Alive Lynnsport | Book |



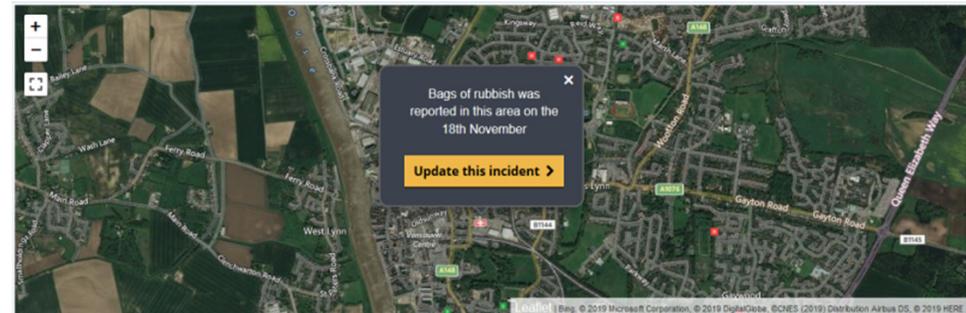
New developments – Website accessibility

- Strict legislation came into force in September 2019 about website accessibility:
 - ✓ Ensure equal access for all
 - ✓ Improves usability for all
 - ✓ Meet our legal obligations
- Legally we need to be WCAG 2.1 Double A compliant by September 2020. We are very close to being Triple A compliant.



New developments – iDox integration

- Pre-integration, CIC advisors had to update 3 systems when dealing with fly-tipping
- Used to take 30 minutes per query (approx. £6 each)
- Integration has taken that down to about 5 minutes per query (approx. £1 each)
- Cost saving of £6,500 in officer time based on average of 1,300 fly-tipping reports per annum



Report fly-tipping

If the fly-tipping you're reporting is a new incident that isn't on our map, you can report this online. You can now track the progress of your report through registering for our My Account service.

Registering for an account is easy and will allow you to securely access our services 24/7.

To report fly-tipping you'll need to know:

- where the rubbish is (you'll be able to use the map facility within our form to plot the location of the rubbish. This will help us find and clear it quicker)
- the type of rubbish that's been dumped

[Report fly-tipping >](#)



Website governance – SiteImprove scores

2017



2019



Future developments

- Further iDox integration work
- Website personalisation
- Investigate the use of AI and chat bot technology
- New websites for Sail the Wash and Careline
- Online bookings and website for new cinema
- New corporate intranet



Thank you

Any questions?

Borough Council of
King's Lynn &
West Norfolk



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

| | | | |
|-----------------|---------------------------------------------|---------------------------------------------|----|
| REPORT TO: | Corporate Performance Panel | | |
| DATE: | 13 January 2020 | | |
| TITLE: | Corporate Performance Monitoring Q2 2019/20 | | |
| TYPE OF REPORT: | Monitoring | | |
| PORTFOLIO(S): | Performance | | |
| REPORT AUTHOR: | Honor Howell | | |
| OPEN/EXEMPT | Open | WILL BE SUBJECT TO A FUTURE CABINET REPORT: | No |

REPORT SUMMARY/COVER PAGE

| |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PURPOSE OF REPORT/SUMMARY: |
| The corporate performance monitoring report is in place to monitor progress against agreed performance indicators for the year. The report contains information on the corporate performance monitoring undertaken for Q2 2019/20. |
| KEY ISSUES: |
| Performance indicators for 2019/20 have been agreed by portfolio holders and executive directors as the key performance measures for the year; they cover all directorates. The monitoring report highlights specific performance issues; where indicators have not met agreed targets they are drawn out into an action report, which provides additional detail on what actions are being taken to correct performance that has a variance to target. The Q2 2019/20 monitoring report shows that 33% of targets have been met, and performance has improved against target for 21 indicators. All calculations and analysis in this report is based on 54 indicators. |
| OPTIONS CONSIDERED: |
| Not applicable. |
| RECOMMENDATIONS: |
| The Panel is asked to: <ul style="list-style-type: none"> i. Review the performance monitoring report ii. Agree the actions outlined in the action report. |
| REASONS FOR RECOMMENDATIONS: |
| To demonstrate that the council monitors and puts in place appropriate actions to correct performance that has a variance to the set target, to assist us in meeting our statutory duty to try and secure continuous improvement. |

1. Introduction

- 1.1 The council's performance management framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Corporate Performance Panel and is available to all councillors for information on the council's intranet known as Insite. Environment and Community and Regeneration and Development Panels also receive reports for indicators within their remits.
- 1.2 The indicators monitored are reported in full within the Q2 2019/20 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 – Q2 2019/20

- 2.1 The following tables summarise the council's current performance levels and includes a comparison to the previous four quarters.
- 2.2 On 22 July 2019, the Corporate Performance Panel considered targets for 2019/20. The number of indicators which will be monitored for 2019/20 has increased to 54.

A number of these indicators will either:-

- be reported annually in the full year report; or
- will be a new indicator and have no target whilst monitoring is undertaken during 2019/20 to enable sufficient data to be collected to assist in the setting of an appropriate target for 2020/21.

| | | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 | Q1 2019/20 | Q2 2019/20 |
|--------------------------------------------------|-------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Performance has improved |  | 17 (34%) | 17 (34%) | 20 (40%) | 19 (36%) | 21 (39%) |
| Performance has not improved |  | 10 (20%) | 11 (22%) | 15 (30%) | 14 (27%) | 14 (26%) |
| Performance has met and continues to meet target |  | 3 (6%) | 2 (4%) | 1 (2%) | 1 (2%) | 3 (5%) |
| Other: • new indicator • monitor only | | 20 (40%) | 20 (40%) | 14 (28%) | 18 (35%) | 16 (30%) |
| Total number of indicators | | 50 | 50 | 50 | 52 | 54 |

- 2.3 The percentage of indicators that have met the target for Q2 2019/20 has decreased by 21% compared to Q2 2018/19, and actions are in place for the 9 indicators which have not met the target as shown in the attached action report.

| | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 | Q1 2019/20 | Q2 2019/20 |
|--------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Performance target met  | 27 (54%) | 25 (50%) | 28 (56%) | 23 (44%) | 18 (33%) |
| Performance target not met  | 3 (6%) | 4 (8%) | 10 (20%) | 5 (10%) | 9 (17%) |
| Other: · monitor only | 20 (40%) | 21 (42%) | 12 (24%) | 24 (46%) | 27 (50%) |
| Total number of indicators | 50 | 50 | 50 | 52 | 54 |

- 2.4 The following table provides an overview for Q2 2019/20 of the performance indicators grouped by Cabinet portfolio.

| Portfolio | No of PIs | Performance target met | Performance target not met | Other |
|----------------------------|-----------|------------------------|----------------------------|-----------|
| Leader | 11 | 4 | 1 | 6 |
| Culture, Heritage & Health | 1 | 0 | 0 | 1 |
| Project Delivery | 5 | 0 | 0 | 5 |
| Development | 8 | 7 | 0 | 1 |
| Environment | 6 | 2 | 0 | 4 |
| Housing | 15 | 1 | 6 | 8 |
| Commercial Services | 3 | 3 | 0 | 0 |
| Business Development | 5 | 2 | 2 | 1 |
| Total | 54 | 19 | 9 | 26 |

3. Issues for the panel to consider

Members should review the attached analysis of the agreed performance indicators. 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 managers and portfolio holders

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 Q2 2019-20

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



This report highlights indicators that have not met target for Q2 2019-20 and is a supporting document to the Performance Monitoring Q2 2019-20 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

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

Performance Indicators Q2 2019-20

| Ref | Name | 2019/20 Target | Q2 2019/20 cumulative performance | Q2 2019/20 (Jul-Sept) performance | Status | Notes | Actions |
|------|--------------------------------------------------------------------------|----------------|-----------------------------------|-----------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LD8 | % of Council Tax collected against target | 57.00% | 56.27% | 27.57% |  | The indicator is only marginally behind target, this could be due to minor fluctuations in the taxbase and customer payments. | The indicator is monitored on a monthly basis by Management Team and will be reviewed regularly during Q3. |
| BD5 | % of rent achievable on industrial estates | 90.00% | 89.91% | decreased by 1.07% from Q1 |  | The indicator is only marginally behind target and not currently a concern. | Vacant properties are being advertised, although Brexit uncertainty may be impacting businesses taking risks such as relocating and committing to a lease lasting a number of years. |
| BD3 | % of rent achievable on retail/general units | 95.00% | 87.55% | increased by 5.46% from Q1 |  | The lease of 12 Norfolk Street is due to complete in Q3 with the opening of the Sue Ryder shop. | On completion of 12 Norfolk Street this performance indicator will achieve the target. |
| HS1 | % of HMO's inspected in accordance with the programmed inspection regime | 100.00% | 98.00% | 98.00% |  | In Q2 the council received an increased amount of requests for new HMO licence applications. However, due to capacity issues the target was not met. | The 2% slippage recorded in Q2 will impact on the 2019/20 cumulative figure. This indicator will not achieve the annual target of 100%. In Q2 the council received an increased amount of requests for new HMO licence applications. However, due to capacity issues the target was not met. Permanent recruitment is ongoing. Demand is currently being met through the use of temporary agency resources. The service is prioritising assessments of mandatory licensable HMOs via a risk based approach. |
| HS10 | % of Careline alarms installed within 10 days from date of enquiry | 90.00% | 86.60% | 87.21% |  | The 2019-20 cumulative performance figure remains below target, a breakdown of the performance data for the past 6 months:- Apr 74.3 May 91.0 Jun 93.1 Jul 91.0 Aug 81.8 Sept 88.4. | Monthly monitoring by Management Team is in place for this indicator. |

Performance Monitoring Action Report Q2 2019-20



| Ref | Name | 2019/20 Target | Q2 2019/20 cumulative performance | Q2 2019/20 (Jul-Sept) performance | Status | Notes | Actions | | | | | | | | | | | | | | | | | | | | | | | | |
|-------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------|-----------------------------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------|----------------------|------------|-----|---|-----|------------|-----|---|-----|------------|-----|---|-----|------------|-------|---|-----|------------|-------|---|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HS11 | Time taken (in weeks) from first contact to completion of work on Disabled Facilities Grant | 30 | 51 | 57 | | These are ambitious targets that should be achievable over time, measuring the client journey from first contact to completion of the adaptation is in line with the County IHAT measures and means that as a district we can compare our delivery against other IHAT District teams. The challenges in achieving these targets are as a result of not just a long standing waiting list that Care and Repair have now cleared but also other factors as follows: | An update covering these indicators will be given by the Repairs and Adaptations Manager to Environment and Community Panel on 21 January 2019. Until the waiting list cases have all been completed, this level of performance will continue for the remainder of 2019/20. | | | | | | | | | | | | | | | | | | | | | | | | |
| HS12 | Time taken (in weeks) from first contact to completion of work on Adapt passported cases with a value under £6,000 | 25 | 30 | 30 | | <ul style="list-style-type: none"> - A high demand on the service - there have been over 100 new adaptation enquiries in one month, these cases are now being triaged and scheduled an appointment within 4-6 weeks of the enquiry. - Staffing resources have not been increased significantly in line with the demand for the service and therefore, there is a strain on the team to deliver a quality service within the funding and staffing resources available. | | | | | | | | | | | | | | | | | | | | | | | | | |
| HS13 | Time taken (in weeks) from first contact to completion of work on Adapt grant means-tested cases with a value under £12,000 | 30 | 32 | 33 | | <p>There are a number of factors outside of the team's control that affect the length of time that a case can take to complete:--</p> <ul style="list-style-type: none"> - if a client goes into hospital or respite care during the process of the grant application this will impact on the timescales - if the client puts the work on hold because they are anxious about the disruption all these factors can negatively impact on the timescales - if the client has a financial contribution towards the grant and they are unable or unwilling to pay the contribution the team have to seek charity funding and this can take time to source. | | | | | | | | | | | | | | | | | | | | | | | | | |
| HS15 | No of days to process changes of circumstances | 11 | 14 | 14 | | <p>A detailed monitoring exercise of weekly performance levels has been carried out during August/September.</p> <table border="1"> <thead> <tr> <th>Week Ending</th> <th>Number processed</th> <th>Days to process</th> <th>Processed in 14 days</th> </tr> </thead> <tbody> <tr> <td>01/09/2019</td> <td>832</td> <td>6</td> <td>92%</td> </tr> <tr> <td>08/09/2019</td> <td>943</td> <td>9</td> <td>89%</td> </tr> <tr> <td>15/09/2019</td> <td>941</td> <td>9</td> <td>86%</td> </tr> <tr> <td>22/09/2019</td> <td>1,056</td> <td>7</td> <td>94%</td> </tr> <tr> <td>29/09/2019</td> <td>1,000</td> <td>8</td> <td>90%</td> </tr> </tbody> </table> | Week Ending | Number processed | Days to process | Processed in 14 days | 01/09/2019 | 832 | 6 | 92% | 08/09/2019 | 943 | 9 | 89% | 15/09/2019 | 941 | 9 | 86% | 22/09/2019 | 1,056 | 7 | 94% | 29/09/2019 | 1,000 | 8 | 90% | The indicator is monitored against an annual target however, during the year there will be peaks and troughs in performance levels and the service manager anticipates that the target will be met at year end. |
| Week Ending | Number processed | Days to process | Processed in 14 days | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 01/09/2019 | 832 | 6 | 92% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 08/09/2019 | 943 | 9 | 89% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15/09/2019 | 941 | 9 | 86% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 22/09/2019 | 1,056 | 7 | 94% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 29/09/2019 | 1,000 | 8 | 90% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | |
|---------------|----------------------------------------------------------------------------------------------------------------------------|-----|-----------------------------------------------------------------------------------------------------------------------------|-----|---------------------------------------------------------------------------------------------------------------------------------|-----|
| Status |  Indicator has not met the target | 17% |  Indicator has met target | 33% |  New 2019-20 indicator | 26% |
| Trends |  The value of this indicator has improved | 39% |  The value of this indicator has worsened | 26% |  The value of this indicator has not changed | 5% |

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

Leader

| Ref | PI Ref Guide page | Link to Corporate Priority | Name | Good Performance | 2018/19 cumulative performance | Q2 2019/20 target | Q2 2019/20 cumulative performance | Q2 2019/20 status | Versus this time last year | Note |
|------|-------------------|----------------------------|--------------------------------------------------------------------------------|------------------|--------------------------------|-------------------|-----------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| LD1 | 4 | 1 | Staff turnover | Aim to minimise | 9.43% | - | 2.87% | - |  | Monitor only |
| LD2 | 4 | 1 | Average no of working days lost due to sickness absence per FTE employee | Aim to minimise | 7.28 | 3.75 | 3.55 |  |  | |
| LD3 | 4 | 1 | % of short term sickness | Aim to minimise | 50% | - | 40% | - |  | Monitor only |
| LD4 | 5 | 1 | % of eligible employees in post on 1st April receiving a performance appraisal | Aim to maximise | 98.8% | 100% | 100.0% |  |  | |
| LD5 | 5 | 1 | % of capital receipts where legal instructions have been issued | Aim to maximise | 104.0% | 90% | - | - | - | Annual monitoring |
| LD6 | 5 | 1 | % of supplier invoices paid within 30 days | Aim to maximise | 95% | 94% | 98% |  |  | |
| LD7 | 6 | 1 | % of local supplier invoices paid within 10 days | Aim to maximise | 81% | 81% | 88% | - |  | Monitor only |
| LD8 | 6 | 1 | % of Council Tax collected against target | Aim to maximise | 97.71% | 57% | 56.27% |  |  | The indicator is only marginally behind target, this could be due to minor fluctuations in the taxbase and customer payments. |
| LD9 | 6 | 1 | % of Business Rates collected against target | Aim to maximise | 99.03% | 57% | 59.72% |  |  | |
| LD10 | 7 | 1 | No of residential dwellings subject to Council Tax | Aim to maximise | 73404 | - | 73655 | - |  | Monitor only |
| LD11 | 7 | 1 | Base for Council Tax setting purposes - Band D equivalent | Aim to maximise | 51728 | - | 52043 | - |  | Monitor only |

Culture, Heritage, Health

| Ref | PI Ref Guide page | Link to Corporate Priority | Name | Good Performance | 2018/19 cumulative performance | Q2 2019/20 target | Q2 2019/20 cumulative performance | Q2 2019/20 status | Versus this time last year | Note |
|-----|-------------------|----------------------------|------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------|-------------------|-----------------------------------|-------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CH1 | 8 | 4 | % of residents who take part in sport and physical activity as measured by the Sport England Active Lives Survey | Aim to maximise | 66.4% | - | 71.0% | - |  | The Active Lives Adult Survey is published twice a year by Sport England. It measures the activity levels of those aged 16 and above. The data is released in March and October each year. The Active Lives Adult Survey is sent out to a randomly selected sample of households across England. Breckland 72%, Broadland 77.1%, Great Yarmouth 70.3%, North Norfolk 76.7%, Norwich 82.4% and South Norfolk 76.3%. In Oct 2018, the borough's level was 74.5%. |

Project Delivery

| Ref | PI Ref Guide page | Link to Corporate Priority | Name | Good Performance | 2018/19 cumulative performance | 2019/20 annual target | Q2 2019/20 cumulative performance | Q2 2019/20 status | Versus this time last year | Note |
|-----|-------------------|----------------------------|---------------------------------------------------------|------------------|--------------------------------|-----------------------|-----------------------------------|-------------------|-------------------------------------------------------------------------------------|------|
| PD1 | 9 | 2 | No of residential house sales completed - NORA | Aim to maximise | 20 | 24 | 10 | - |  | |
| PD2 | 9 | 2 | No of residential house sales completed - Marsh Lane | Aim to maximise | 71 | 54 | 21 | - |  | |
| PD3 | 9 | 2 | No of residential house sales completed - Lynnsport 4/5 | Aim to maximise | 13 | 67 | 28 | - |  | |
| PD4 | 10 | 2 | No of residential houses commenced - Lynnsport 3 | Aim to maximise | - | 54 | 54 | - |  | |
| PD5 | 10 | 2 | No of residential house sales completed - Lynnsport 3 | Aim to maximise | - | 3 | 0 | - |  | |

Development

| Ref | PI Ref Guide page | Link to Corporate Priority | Name | Good Performance | 2018/19 cumulative performance | Q2 2019/20 target | Q2 2019/20 cumulative performance | Q2 2019/20 status | Versus this time last year | Note |
|--------------------------------------------------------------------------------------|-------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------|-------------------|-----------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------|
| DV1 | 11 | 2 | Processing of major development applications | Aim to maximise | 92.0% | 60.0% | 94.0% |  |  | |
|  DV2 | 11 | 2 | Processing of non-major development applications | Aim to maximise | 93.0% | 70.0% | 94.0% |  |  | |
| DV3 | 11 | 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 | 2.7% | 10.0% | 3.3% |  |  | |
| DV4 | 12 | 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 | 0.9% | 10.0% | 0.9% |  |  | |
| DV5 | 12 | 2 | % of standard land charges searches carried out within 10 working days | Aim to maximise | 100% | 95% | 100% |  |  | |
| DV6 | 12 | 2 | % of planning applications refused | Aim to minimise | 6.62% | 10.00% | 10.00% |  |  | |
| DV7 | 13 | 2 | % of refused planning applications then appealed/lodged | Aim to minimise | 29.03% | - | 31.57% | - |  | Monitor only |
| DV8 | 13 | 2 | % of planning appeals allowed | Aim to minimise | 0.00% | 35.00% | 33.33% |  |  | |

Environment

| Ref | PI Ref Guide page | Link to Corporate Priority | Name | Good Performance | 2018/19 cumulative performance | Q2 2019/20 target | Q2 2019/20 cumulative performance | Q2 2019/20 status | Versus this time last year | Note |
|-----|-------------------|----------------------------|-----------------------------------------------------------------------------|------------------|--------------------------------|-------------------|-----------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| EV1 | 14 | 3 | Average response time for removal of fly-tips (days) | Aim to minimise | 1.0 | 1.0 | 0.9 |  |  | |
| EV2 | 14 | 3 | No of fly tipping incidents recorded | Aim to minimise | 1,460 | – | 650 | – |  | Monitor only |
| EV3 | 14 | 3 | Total of waste recycled and composted (tonnage) | Aim to maximise | 28,068 | 28,000 | 15,274 | – |  | Q1 7,647 Q2 15,274 This includes food waste. Under the new waste contract, food waste is only collected for King's Lynn and West Norfolk. |
| EV4 | 15 | 3 | No of brown bins in use for composting | Aim to maximise | 26,667 | 27,000 | 25,226 | – |  | Q1 25,214 Q2 25,226 |
| EV5 | 15 | 3 | Premises rated 3 or above in accordance with the food hygiene rating system | Aim to maximise | 96.3% | 95.0% | 96.9% |  |  | |
| EV6 | 15 | 3 | % of food interventions achieved | Aim to maximise | – | 80.0% | – | – |  | Annual monitoring |

Housing

| Ref | PI Ref Guide page | Link to Corporate Priority | Name | Good Performance | 2018/19 cumulative performance | Q2 2019/20 target | Q2 2019/20 cumulative performance | Q2 2019/20 status | Versus this time last year | Note |
|-----|-------------------|----------------------------|------------------------------------------------------------------------------------------------------------|------------------|--------------------------------|-------------------|-----------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HS1 | 16 | 2 | % of HMO's inspected in accordance with the programmed inspection regime | Aim to maximise | – | 100% | 98% |  |  | In Q2 the council received an increased amount of requests for new HMO licence applications. However, due to capacity issues the target was not met. |
| HS2 | 16 | 2 | Spend on bed and breakfast accommodation (gross) | Aim to minimise | £45,648 | – | £20,815 | – |  | Q1 - £6,975 |
| HS3 | 16 | 2 | No of households with a homelessness declaration | Aim to minimise | – | – | 260 | – |  | Q1 - 122 |
| HS4 | 17 | 2 | No of households prevented from becoming homeless for a minimum of 6 months | Aim to maximise | 489 | – | 16 | – |  | Q1 - 13 |
| HS5 | 17 | 2 | No of households accepted as homeless with a need to be rehoused (Full housing duty) | Aim to minimise | – | – | 21 | – |  | Q1 - 6 |
| HS6 | 17 | 2 | % of cases who were offered a prevention and relief duty who remain homeless and are owed no further duty. | Aim to minimise | – | – | 27.0% | – |  | Q1 has been re-calculated to 35% not 41.8% as previously stated. |
| HS7 | 18 | 2 | No of rough sleepers and those at significant risk | Aim to minimise | 5 | – | 22 | – |  | Indicator name has been updated as the data is collected from a number of different sources including housing support providers, hostel providers, and the rough sleeper outreach team. Figure is a snapshot as at 30/09/2019 |
| HS8 | 18 | 2 | No in temporary accommodation - bed and breakfast | Aim to minimise | 55 | – | 35 | – |  | Q1 - 14 |

| Ref | PI Ref Guide page | Link to Corporate Priority | Name | Good Performance | 2018/19 cumulative performance | Q2 2019/20 target | Q2 2019/20 cumulative performance | Q2 2019/20 status | Versus this time last year | Note | | | | | | | | | | | | | | | | | | | | | | | | |
|-------------|-------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------|-------------------|-----------------------------------|-------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------|-----------------|----------------------|------------|-----|---|-----|------------|-----|---|-----|------------|-----|---|-----|------------|-------|---|-----|------------|-------|---|-----|
| HS9 | 18 | 2 | No of social housing lettings - against a baseline | Aim to maximise | 464 | - | 272 | - | | Q1 - 144 | | | | | | | | | | | | | | | | | | | | | | | | |
| HS10 | 19 | 6 | % of Careline alarms installed within 10 days from date of enquiry | Aim to maximise | 93.8% | 90.0% | 86.6% | | | The Q2 2019-20 cumulative performance figure remains below target, a breakdown of the performance data for the past 6 months:- Apr 74.3 May 91.0 Jun 93.1 Jul 91.0 Aug 81.8 Sept 88.4. | | | | | | | | | | | | | | | | | | | | | | | | |
| HS11 | 19 | 6 | Time taken (in weeks) from first contact to completion of work on Disabled Facilities Grant | Aim to minimise | 28.0 | 30.0 | 51.0 | | | See notes in Action report | | | | | | | | | | | | | | | | | | | | | | | | |
| HS12 | 19 | 6 | Time taken (in weeks) from first contact to completion of work on Adapt passported cases with a value under £6,000 | Aim to minimise | 18.0 | 25.0 | 30.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| HS13 | 20 | 6 | 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 | 32.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| HS14 | 20 | 1 | No of days to process new benefit claims | Aim to minimise | 14 | 17 | 14 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 HS15 | 20 | 1 | No of days to process changes of circumstances | Aim to minimise | 10 | 11 | 14 | | | A detailed monitoring exercise of weekly performance levels has been carried out during August/September. <table border="1"> <thead> <tr> <th>Week Ending</th> <th>Number processed</th> <th>Days to process</th> <th>Processed in 14 days</th> </tr> </thead> <tbody> <tr> <td>01/09/2019</td> <td>832</td> <td>6</td> <td>92%</td> </tr> <tr> <td>08/09/2019</td> <td>943</td> <td>9</td> <td>89%</td> </tr> <tr> <td>15/09/2019</td> <td>941</td> <td>9</td> <td>86%</td> </tr> <tr> <td>22/09/2019</td> <td>1,056</td> <td>7</td> <td>94%</td> </tr> <tr> <td>29/09/2019</td> <td>1,000</td> <td>8</td> <td>90%</td> </tr> </tbody> </table> | Week Ending | Number processed | Days to process | Processed in 14 days | 01/09/2019 | 832 | 6 | 92% | 08/09/2019 | 943 | 9 | 89% | 15/09/2019 | 941 | 9 | 86% | 22/09/2019 | 1,056 | 7 | 94% | 29/09/2019 | 1,000 | 8 | 90% |
| Week Ending | Number processed | Days to process | Processed in 14 days | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 01/09/2019 | 832 | 6 | 92% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 08/09/2019 | 943 | 9 | 89% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15/09/2019 | 941 | 9 | 86% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 22/09/2019 | 1,056 | 7 | 94% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 29/09/2019 | 1,000 | 8 | 90% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Commercial Services

| Ref | PI Ref Guide Page | Link to Corporate Priority | Name | Good Performance | 2018/19 cumulative performance | Q2 2019/20 target | Q2 2019/20 cumulative performance | Q2 2019/20 status | Versus this time last year | Note |
|-----|-------------------|----------------------------|------------------------------------------------------------------------------------------------------|------------------|--------------------------------|-------------------|-----------------------------------|-------------------|----------------------------|----------------------------------------------|
| CS1 | 21 | 1 | % of freedom of information requests given final response within deadline | Aim to maximise | 96% | 95% | 96% | | | |
| CS2 | 21 | 1 | % of customer satisfaction with digital services (website, webchat, e-forms, MyAccount) | Aim to maximise | 93% | 90% | 96% | | | |
| CS3 | 21 | 1 | Reduction in the percentage of telephone calls for core services where digital services are in place | Aim to maximise | 14.00% | 10.00% | 5.00% | - | | Aim to achieve a 10% reduction by 31/03/2020 |

Business Development

| Ref | PI Ref Guide page | Link to Corporate Priority | Name | Good Performance | 2018/19 cumulative performance | Q2 2019/20 target | Q2 2019/20 cumulative performance | Q2 2019/20 status | Versus this time last year | Note |
|-----|-------------------|----------------------------|----------------------------------------------------------|------------------|--------------------------------|-------------------|-----------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| BD1 | 22 | 1 | % of rent achievable on industrial estates | Aim to maximise | 93.11% | 90.00% | 89.91% |  |  | The indicator is only marginally behind target and not currently a concern. |
| BD2 | 22 | 1 | % of rent arrears on industrial estates | Aim to minimise | 3.97% | 4.00% | 2.21% |  |  | |
| BD3 | 22 | 1 | % of rent achievable on retail/general units | Aim to maximise | 79.68% | 95.00% | 87.55% |  |  | The lease of 12 Norfolk Street is due to complete in Q3 with the opening of the Sue Ryder shop. |
| BD4 | 23 | 1 | % of rent arrears on retail/general units | Aim to minimise | 2.43% | 4.00% | 1.07% |  |  | |
| BD5 | 23 | 1 | Income from business rates for Renewable Energy projects | Aim to maximise | £3,162,615 | - | - | - | - | Annual monitoring |

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

| | | | |
|-----------------|------------------------------------------------------|---------------------------------------------|----|
| REPORT TO: | Corporate Performance Panel | | |
| DATE: | 13 January 2020 | | |
| TITLE: | Q2 2019/20 Corporate Business Plan Monitoring Report | | |
| TYPE OF REPORT: | Monitoring | | |
| PORTFOLIO(S): | Performance | | |
| REPORT AUTHOR: | Honor Howell | | |
| 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 2 2019/20. |
| KEY ISSUES: |
| There are currently 54 agreed actions being undertaken to progress the Council’s Corporate Business Plan. The Q2 2019/20 monitoring report indicates that 48 of the actions are progressing well 4 actions have been completed, and due to changes to proposals 2 actions will be removed from the monitoring report to be replaced with new key actions in the next update. 35 actions have been completed from Q4 2015/16 to Q2 2019/20. |
| OPTIONS CONSIDERED: |
| N/A monitoring report |
| RECOMMENDATIONS: |
| The Panel is asked to review the Q2 2019/20 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. |

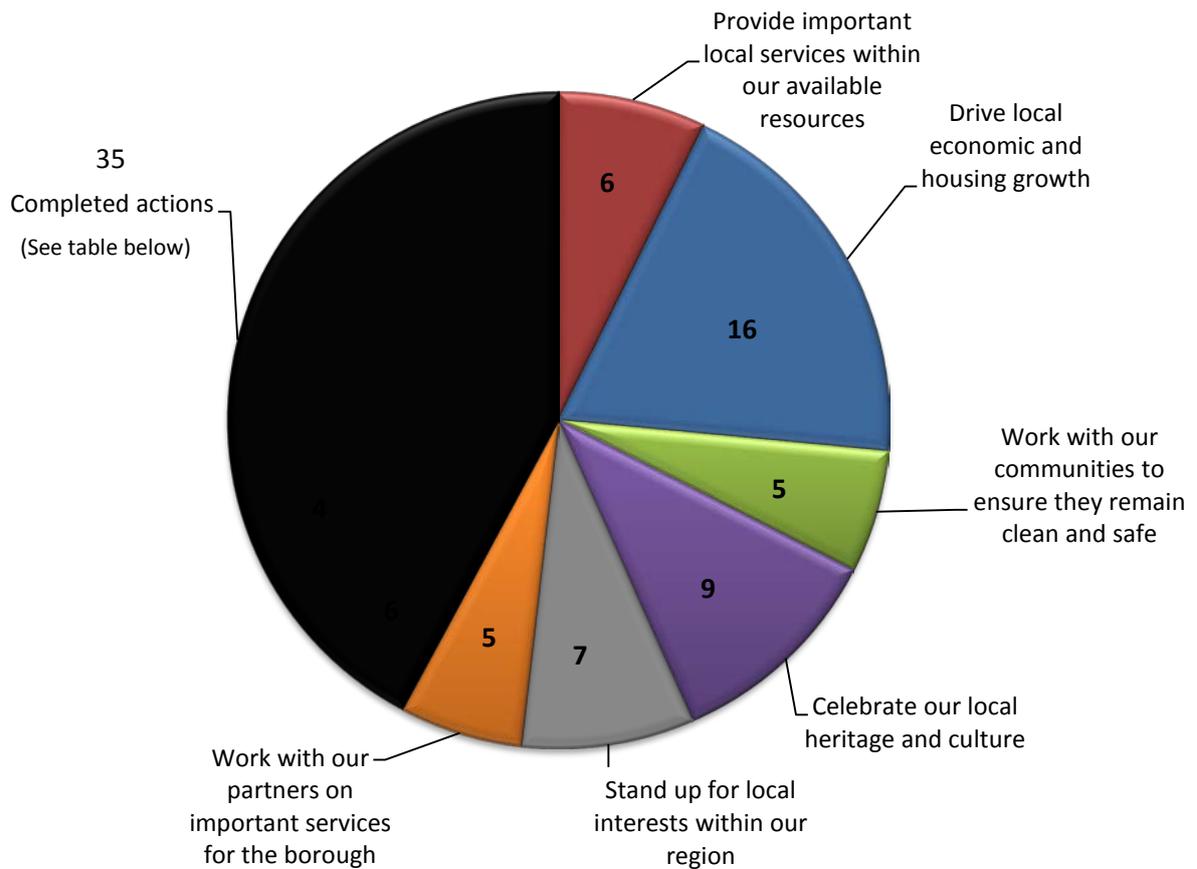
1. Introduction

- 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 archive report, Completed Key Actions report 2016-2020, available on Insite.

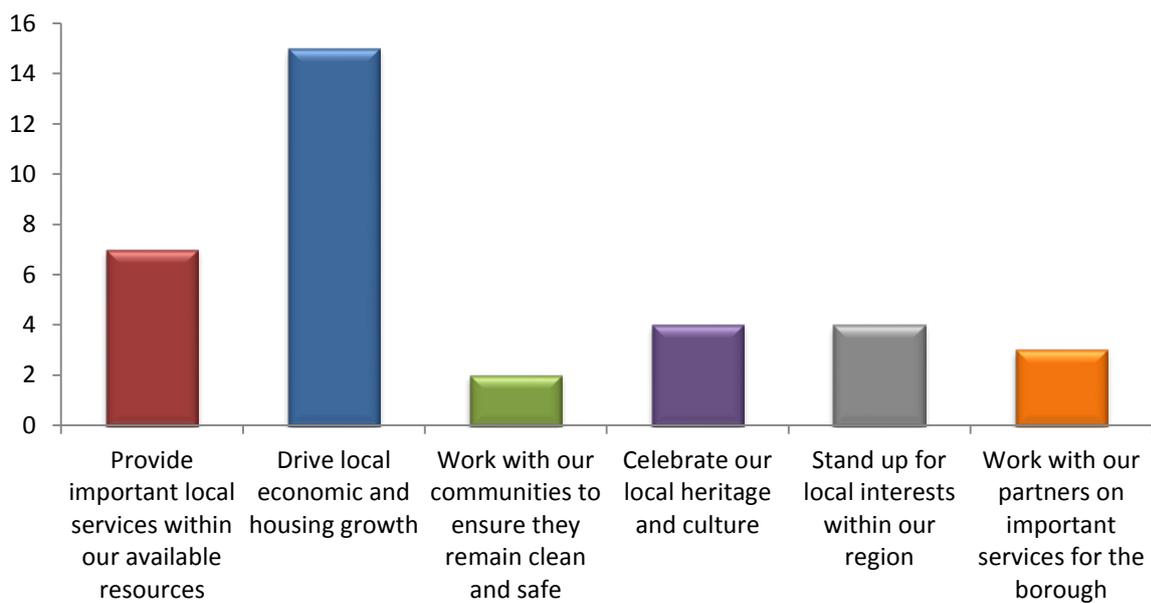
2. Monitoring Report

- 2.1 The Q2 2019/20 report details progress on agreed actions as at the end of September 2019. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the Q3 2019/20 report (which will be available on Insite).
- 2.2 The Executive Summary for the Q2 2019/20 monitoring report indicates that 89% of the actions are progressing well and 7% of actions have been completed.
- 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 Q2 2019/20



2.5 Breakdown of completed key actions by priority



3. Issues for the Panel to Consider

Members should review the full Corporate Business Plan monitoring report covering Q2 2019/20 (attached) noting the 'status' given for each key action, The 'comments' column provides details of specific actions which have been progressed during Q2 to enable Members to assess the work undertaken against each action during the specified quarter.

4. Corporate Priorities

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

5. Financial Implications

None

6. Any other Implications/Risks

None

7. Equal Opportunity Considerations

None

8. Consultation

Management Team, senior officers and Portfolio Holder

9. Conclusion

Members should use the Q2 Corporate Business Plan monitoring report to assess performance during the period July to September 2019.

10. Background Papers

Corporate Business Plan 2015/16 – 2019/20



Corporate Business Plan Monitoring Report

Covering Q2 2019/20

⁷⁶ 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 has been completed and the remaining 6 actions are progressing well.

4. Celebrate our local heritage and culture



All 9 actions in place for this priority are progressing well.

2. Drive local economic and housing growth



Of the 21 actions in place for this priority, 2 actions have been cancelled, 3 actions have been completed and the remaining 16 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 5 actions for this priority are progressing well.

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



All 5 actions in place for this priority are progressing well.

Overall progress on Corporate Business Plan actions as at 30th September 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 | Q3 2018/19 | Q4 2018/19 | Q1 2019/20 | Q2 2019/20 |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|
| 1 | Progress towards £3.1m savings per annum required by 2019-20 identified in the Financial Plan for 2015-2020. Cumulative target savings of £337,196 for 2019/20 | £110,100 | £119,230 | – | £279,570 |
| 2 | Growth in Business Rates (2019/20 target £1,355,870) 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 | 300 | 436 | 158 | 333 |
| 3 | Reduce contamination of recycling to 15.00% by 31 March 2020 (cumulative) | 20.2% | 20.4% | 20.2% | 24.0% |
| 4 | Footfall in King's Lynn Town Centre compared to same quarter in the previous year | -11.6% | -2.9% | -6.5% | -0.6% |
| | Number of Town Heritage Initiative buildings where work has commenced (cumulative) | 18 | 19 | 20 | 20 |
| 5 | Deliver an 8% increase in mobile coverage / superfast broadband of west Norfolk premises by June 2020 | 11% | 11% | 12% | 13% |
| 6 | Support clients via the Ask LILY Advisor service (30 clients per quarter) | 103 | 89 | 78 | 65 |

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

| 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 | December 2019 | During Q2 the council has been looking at ways to improve how fly-tipping requests are processed, approximately 100 fly-tipping reports are received per month. A map has been introduced on the council website 'Report-it', allowing customers to view recent reports including those on public and private land to avoid repeat contact and multiple reports. Work has been successful to integrate the online form with IDOX Uniform, Report-it and Open Process, avoiding the need for staff to access three different systems to deal with a request and improving the location information provided to the clean-up operatives. The new way of working will go 'live' at the beginning of October. |
|  | Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training | Ongoing | December 2019 | By introducing new ways of working for fly-tipping requests, this identified training needs for CIC advisors, back office staff and the clean-up operatives. The CIC advisors and back office staff have received training in the new procedures, which included a consistent approach on updating IDOX Uniform. Also, the clean-up operative team leaders have been allocated mobiles to access location details through 'Report-it' and service requests. Previously all departments relied on customers describing locations, which could be very time consuming and resulted in many incidents not being found. Customers can now pin-point the location of the fly-tipping on a map, which provides coordinates to locate the fly-tipping and aid the enforcement team (CSNN) in identifying hotspots. |

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

Cabinet Member: Cllr B Long

| Status | Key Action | Progress | Review date | Comment |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Develop and deliver a programme of training to enable employees to adapt effectively to new challenges and new ways of working and which support corporate priorities. | On track | December 2019 | Delegates on the new level 5 management programme are progressing well. New training programmes for managers in relation to undertaking employee investigations and procedures for managing absence, along with cultural sensitivities training for front line employees are currently being rolled out, with a number of sessions of each training course planned during Q3/Q4. |

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 | Completed | September 2019 | King's Court is at capacity, and Valentine Road has been marketed for new tenants most of 2019 to date with no success. The same applies to The Priory Centre – long term marketing and no interest. |
|  | Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme | Ongoing | December 2019 | During November, consultation will be taking place with Hunstanton Town Council, the Coastal Community Team, Chamber of Trade and the Civic Society on the OPE sites of Hunstanton bus station / library and a site for a possible hotel. The Hunstanton Southern Seafront Masterplan will be covered at the same sessions. |
|  | Implement the actions identified in the land review of sites owned by the Borough Council | Ongoing | December 2019 | Preliminary engagement is taking place with Burnham Market Parish Council to agree public consultation in an open Parish Council meeting, to undertake pre-planning consultation exercise on a site in the village. An agreed site in Hunstanton, is progressing; the site is being taken forward as part of the council's Major Housing Contract with Lovell Homes and a planning application is due to be submitted late 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. |

Priority 1 other actions

| Status | Key Action | Progress | Review Date | Comment |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Monitor the Efficiency Plan, report progress achieved by developing/ reviewing major projects and identify further opportunities for securing savings. | On track for end of year | December 2019 | Progress is being monitored and to date savings of £280k have been achieved in 2019/20 and a further £26k of savings are anticipated for the year. This totals £306k for the year, which equates to achieving 91% of the target of £337k. The make-up of the savings is different to what was originally anticipated, these include:- <ul style="list-style-type: none"> some savings coming from new schemes, offset by savings slipping into the following years where scheme implementation has been delayed |

| | | | | |
|--|--|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | <ul style="list-style-type: none"> • savings not being as high as originally projected • some proposals once they have been looked at in detail have not been possible to implement as originally proposed. |
|--|--|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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 | December 2019 | Still awaiting the outcome of the reserved matters planning application. This has been amended to accommodate one of the interested parties. Heads of Terms are in advanced discussion in connection with this. |
|  | Enterprise Zone infrastructure delivery – re-routing of the main gas pipeline, access roads, utilities and superfast internet | Progressing | December 2019 | Following the reserved matters planning determination, tenders for the infrastructure (roads and services) will be issued. Works on the remaining infrastructure are planned to start early in the new year. Enabling works will take place before then, including earthworks and surcharging. |
| 81  | Enterprise Zone – delivery of first phase spec units | Ongoing | December 2019 | A framework of four contractors to develop premises is in place. The preferred main contractor has been identified and permission to let the contract has been confirmed by Cabinet. Pre-construction meetings are planned for the next quarter. A repayable grant on good terms has been agreed with New Anglia LEP to help finance the development. |
|  | Progress the future High Streets fund bid | On track | December 2019 | The draft submission to MHCLG Future High Streets Fund (FHSF) Team is due by 15 January 2020 with the final submission by 30 April 2020. All inception meetings and calls have been completed with the FHSF Team and information on the business development case plan submitted. A short list of candidate projects has been prepared based on deliverability over the period April 2020 to March 2024. Individual project meetings with partners are ongoing. |
|  | Implement the King's Lynn town centre study | Completed | September 2019 | The town centre study has concluded and has led to the ability to make bids for funding to help revive the town centre; these include High Street Heritage Action Zone, Future High Street Fund and the Towns Fund. Individual action entries will be set up as we are notified of a new funding stream; this entry has therefore been completed. |
|  | Deliver the High Street Heritage Action Zone programme | New | December 2019 | During Q2, the council have been advised that it has been successful in obtaining High Street Heritage Action Zone (HAZ) funding, subject to completion of a full programme design. High Street HAZ aims to find new ways to champion and revive historic high streets. Some of the outline proposals within the King's Lynn bid include: |

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| | | | | <ul style="list-style-type: none"> • heritage led shop front improvements • over-shop living conversions • providing visitor and tourism opportunities • developing alternative uses for vacant units, such as leisure and culture • bringing vacant buildings back into use <p>A full programme design will be put together by a local partnership board along with Historic England and the final funding should be confirmed in early 2020.</p> |
|  | Develop proposals for KLIC2 – move-on space | Action has been cancelled | December 2019 | As King's Lynn has been shortlisted for TOWN funding, new proposals are being developed that will be in line with the objectives of the KLIC2 plan. This key action will be cancelled and replaced in Q3 with a new key action. |

5. We will: Meet our housing growth targets

Cabinet Members: Cllr A Lawrence and Cllr P Gidney

| Status | Key Action | Progress | Review Date | Comment |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Progress the implementation of the Borough Council's approved Major Housing Scheme to approved schedule | Progressing well | December 2019 | Construction continues on Marsh Lane and Lynnsport 4/5 with 125 units sold to date, with a further 21 exchanged or reserved. Pre-commencement planning conditions clearance continues for Lynnsport 1. Lynnsport 3 is now a live site with the first houses now being built and infrastructure works complete. |
|  | Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme | Progressing well | December 2019 | Final site works on the NORA phase 3 site are almost complete. 32 units have been sold, with a further 2 exchanged or reserved, leaving just 7 properties to sell on this site. |
|  | Phase 4 of NORA – modular construction | Ongoing | December 2019 | L&GMH decided not to proceed with the contract to build the units on this site. This has meant that the entire site has gone back to the architects to be re-designed as a traditionally built site. The re-design will allow for more properties to be built but will require a new planning permission which we are anticipating will be submitted in early 2020. |
|  | Acquire strategically located sites to enable additional phases to proceed | Completed | September 2019 | All NORA land acquisitions are complete. |
|  | Accelerated construction programme | Ongoing | December 2019 | Contracts for all schemes apart from Boal Quay are anticipated to be signed by Jan 2020. Boal Quay has been formally withdrawn from the Accelerated Construction Programme (ACP) due to unachievable timescales. This decision does not affect the other ACP schemes and there are no financial implications. |
|  | To increase housing supply and provide investment opportunities, develop and establish a wholly owned Local Authority Company to develop and acquire new affordable housing units | On track | December 2019 | The company has acquired 12 new affordable 1, 2 and 3 bedroom homes. These have been leased to Broadland Housing Association who will have management responsibility. Of the three shared ownership properties two are sold subject to contract and one is subject to an application in progress. |

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|  | Progress next phase of the Nelson Quay scheme development and testing in preparation for planning and funding applications | Action has been cancelled | December 2019 | Alternate proposals are now being developed for the Nelson Quay site. This key action will therefore be cancelled and replaced with a new key action in due course. |
|  | Deliver the Heritage Action Zone (HAZ) Unlocking Brownfields Feasibility Study | Completed | September 2019 | The Unlocking Brownfields Feasibility Study has been completed. There has subsequently been a great deal of positivity and support from the informal working group and Regeneration and Development Panel both have confirmed their willingness for the progression of sites. Individual sites, as they are taken forward will be added as separate entries on this report. Chapel Street and South Gate entries are already shown below. |
|  | Develop proposals for Chapel Street car park | To schedule | December 2019 | An architectural firm has now been formally appointed to develop a design and submit a planning application (end of RIBA stage 3). The design will be drafted and then taken to Members for input prior to submission for planning, which is likely to be late Spring 2020. |
|  | Develop proposals for the area around the South Gate – a key approach in to King's Lynn | Schedule being developed | December 2019 | A feasibility study is required for this large and complex site, we are in receipt of this scope. The variables of this site require a more complex approach and scoping/design work/financial analysis is underway. Consultants are looking at preliminary re-designs to provide an improved traffic flow around the South Gate roundabout. |

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 |
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|  | Ensure the Council responds effectively to new requirements in relation to apprenticeships | Ongoing | December 2019 | New apprentices have commenced in Revenues and Benefits, Environmental Health and Planning. The new level 3 management programme being delivered as an apprenticeship with the College of West Anglia, is progressing well. A range of other apprenticeships for existing employees are being supported. |
|  | Co-ordinate and provide support to the west Norfolk Partnership's Strategy Group to bring together the main public sector service providers and the umbrella organisation for the voluntary sector to improve quality of life in west Norfolk | Ongoing | December 2019 | The Strategy Group, which includes chief executives from key services, met in September and received a range of presentations/updates in relation to key areas of interest to partners – in particular receiving updates on progress with the west Norfolk Help Hub and the merger of CCG's in Norfolk. |

| Priority 2 other actions | | | | |
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|  | 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 | December 2019 | The project is being delivered by a housing association partner on a council controlled site. The new temporary housing site to accommodate modular style houses will be coming forward for planning imminently. This modular project is not related to the Major Housing Project. |
|  | Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015 | On track | December 2019 | The site in Stoke Ferry will be discussed imminently, policy review with Neighbourhood Plan group and proposed development plan policy review as detailed in the strategy are on track. An assessment of the alternative models of "custom build enabling" is focused on selecting a partner to work with to deliver the site. This is really important in shaping the project. An options paper will go to the Custom and Self Build Task Group. In December 2019, At the national Build It Awards, the Borough Council of King's Lynn & West Norfolk won the Best Council for Self or Custom Build Award. |

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

| 7. We will: Improve recycling levels Cabinet Member: Cllr I Devereux | | | | |
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| 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 | December 2019 | <p>An online Q&A was held as part of the activities associated with Recycle week in September. In total there were 20 tweets in the hour and the total impressions for these tweets were 10,154 devices which on average, each message was seen by 507 people/devices. 130 people engaged with the content (for example clicked on it, retweet, replies and follows). Environment Portfolio Holder, Cllr Devereux signed the Courtauld Agreement at the King's Lynn Foodbank. The signatories of the Courtauld agreement are asked for a commitment to the following:</p> <ul style="list-style-type: none"> • Work with others to identify and develop good practices in engaging with others. • Engage with residents and colleagues to enable changes in consumption habits - for example deliver 'Love Food Hate Waste' messages. • Report annually to WRAP on what has been done to engage with residents. <p>The new waste contract will include marketing plans to enhance recycling for public and commercial sectors.</p> |

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|  | Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme | Ongoing | December 2019 | Awaiting outcomes of Norfolk Waste Partnership (NWP) priority work from pilots being run in other parts of Norfolk and working on preparing a tool kit for use on communal bins with NWP colleagues. In Q2, bins were purchased which say "No bagged materials" on the lid of the recycling bin and these will be distributed during Q3. |
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8. We will: Ensure that our local streets and public open areas are clean

Cabinet Member: Cllr I Devereux and Cllr E Nockolds

| Status | Key Action | Progress | Review Date | Comment |
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|  | Streetscenes: Maintain sustainable levels of service delivery that meets the needs of the community | Ongoing | December 2019 | The public toilets at Heacham North Beach and Heacham South have been re-roofed, re-painted and re-opened. The dog waste collection service continues to grow each month as requests for new bins are added to the schedule. The Refill scheme is complete with the installation of three water machines at the Walks Management Building, Central Promenade Toilets Hunstanton and at the bus station in Kings Lynn. |
|  | Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community | Ongoing | December 2019 | A review of the grass cutting and general grounds maintenance regimes have been undertaken with the amendment and inclusion of 106 areas and housing development plans. NVQ2 and NVQ3 apprentice schemes is ongoing within POS service areas. |
|  | Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community | Ongoing | December 2019 | West Norfolk won gold for each of its market towns, including best overall winner of the Anglia in Bloom trophy for Hunstanton. The results of Britain in bloom are due in October. Ongoing progress within community working inc. partnership / inclusion and involvement throughout the borough via Green Flag, In Bloom, HLF funded projects, residential associations and BID. Green Flag has been awarded for The Walks, Tower Gardens, Esplanade, Boston square and crematorium. Tower Gardens and Willows are now formally registered as Fields in Trust sites. |

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

Cabinet Member: Cllr I Devereux

| Status | Key Action | Progress | Review Date | Comment |
|----------------|------------|----------|-------------|---------|
| No key actions | | | | |

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

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|  | Assist, facilitate and promote events in other parts of the Borough | Ongoing | December 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 |
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|  | Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate. | Good | December 2019 | Following training, proposals are being brought forward for increased emphasis on viable properties. The two Section 215 notices covered in the previous report, have been complied with and properties are in better condition. The list remains fluid and as sites are progressed by the cross department officer team, whether from action we are taking or from external activity, the list is updated. |
|  | Implement key phases of the Hunstanton Regeneration Programme | Progressing | December 2019 | The summer events that took place as part of the Hunstanton Heritage Gardens project were well attended and well received. The final claim for the project is being prepared. The Hunstanton Heritage Gardens Activity Co-ordinator post will therefore cease at the end of November 2019. The Southern Seafront Masterplan project options appraisal will be consulted on during Q3. Consultation will take place with key stakeholders and the general public. The wayfinding and signage project for the seafront, funded by the 'Coastal Revival Fund' is now planned to commence in late Spring 2020. This is a community led project, supported by Hunstanton Coastal Community Team. |
|  | Develop proposals for refurbishment of the St George's Guildhall complex | Ongoing | December 2019 | As part of the ongoing review and options appraisal for the Guildhall site, and as a result of the visioning exercise that took place, an expression of interest is being consulted upon, with a view to submission to the National Heritage Lottery Fund later this year. |
|  | Progress the Sommerfeld & Thomas warehouse and former grain silos sites | Progressing | December 2019 | Tender responses mentioned in Q1 have been received. Further investigations are now taking place into the most cost and time effective way to take the project forward. Options include making a planning and listed building consent to demolish the recent additions (but this will have party wall implications) or simply remove pigeon guano, which would enable surveys to take place. |

12. We will: Support leisure and tourism within the borough

Cabinet Member: Cllr E Nockolds

| Status | Key Action | Progress | Review Date | Comment |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------|------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Deliver the action plan of the 2016-20 west Norfolk Destination | Progressing well | December 2019 | The Tourism department once again supported the 'King's Lynn Heritage Open Day' event held in September by producing and funding both the production of the Heritage Open Day booklet (11,000 copies printed of the A5-sized 24-page |

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| | Management Plan | | | colour brochure) and the local distribution of the booklet. The event was noted by many to be a great success, with over 1,000 people attending venue openings and events all around the town and a reported 800+ visitors to Lynn Museum on the day too. Work is underway on the annual longstanding glossy brochure 'West Norfolk Holiday Guide 2020'. Production work on this involves liaison with both existing advertisers and potential new advertisers from the local tourism industry. The brochure will be distributed throughout the country's TIC network and has newly-commissioned photography included. Work also started on the popular annual fold-out pamphlet "Where to Go in West Norfolk". This 100,000 copy print-run will be ready for distribution in early 2020. |
|  | Deliver the west Norfolk Tourism Explorer Trails project | On track | December 2019 | A significant content update to our new Explore West Norfolk website and apps was completed towards the end of July 2019. This update included partnership working with Norfolk Trails team, and the full series of sixteen trails from Norfolk County Council's "West Norfolk Coastal Treasures" publication is now fully-featured on the Walk West Norfolk app and related Explore West Norfolk website section. This major content update was accompanied by social media promotion via content uploaded on our Visit West Norfolk Twitter channel in August 2019. |
| 87  | Deliver the Sail the Wash project with partners | Progressing | December 2019 | This project continues to be progressed, in partnership with Fenland District Council. The project will deliver additional moorings, extended pontoons and buoyage within The Wash. Work includes hydrographic surveys, website, marketing and operational procedures. |
|  | Develop proposals for a 2 screen cinema at the Corn Exchange | Progressing | December 2019 | The main contractor has been appointed and initial scaffolding is due to be erected during November. The main internal work is due to start early in 2020. |

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

| 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 | Ongoing | December 2019 | The Better Broadband for Norfolk Programme is aiming to maximise the availability of Superfast Broadband (at least 30Mbps) across the county by the end of March 2021. At the end of September total coverage was 95%. The second contract has implemented 108 new fibre cabinets and 56 Fibre to the |

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| | Norfolk area once the current 'roll-out' is complete | | | Premises (FTTP) solutions across the borough which have provided access to fast broadband for over 9,800 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. 10 additional cabinets and 12 FTTP solutions have commenced implementation in the borough and 37 surveys have been completed. The Borough Council has contributed financially to the Better Broadband for Norfolk rollout programme. |
|  | 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 Gt Yarmouth on 27 September 2019. As part of its Regional Delivery Partnerships framework, Highways England has signed a contract with Galliford Try to deliver the A47 corridor improvement programme around Norwich and Peterborough. In Cambridgeshire, approximately 1.5 miles of the A47 between Wansford and Sutton will be upgraded to dual carriageway and there will be an improvement of the roundabout at the A47/ A141 junction in Guyhirn. In Norfolk, 1.5 miles of the A47 between Blofield and North Burlingham and around 5.5 miles of the A47 between North Tuddenham to Easton will be dualled, while the A47/A11 Thickthorn junction will also be upgraded. All works are due to be completed in 2024. Improvements in West Norfolk await the announcement of Road Investment Strategy 2 (RIS2) which is likely by the end of the year. The Project Board set up to take forward the Wisbech Access Strategy including improvements to the A47 Broad End Rd, Walsoken Junction continues to meet. |
|  | 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 Ely Area Road and Rail Study will be taken forward as an integrated package towards the Strategic Outline Business Case stage with a target date of November 2019. |
|  | Work with stakeholders in Snettisham, Heacham and Hunstanton areas which are affected by coastal flooding issues to develop options for flood prevention works | Ongoing | March 2020 | A Stakeholder Forum was held on 2 October 2019. The funding group will meet on 31 October 2019 and a newsletter has been produced to distribute across the affected area. |
|  | West Winch – part 2 West Winch Relief Road Scoping and design | Ongoing | December 2019 | Design work on the West Winch Housing Access Road is progressing in parallel with wider work on the remainder of the growth area to ensure the housing is delivered holistically. A number of issues have arisen that have delayed the likely submission date for the planning application for the road. These include an additional joint study with Highways England to identify a solution for the road that also helps to improve the Hardwick junction and needing to gain access to land to carry out ground investigation. Assuming |

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| | | | | scoping work on environmental issues and work on a masterplan for the wider site is completed as soon as possible, we are expecting to submit the planning application for the road in summer 2020. Regular monthly project meetings are continuing between the council, NCC, consultants and Highways England. Dialogue with the Parish Councils and Neighbourhood Plan Group continues and we expect to have a wider community consultation in spring 2020. |
|  | West Winch – part 3 Relief Road Infrastructure Funding | Ongoing | December 2019 | Recently, Norfolk County Council (NCC) were offered the opportunity to apply for a new government fund supporting road infrastructure; and indicated that they considered putting forward the West Winch Housing Access road as part of their bid. The council supported this proposal. The Housing Access Road has now gained concept support by the regional transport body as part of four schemes from this region. The bid was submitted by NCC on 31st July 2019 and is currently waiting to see if it reaches the next stage in the process. |
|  | King's Lynn Area Transport Study | To schedule | December 2019 | The King's Lynn Transport Study (KLTS) is going through the final stakeholder feedback stages prior to publication. It is intended to take the study to the Regeneration and Development Panel in December 2019 and Cabinet in January 2020. |

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 | December 2019 | Meetings of the attainment steering group and primary heads have been held in Q2, with discussions on plans for projects for the remainder of the 2019/20 academic year being discussed. Plans are well underway for the 2020 West Norfolk University Challenge Conference, which will take place at the College of West Anglia in January 2020 and for a repeat of the Midsummer Nights Dream transition project for primary schools in July 2020. |

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

Cabinet Member: Cllr E Nockolds

No key actions

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 |
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|  | 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 | December 2019 | The council has organised an event to be held at the Town Hall in October to increase the understanding of the West Norfolk Help Hub and how it can benefit professionals and their customers. The hub helps to address the customer's needs, before their difficulties become unmanageable. The hub has 27 partners which include Norfolk County Council, Leeway, Money Advice Hub, Norfolk Fire and Rescue, Action for Children, MAP, West Norfolk CCG and Freebridge Community Housing. |
|  | 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 | December 2019 | Demand on the DFG service remains high, enquiries are between 95-100 per month and the IHAT is still scheduling visits within 4-7 weeks of the enquiry. District Direct West – Funding has been approved by the CCG and NCC for the remainder of the year and a report is being taken forward for two further year's funding. The service has received approximately 170 referrals since the launch into both the Adaptation team and Homelessness team. Work will commence with mental health teams and expanding the knowledge about the services. |
|  | Homelessness and Housing Delivery Task Group | Ongoing | December 2019 | Feedback from the homelessness and rough sleeping strategy has been discussed with the group. A stakeholder event is planned for late November/early December 2019. |

Priority 6 other actions

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|  | 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. | Ongoing | December 2019 | Findings of the Norfolk wide extra care housing needs assessment has been released, a draft report for consultation purposes is anticipated imminently. |
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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 |
|------------------------|------------------------------------------------------------------|--------------------------------|-----------------------|----------------------------------------|----------------------------------|----------------------------------|
| 7 January 2020 | | | | | | |
| | Corporate Business Plan | Key | Council | Leader Chief Executive | | Public |
| | Council Tax Support Scheme 2020/2021 – Final Scheme for Approval | Key | Council | Housing S151 Officer | | Public |
| | Homelessness and Rough Sleeper Strategy Consultation | Non | Council | Housing Chief Executive | | Public |
| 9 | National Planning Policy Framework – Vacant Building Credit | Non | Cabinet | Development Exec Dir G Hall | | Public |
| 1 | Review of Contract Standing Orders | Non | Council | S151 Officer Leader | | Public |

| Date of meeting | Report title | Key or Non Key Decision | Decision Maker | Cabinet Member and Lead Officer | List of Background Papers | Public or Private Meeting |
|------------------------|-----------------------------------|--------------------------------|-----------------------|----------------------------------------|----------------------------------|----------------------------------|
| 4 February 2020 | | | | | | |
| | Notice of Motion – Climate Change | Non | Council | Environment Exec Dir G Hall | | Public |
| | Budget | Key | Council | S151 Officer Leader | | Public |
| | Capital Programme | Key | Council | S151 Officer Leader | | Public |
| | King’s Lynn Area Transport Study | Non | Cabinet | Development Exec Dir – G Hall | | Public |

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| | Major Housing Project 2 | Key | Council | 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) |
| | Update to the Major Project Board Terms of reference | Non | Cabinet | Leader Asst Dir – M Henry | | Public |
| | Notices of Motion – Hardings Way | Non | Council | Development Asst Dir – M Henry | | Public |
| | Review of Standing Orders | Non | Council | Leader Chief Executive | | Public |
| | Scrutiny and the Executive Protocol | Non | Council | Leader Chief Executive | | Public |
| | Nora 4 | Key | Cabinet | Project Delivery Exec Dir – C Bamfield | | |
| 92 | 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) |
| | Development Options - Hunstanton | Key | Council | 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) |

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| | Hunstanton Coastal Management Plan | Key | Cabinet | Environment Exec Dir – G Hall | | Public |
| | Treasury Management Strategy for 2020/21 and Prudential Indicators for 2019/20 to 2022/23 | Key | Council | Leader S151 officer | | Public |
| | Future High Streets – Stage 2 bid for funding | Key | Cabinet | Business Development Exec Dir – C Bamfield | | Public |
| | Towns Fund – Town Deal Board | Non | Cabinet | Business Development Exec Dir – C Bamfield | | Public |

| Date of meeting | Report title | Key or Non Key Decision | Decision Maker | Cabinet Member and Lead Officer | List of Background Papers | Public or Private Meeting |
|------------------------|-------------------------------------------------------|--------------------------------|-----------------------|-------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| 17 March 2020 | | | | | | |
| | Capital Strategy | Key | Council | Leader Deputy Chief Executive | | Public |
| | Major Housing Phase 3 – Enabling Work for Lynnsport 1 | Key | Council | 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) |
| | Salters Road, King's Lynn | Key | Cabinet | Project Delivery Exec Dir – C Bamfield | | Private - Contains exempt Information under para 3 – information relating to the business affairs of |

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| | | | | | | any person (including the authority) |
| | CIL Governance | Key | Council | Development Exec Dir – G Hall | | Public |

| Date of meeting | Report title | Key or Non Key Decision | Decision Maker | Cabinet Member and Lead Officer | List of Background Papers | Public or Private Meeting |
|------------------------|-------------------------------------------|--------------------------------|-----------------------|-------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| April 2020 | | | | | | |
| | Parkway – Accelerated Construction Scheme | Key | Council | 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) |
| 94 | Southend Road and Hunstanton Bus Station | Key | Council | 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) |

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 DEFERRED TO 9 SEPTEMBER 2019 | 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. |

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| DATE OF MEETING | TITLE | TYPE OF REPORT | LEAD OFFICER | OBJECTIVES AND DESIRED OUTCOMES |
|------------------|--------------------------------------------------------------------------------------|----------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 22 July 2019 | Q4 2018/2019 Corporate Business Plan Monitoring Report | Monitoring | B Box | The Panel are invited to review the Q4 2018/2019 Corporate Business Plan 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 | Exempt Report Hunstanton Sailing Club DEFERRED FROM 22 JULY 2019 | 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. |
| 9 September 2019 | Corporate Business Plan 2020-2024 | Monitoring | G Greaves | The Panel is invited to consider the draft priorities and objectives in Appendix A. |
| 9 September 2019 | Equalities Update | Update | B Box | To Panel to receive an annual update. |
| 21 October 2019 | New Corporate Complaints Policy | Policy | H Howell | The Panel is invited to consider the draft policy. |
| 21 October 2019 | Managing Unreasonable Complainant Behaviour | Policy | H Howell | The Panel is invited to consider the draft policy. |

| DATE OF MEETING | TITLE | TYPE OF REPORT | LEAD OFFICER | OBJECTIVES AND DESIRED OUTCOMES |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 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 | Chief Executive | Report to be published on the Borough Council's Website/Insite |
| 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. |
| 21 October 2019 | Annual Sickness Monitoring Report | Annual | B Box | For Information only. |
| 21 October 2019 | Employment Monitoring Figures – Annual Report | Annual | B Box | For Information only. |
| | | | | |
| 26 November 2019 | Annual Communications Update | Annual Update | S Clifton H Howell A Howell | To provide the Panel with an annual update. |
| 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 for 2020/2021. |
| 26 November 2019 | Corporate Business Plan 2020-2024 – Consultation on revised plan | | G Greaves | The Panel is invited to consider the revised plan. |

| DATE OF MEETING | TITLE | TYPE OF REPORT | LEAD OFFICER | OBJECTIVES AND DESIRED OUTCOMES |
|------------------------|---------------------------------------------------------------|-----------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 13 January 2020 | Major Housing Update | Update | D Gagen | |
| 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. |
| 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. |
| | | | | |
| 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. |
| 25 February 2020 | Update on the Refit Project | Update | N Gromett | To receive an update on the Refit Project. |
| 25 February 2020 | Post Evaluation of H & M | Post Evaluation | M Henry | |
| | | | | |
| 7 April 2020 | Update on the Procurement Strategy | Update | T Hague | To provide an update on the Procurement Strategy |
| 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. |
| 7 April 2020 | Review of Standing Orders and Scrutiny and Executive Protocol | Review | L Gore | |

Forthcoming items to be programmed

- Town Hall Bar Proposal – C Bamfield
- Annual Update Hunstanton Sailing Club (October 2020 – decision to be taken if update if presented by Hunstanton Sailing Club or the Borough Council's representative)
- Persistent and Vexatious Customers
- Review of Election Process – date to be confirmed
- Recording of Meetings (referred from Full Council 28 November 2019)
- Freedom of the Borough (referred from Full Council 28 November 2019)
- Review of the Planning Sifting Panel (May 2020)

Post Evaluation Review of Projects

- Cinema, Corn Exchange