

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



Corporate Performance Panel

Agenda

Wednesday, 5th April, 2023
at 4.30 pm

in the

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

Available to view on:

<https://www.youtube.com/user/WestNorfolkBC>



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

28 March 2023

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 5th April, 2023 at 4.30 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 - 13)

To approve the minutes from the Corporate Performance Panel held on

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. **Cabinet Report: Local Government Association - Corporate Peer Challenge** (Pages 14 - 24)

9. **Cabinet Report: Members' ICT** (Pages 25 - 44)

10. **Cabinet Report: Towns Fund Local Assurance Framework** (Pages 45 - 66)

11. **Parkway - What has changed on the project from Inception to it being approved by Council** (Pages 67 - 77)

12. **Summary of the Performance of Council Owned Companies/Businesses** (Pages 78 - 85)

13. **Notice of Motion from Council 13 July 2022: Menopause Workplace Pledge** (Pages 86 - 96)

iv) Councillor S Squire proposed the following Notice of Motion (7/22), seconded by Councillor Rust.

“Menopause Workplace Pledge”

It is estimated there are some 13 million women in the UK that are currently peri or menopausal. Menopausal women are the fastest growing demographic in the workforce and almost 8 out of 10 menopausal women are in work. This council is aware that over 50% of our workforce and 25% of our councillors are women. It recognises that peri-menopause and menopause and the wide ranging symptoms involved can be a difficult time for women, can lead to a loss of confidence which may then lead to women leaving the workforce. This council would like to demonstrate they are fully supportive of both staff and councillors experiencing menopause and wish to be a Menopause Friendly Employer. Therefore, we agree to sign the Menopause Workplace Pledge, nominate a dedicated Menopause Champion amongst the staff and to arrange regular support and advice sessions that can be accessed by both staff and

councillors. Councillors Squire and Rust spoke in support of the Motion. Under standing order 14.6 Councillor Dark proposed that the Motion be referred to the Corporate Performance Panel for consideration. Council debated referring the matter to the Panel. On being put to the vote the proposal was agreed.

RESOLVED: That the Motion be referred to the Corporate Performance Panel for consideration.

Supporting Papers attached

- Employer Welfare and Wellbeing
- Health and Wellbeing Support for Councillors

14. **Presentation on Rent Arrears - General - Part 1 - TO FOLLOW AND PUBLISHED AS A SUPPLEMENT**

15. **Portfolio Holders Question and Answer Session**

Panel Members are invited to submit questions in advance of the meeting.

16. **Cabinet Forward Decisions List** (Pages 97 - 100)

17. **Shareholder Committee Forward Plan** (Pages 101 - 103)

18. **Panel Work Programme 2023/2024** (Pages 104 - 109)

To note the Panel Work Programme.

19. **Date of Next Meeting**

To note that the date of the next meeting of the Corporate Performance Panel will take place on 14 June 2023 at 4.30 pm in the Council Chamber, Town Hall, King's Lynn.

20. **Exclusion of Press and Public**

The Panel to consider passing the following resolution:

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

21. **EXEMPT: King's Lynn Innovation Centre (KLIC) - Revenues and Outcomes** (Pages 110 - 113)

22. **EXEMPT - Presentation on Rent Arrears - Part 2 - TO FOLLOW AND PUBLISHED AS A SUPPLEMENT**

To:

Corporate Performance Panel: Councillor B Ayres, C Hudson, J Kirk, J Lowe, C Manning, J Moriarty (Chair), C Morley, S Nash, C Rose, Mrs V Spikings and D Tyler

Portfolio Holders:

Councillor R Blunt, Development and Regeneration

Councillor S Dark, Leader

Councillor Mrs A Dickinson, Finance

Councillor H Humphrey, Corporate Services

Councillor A Lawrence, Property

Councillor G Middleton, Deputy Leader

Officers:

James Arrandale, Principal Lawyer

Alexa Baker, Monitoring Officer

Becky Box, Assistant Director, Central Services

Lorraine Gore, Chief Executive

Honor Howell, Assistant to the Chief Executive

David Ousby, Assistant Director, Project Delivery (Commercial and Housing)

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

Minutes from the Meeting of the Corporate Performance Panel held on Monday, 27th February, 2023 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: J Moriarty (Chair)
Councillors B Ayres, C Hudson, B Long, J Lowe, C Manning, C Morley, S Nash,
C Rose and D Tyler

Portfolio Holders

Officers:

Becky Box, Assistant Director, Central Services
Lorraine Gore, Chief Executive
Honor Howell, Assistant to the Chief Executive

CP99 **APOLOGIES**

Apologies were received from Councillor Mrs Spikings and Alexa Baker, Monitoring Officer.

CP100 **MINUTES**

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The minutes of the meeting of the Corporate Performance Panel held on 4 January 2023 were agreed as a correct record and signed by the Chair.

CP101 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP102 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP103 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillors M de Whalley and P Beal were present under Standing Order 34.

CP104 **CHAIR'S CORRESPONDENCE**

There was no Chair's correspondence.

CP105 **CALL-IN**

There were no call-ins.

CP106 **Q3 2022/23 CORPORATE PERFORMANCE MONITORING REPORT**

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In presenting the report, the Assistant to the Chief Executive explained that the corporate performance monitoring report was in place to monitor progress against agreed performance indicators for the year 2022/23. It was noted that the report contained information on the corporate performance monitoring undertaken for Q3 2022/23.

The Panel was informed that the Q3 2022/23 monitoring report showed that 36 targets had been met, 11 indicators were near to target and 7 indicators required improvement.

The Assistant to the Chief Executive advised that following the publication of the Agenda, the correction to the following information:

- Page 32, 5.6: King's Lynn long stay, car parking tickets purchased – November 2022 should read 12,866.

The Assistant to the Chief Executive advised that the monitoring report now featured a summary to highlight specific performance issues where indicators had not met or were near to the agreed targets. Trend detail and officer comments were included to provide an overview of the indicators listed in the summary.

The Assistant to the Chief Executive explained that the Assistant Director for Careline and Care and Repair was present to answer any questions in relation and adapt grants completed, emergency repair grants and what the team would be working on and why the indicators were showing red at the current time.

In response to questions from Councillor Long on indicator 1.3 % of calls answered within 90 seconds, the Assistant to the Chief Executive explained that the clock started ticking once the customer had joined the queue not when selecting the appropriate option. It was deemed 90 seconds to be a fair target and during Q3 the response time had been 69 secs. It was explained that during Q3 the Customer Information Centre had seen the volume of calls and resources return to normal, this had resulted in monthly targets being met with an 8% improvement from Q2.

Councillor Kunes commented that he had previously been involved with the sale of telephone equipment for call centres and that 90 seconds was the standard time to respond to calls but explained that the target time could be adjusted.

Councillor de Whalley stated that after looking at the information it seemed to be an achievable target to work to.

The Assistant to the Chief added that it was an important target because many customers telephoned on mobile phones who were charged whilst waiting for a response so it should be a priority to answer calls as quickly as possible.

In response to questions from the Chair, Councillor Moriarty in relation to adapt grants completed, emergency repair grants, the Assistant Director explained the target was the number of grants delivered within timescale and provided an overview on the Disabled Facilities Grant, Adapt and emergency repairs grants. It was highlighted that there had been significant delay during the Pandemic and the team were now working through the backlog. In conclusion, the Assistant Director explained that it was necessary to review how the information was presented to the Panel in the future to provide a better overview on how the service was performing.

The Chair welcomed Oliver Judges, new Executive Director – Place to the meeting.

Councillor Morley asked for clarification on the figures for the following indicators and how they linked together:

- 2.10: Number of homes delivered.
- 2.11: Number of new homes built (BCKLWN).
- 2.12: Number of new homes sold (BCKLWN).

In response, the Assistant to the Chief Executive explained that she would need to speak to the relevant Assistant Director as to why there was disparity between homes built and homes sold and respond to Councillor Morley.

The Chief Executive added that the number of homes delivered included those delivered across the Borough not just the units developed by the Borough Council.

Following further questions from Councillor Morley on indicator 2.14: Number of new Affordable Homes (West Norfolk Housing Company Ltd) and questioned if text be inserted to indicate how many were affordable homes were built in a year and that there appeared to be a gap. In response, the Chief Executive advised that officers could look at the points raised by Councillor Morley regarding West Norfolk

Housing Company and affordable units to ascertain if the requested information could be included in future reports.

In response to questions from Councillor Long on the number of private rented properties with West Norfolk Property and the number of affordable properties with West Norfolk Housing Company, the numbers were fine but it was the knowledge that they were being rented or vacant possession or taken possession of, etc, the Assistant to the Chief Executive explained that the properties were being lived in but officers would look to add more details to the indicators when the annual report was presented to the Panel.

The Chair, Councillor Moriarty invited the Panel to submit questions on specific areas in advance when the report was presented to future meetings to ensure that responses could be available.

The Chair thanked the Assistant to the Chief Executive for the report and the Assistant Director for responding to questions raised.

RESOLVED: The Panel reviewed the performance monitoring report.

CP107 **CABINET REPORT: LOCAL GOVERNMENT ASSOCIATION (LGA) - CORPORATE PEER CHALLENGE**

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The Chair, Councillor Moriarty advised that the item would be deferred as the appendix to the report had not been included in the agenda and had only been published on Mod Gov earlier in the day, it was not fair to ask the Panel to consider the item.

RESOLVED: The report to be deferred to 5 April 2023.

CP108 **HUNSTANTON PROMENADE WASTE WATER - UPDATE**

[Click here to view a recording of this item on You Tube](#)

The Assistant Director, Property and Projects introduced Tracy Brooker, Property Services Manager to the Panel who would be presented future reports.

The Assistant Director presented the report published as a supplement to the agenda and explained that the kiosk tenants had been canvassed regarding the disposal of waste and responses had been attached to the report as an appendix. The Panel was advised that all tenants had claimed that they disposed of waste in an appropriate manner and that only one complaint had been received by Property Services in relation to waste water. The responsibilities of tenants had

been included in the Lease and the Borough Council would monitor the situation when resource was available. In conclusion, the Assistant Director explained that there was a legal remedy if there was a breach of the terms of the Lease.

The Property Services Manager explained that there were provisions within the Leases for disposal of waste water appropriately and that the Council had a meeting scheduled with Anglian Water Authority week commencing 6 March 2023. The Panel was advised that tenants were reminded on an annual basis at the beginning and end of the season of their responsibilities for appropriate disposal of waste material.

In response to a comment from the Chair, Councillor Moriarty on the appendix, the column Waste Water, Kiosk 13, transferred to where, the Assistant Director explained that it was an extract from an excel spreadsheet and undertook to circulate the information to the Panel.

Councillor Long provided clarification that where waste oil, water and trade waste was being removed from kiosks were presumably all items classified as waste were controlled by the appropriate Act and there would be waste transfer note for each consignment for any commercial waste operator collecting waste. In response, the Assistant Director advised that the companies collecting waste were all registered and recognised companies, but there was a concern that waste was being taken home and disposed of as residential waste. The Panel was informed that there was a relatively modest amount of waste generated from a kiosk.

Under Standing Order 34, Councillor Beal referred to paragraphs 2.1 and 2.2 and asked for clarification on the monitoring arrangements. In response, the Assistant Director explained that a letter was sent to tenants to reinforce their responsibilities for disposal of waste and that Borough Council officers from Property Services and Resort Services monitored the situation when resource was available but highlighted the difficulties in policing the disposal of waste material.

In response to a question from the Chair, Councillor Moriarty if the Council could assist with the kiosk tenants compliance with the terms of the lease, the Assistant Director advised that the majority of tenants had arrangements in place with recognised companies. If the Council provided assistance a service charge would be incurred and highlighted the fact that Property Services had only received one complaint on disposal of waste water.

Under Standing Order 34, Councillor Beal outlined his reasons why he did not agree with the explanation from the Assistant Director. Councillor Beal stated that a simple solution would be for every kiosk to be issued with a water bowser which was emptied on a weekly basis and a trade waste bin be placed outside each kiosk. In response, the Portfolio Holder for Environment explained that it would not be economically viable for the Council to provide a bowser for each kiosk.

Following the comments and questions from the Panel, the Chair asked for a further ten minute update to be provided to the next meeting.

RESOLVED: The Panel to receive a further update report to be presented to the Panel at the next meeting on 5 April 2023.

CP109 **PORTFOLIO QUESTIONS AND ANSWER SESSION**

There were no Portfolio Holder questions.

CP110 **CABINET FORWARD DECISIONS LIST**

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The Panel noted the Cabinet Forward Decisions List.

The Chair invited the Panel to forward any items for inclusion on the work programme.

CP111 **PANEL WORK PROGRAMME**

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The Panel noted the work programme.

The Chair invited the Panel to forward any items for inclusion on the work programme.

CP112 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on 5 April 2023 at 4.30 pm in the Council Chamber, Town Hall, King's Lynn.

CP113 **FULL REVIEW OF INVESTIGATING AND DISCIPLINARY COMMITTEE (IDC)**

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The Assistant Director, Central Services explained that the item had been requested by the Corporate Performance Panel (CPP), supported

by the Chair of the Panel. It was explained that the report responded to a brief as captured on the CPP work programme as follows:

“Full Review of the Investigating and Disciplinary Committee (IDC)” to include the appointment of Members, standing orders relating to the investigation of discipline of statutory officers and terms of reference for that Committee.”

The Panel was advised that a paper was attached to the covering report setting out the background to the creation of the IDC and the additional information requested by the Panel. The Assistant Director explained that also attached were the model procedure, the recommendations from the report to Council and the Terms of Reference for the IDC as set out in the Constitution.

Councillor Nash stated that the Council had the policy in place to deal with such things and his view thought it was worth bearing in mind and considering, as Councillors dealing with the quasi-judicial procedure who had responsibility to the public. to learn the procedure so when officers perverted the procedure on behalf of voters, Councillors spotted the perversion of the course of justice and acted upon it. Councillor Nash emphasised the inadequacy of Councillors on the Committee.

Councillor Hudson made comments regarding the delay in the procedure for investigations but the Chair, Councillor Moriarty reminded Councillor Hudson she was referring to the Standards Committee and not the IDC.

Councillor Nash declared an Interest in the IDC as he was involved in a complaint and added that one of the things the Council failed to pick up was that neither the person complained about or the complainant was interviewed. The IDC was delegated to appoint an external investigator at a cost of £700 per day plus VAT and in this particular case was 4 days and that only one meeting was convened. Councillor Nash agreed with the statement made by Councillor Hudson that the investigation procedure used by the Council was ignored by officers.

Councillor Hudson added that contrary to what council officers thought, Councillors had a lot of knowledge and added that there was no need to appoint anyone outside as Councillors who had knowledge of the Council, etc could be approached themselves to take this sort of task forward some knowledge of the Council, etc. Councillor Hudson commented that there were enough Council officers in house and there was no need go outside of the Council.

The Chair, Councillor Moriarty explained that the Council had a statutory obligation to have an IDC.

Councillor Long drew the Panel’s attention to the recommendation and highlighted that Members were not scrutinising the Standards

Committee regime. There was a statutory requirement for an IDC the report explained that the Council had an Appointments Board, which dealt with recruitment for senior officer posts such as the Chief Executive and Monitoring Officer and it was recommended that body in existence also performed this function. Councillor Long gave an overview on why investigations were required and explained the benefit of an external adviser.

The Assistant Director, Central Services advised that the committee had been formed and this report summarised the creation and implementation of the committee.

Councillor Nash stated that the independent investigator should be appointed by the IDC at the choice of the statutory officer complained of. Councillor Nash highlighted the responsibility of Councillors to oversee what the officers were doing.

The Assistant Director, Central Services explained that the IDC had been created by extending the terms of reference for the existing Appointments Panel and within the regulations that you are able to extend the remit of an existing Council body to take on the responsibility.

In response to a question from the Chair, Councillor Moriarty on this arrangement being normal practice in other Councils, the Assistant Director, Central Services explained that it was normal practice for local authorities to use an existing structure to take on this responsibility. It was possible there could be a standalone committee, but this was the choice of a local authority

Following a further question from the Chair, Councillor Moriarty on the delegated decision arrangement during the Pandemic, the Assistant Director, Central Services confirmed that there had been a report for Full Council with the recommendations as attached at Appendix B of the report.

The Chair thanked the Assistant Director for the interesting report.

RESOLVED: That the report was considered by Panel Members to familiarise themselves with the requirements for implementing an IDC within the Council and the steps undertaken to establish this Committee.

CP114 **PRESENTATION ON RENT ARREARS**

RESOLVED: The report to be deferred to 5 April 2023.

The meeting closed at 5.26 pm

REPORT TO CABINET

Open		Would any decisions proposed:			
Any especially affected Wards	Discretionary	(a) Be entirely within Cabinet's powers to decide NO			
		(b) Need to be recommendations to Council NO			
		(c) Is it a Key Decision NO			
Lead Member: Cllr S Dark E-mail: cllr.Stuart.Dark@west-norfolk.gov.uk		Other Cabinet Members consulted:			
Lead Officers: Lorraine Gore E-mail: Lorraine.Gore@west-norfolk.gov.uk		Other Members consulted:			
		Other Officers consulted:			
Financial Implications	Policy/ Personnel Implications	Statutory Implications	Equality Impact Assessment required	Risk Management Implications	Environmental Implications
NO	NO	NO	NO	NO	NO

Date of meeting: 18 April 2023

LOCAL GOVERNMENT ASSOCIATION (LGA) - CORPORATE PEER CHALLENGE

Summary

To consider Notice of Motion (16/22) presented to Council on 1 December 2022. It was resolved that the Motion be referred to Cabinet for consideration and decision.

RECOMMENDATION

That Cabinet:

approve that a Corporate Peer Challenge be undertaken as set out in the report and the LGA scoping document

delegate to the Chief Executive in consultation with the Leader to agree the final details with the LGA to facilitate the delivery of the Corporate Peer Challenge

Reason for Decision

To respond to the Motion to Council on 1 December 2022.

1 INTRODUCTION

1.1 Notice of Motion (16/22) was presented to Council on 1 December 2022:

“This Council will, without any delay, arrange with the LGA to organise an immediate Peer Review of its Scrutiny and Transparency practices.”

- 1.2 Council resolved that the Motion be referred to Cabinet for consideration and decision

2. ARRANGEMENTS FOR A CORPORATE PEER CHALLENGE

- 2.1 The Notice of Motion focused on a Peer Review of the council’s Scrutiny and Transparency practices. In discussion with the LGA it is recommended that a Corporate Peer Challenge be undertaken with a focus on the following five high-level themes which have been adopted for all LGA Corporate Peer Challenges:

1. **Local priorities and outcomes:** Are the council’s priorities clear and informed by the local context? Is the council delivering effectively on its priorities and achieving improved outcomes for all its communities?
2. **Organisational and place leadership:** Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture:** Are there clear and robust governance arrangements? Is there a culture of respect, challenge and scrutiny?
4. **Financial planning and management:** Does the council have a clear understanding of its current financial position? Does the council have a strategy and a clear plan to address its financial challenges?
5. **Capacity for improvement:** Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

- 2.2 A peer challenge usually takes around 6 months lead-in time, including to secure time in peers’ diaries. In discussion with the LGA and given the elections in May 2023 it is suggested that it is appropriate for arrangements to be made for the peer challenge to take place in September 2023. This will provide time for the council to settle post-election, prepare the position statement and timetable and avoid the summer holiday period.

- 2.3 The scoping document for the peer challenge is attached.

3. PERSONNEL IMPLICATIONS

3.1 The council will need to identify a peer challenge co-ordinator, this will be the Assistant to the Chief Executive, and will act as a day-to-day contact and oversee the practical arrangements, including:

- The council will be required to develop an information and data pack, including a Position Statement in advance of onsite activity
- The peer team will also undertake some pre-onsite conversations with key officers and members
- The council will need to prepare a timetable of meetings and focus groups for the team.

4. FINANCIAL IMPLICATIONS

4.1 The Local Government Association offers all councils a Corporate Peer Challenge (CPC) at no cost every 5 years.

Corporate Peer Challenge

Borough Council of King's Lynn and
West Norfolk

13th December 2022

Agreement of scope of peer challenge



Introduction..... 3
Scope and focus..... 4
Timing and duration..... 5
Corporate Peer Challenge team 5
Process..... 6
Peer preparation and engagement 7
Six month check-In 7
Publication of corporate peer challenge report 7
Practical arrangements and next steps 8

Introduction

The Local Government Association offers all councils a Corporate Peer Challenge (CPC) at no cost every 5 years. CPC is a tried and trusted method of improvement; it provides councils with a robust and effective improvement tool which is owned and delivered by the sector, for the sector. Peers remain at the heart of the peer challenge process and provide a 'practitioner perspective' and 'critical friend' challenge. In a recent survey, 98% of councils receiving a Corporate Peer Challenge said that it had a positive impact on the delivery of the council's priorities.

The challenges faced by councils in the light of the Covid-19 pandemic are unprecedented. The CPC offer takes into account the challenging context in which councils are operating. The refreshed CPC process also provides a greater focus on key issues such as equality and diversity and community engagement.

Thank you for agreeing to be part of the Local Government Association's Corporate Peer Challenge programme. This note provides details of the approach, scope and focus at the Borough Council of Kings Lynn and West Norfolk (KLWN).

Scope and focus

It was good to speak with you Lorraine on 13th December 2022 to discuss the Corporate Peer Challenge for the Borough Council of Kings Lynn and West Norfolk. As we discussed, to get the most value out of your corporate peer challenge, the council needs to consider carefully the scope and focus.

The five high-level themes we have adopted for all LGA Corporate Peer Challenges provides the initial framework:

1. **Local priorities and outcomes:** Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities and achieving improved outcomes for all its communities?
2. **Organisational and place leadership:** Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture:** Are there clear and robust governance arrangements? Is there a culture of respect, challenge and scrutiny?
4. **Financial planning and management:** Does the council have a clear understanding of its current financial position? Does the council have a strategy and a clear plan to address its financial challenges?
5. **Capacity for improvement:** Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

We discussed the organisational changes that have taken place at KLWN and the implementation of a new management structure. It is important to allow time for the restructure to land and become more established. However, there is a need to review certain aspects of the council's corporate governance, transparency and scrutiny functions following a request from the Independent group.

The timing of the CPC will need to take account of all out elections in May 2023. Whilst not pre-judging the outcome, there is always the possibility of change, so it would be sensible to complete the CPC post-election to maximise the benefits. Allowing time for the inaugural council meeting and new member inductions would

ensure better understanding of the process, engagement and outcomes for all members, new and existing.

The report and recommendations will provide a baseline for the council, identifying what is good about KLWN and where there is best practice as well as delivering a helpful platform from which the administration can shape priorities, drive improvement and deliver better services to residents.

This is a live scoping document and it is intended to serve as a draft, to be shaped over the coming weeks with the input of members and officers to ensure it focusses on the most important issues for the council. The peer team will then be recruited based on their skills and experience in these areas.

Timing and duration

A peer challenge usually takes around 6 months lead-in time, including to secure time in peers' diaries.

Given the elections in May 2023 and the points raised above, we would suggest looking for a date in September 2023. This will provide time for the council to settle post-election, prepare the position statement and timetable and avoid the summer holiday period.

Once fully scoped we can agree on the number of days required and how best to deliver. At present we have a preference for onsite delivery but can pivot to hybrid or online if circumstances outside our control suggest this.

Corporate Peer Challenge team

The LGA will source and agree a team of officer and member peers informed by the skills and experience required. There is also the opportunity to include peers from outside of local government, such as team member(s) with a community sector, central government or private sector experience. The LGA is committed to diversity and inclusion and it is important that peer teams reflect the diversity of local councils and the communities they serve.

We would suggest a peer team of:

- A Leader peer, ideally a Leader from a council with a similar context to your Council (although not from the vicinity). In your case we could expect to source a District Council Leader. We will work with you and the LGA Political Group Offices to identify a potential councillor peer to match your administration.
- A Chief Executive Officer peer, from a district council ideally reflecting an area with a similar context, such as a large rural area with coastal/tourism.
- A senior officer peer, with experience of governance, transparency and scrutiny.
- A senior officer peer possibly with a strong track record of regeneration and partnership experience.
- LGA Peer Challenge Manager – Kirsty Human
- LGA Project Support Officer – TBC

The peer team's composition will be informed by the final agreed scope

Process

The peer team will meet with a range of officers and members over the course of the peer challenge, as well as a range of external stakeholders. There will be informal feedback to the Leader and CEO at the end of each day.

On the final day the peer team will deliver headline feedback and recommendations to a selected audience which should include as a minimum: the corporate leadership team, cabinet members and, as appropriate, opposition members. During this feedback there is opportunity for clarification and questions.

This will be followed by a report detailing the strengths of the council, the issues considered, areas for further improvement and key recommendations. The council will receive the draft report within 3 weeks of the CPC. We will then agree the final report with you for publication. The council should then develop a detailed action plan

that responds to the report's findings.

In addition, to get the most out of the onsite CPC activity some preparatory and post-CPC engagement will be beneficial.

Peer preparation and engagement

To help the peer team gain an in-depth understanding of the local issues before their onsite activity, we will work with KLWN to develop an Information & Data Pack. The most important aspect of the pack is the 'Position Statement' prepared by the council. This provides a clear brief and steer to the peer team on the local context and what the peer team should focus on. It is an opportunity to set out the key issues, challenges and current thinking in relation to the CPC.

The peer team will also undertake some pre-onsite conversations with key officers and members. We will confirm the dates and times for this earlier engagement, which will typically take place remotely.

Six-month progress review

Six months after the CPC, the LGA will organise a CPC progress review. This will be a short-facilitated session which creates space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

Following this, the LGA will produce a short note which reflects the council's progress and provides examples of any good or innovative practice.

Publication of corporate peer challenge report

To promote openness and transparency and share learning across the sector, the corporate peer challenge offer is made on the expectation that each council will publish both the CPC report and its subsequent action plan in response to the peer challenge's findings.

We expect the council to publish the CPC report within six weeks of its finalisation,



with the subsequent action plan published within eight weeks of the report's publication. We do ask that the council commit to this principle at the outset. The LGA will also publish the CPC report on its website.

Practical arrangements and next steps

The council will need to identify a peer challenge co-ordinator who will act as a day-to-day contact and oversee the practical arrangements.

The council will need to prepare a timetable of meetings and focus groups for the team. The attached Preparation Guidance Note provides further details on preparing for the process, including the timetable.

REPORT TO CABINET

Open		Would any decisions proposed:			
Any especially affected Wards	Operational	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
Lead Member: Harry Humphrey E-mail: harry.humphrey@west-norfolk.gov.uk		Other Cabinet Members consulted: None			
Lead Officer: Richard Godfrey E-mail: richard.godfrey@west-norfolk.gov.uk		Other Members consulted:			
		Other Officers consulted: Lorraine Gore. E-mail: lorraine.gore@west-norfolk.gov.uk Michelle Drewery, michelle.drewery@west-norfolk.gov.uk Sam Winter, sam.winter@west-norfolk.gov.uk			
Financial Implications YES	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 18 April 2023

REFRESH OF MEMBERS ICT

Summary

This report outlines a proposal to provide Members with an ICT solution following the 2023 Elections.

It reviews the current provision of Members ICT equipment and examines the results of a questionnaire that was sent to all Elected Members during February 2023.

Recommendation

It is recommended that each Elected Member is provided with either an iPad tablet or laptop after the 2023 elections.

A 4G sim card can be provided in cases of poor connectivity, access to Microsoft Portal and where required a sim card to replace the current Council supplied mobile phone.

If a 4G iPad or laptop sim card is provided the cost of this will be deducted from the Members allowance.

Reason for Decision

To ensure that Members have access to ICT with a secure and efficient solution that reflects up to date technical advancements and good practice.

1 Background

At the 2019 election from the general feedback received, the ICT solution offered to existing members was seen as still fit for purpose and would be so for another 4-5 years thereby reducing the potential financial expenditure at a time of decreasing budgets. In that:

- It met ever growing ICT security requirements. (Including PSN (Public Services Network / PCI Payment Card Industry legislation) and provided ICT support in an efficient way for all Members.
- All members equipment that may have deteriorated over the previous term was replaced with new iPad models to ensure compatibility with software, apps, and security. Equipment that was still in good working order was reused for staff.

1.1 Current ICT Solution

Since the 2019 elections the ICT solution offered to Members is outlined below. This comprises of the following:

- iPad 6th Generation with case and charger.
- Members ICT allowance.
- Headphones for Meetings (optional)
- Mobile phone and sim card
- Access to Microsoft Office 365 via Portal using own equipment.
- 14" Laptop with case and charger - offered to Cabinet Members & Panel Chairs to enable Members to chair meetings and write reports more easily.
- A 4G sim - only where there is no broadband or in areas of particularly unreliable connectivity.

1.2 Current ICT Support Arrangements

All Members are currently offered ICT support from the Service Desk, the hours of operation are:

Mon-Thurs (8am - 5.15pm) & Friday (8am - 4.45pm)

Once a Member is elected, ICT currently supply the equipment required and provide initial training and 'drop in' sessions as requested to help those less familiar with ICT.

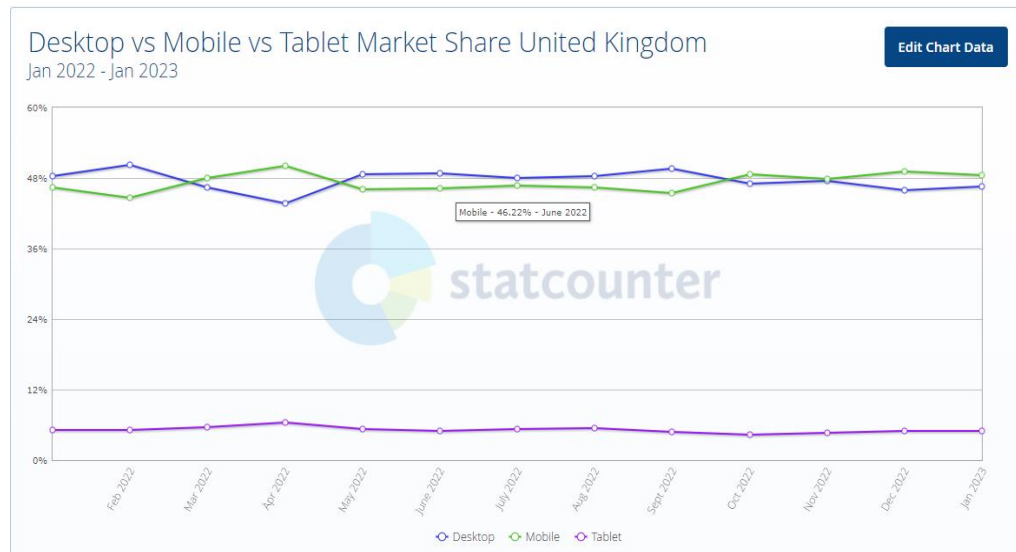
1.3 Setting the scene – current trends regarding ICT device usage

With each passing year, the device technology landscape keeps changing, providing different ways for people to access the Internet and services. According to the latest data from Internet World Stats, there are now over 4.53 billion people (about 58.8% of the world's population) who have access to online services.

It was found that 48% of all devices were smart phone users plus 5% tablets. The same study also found that 90% of the time spent by mobile users goes

to using mobile-dedicated applications. Although the desktop usage is relatively high at 47%.

One of the main reasons why mobile usage is so popular is portability. An increasing number of users are undertaking tasks via apps such as browsing, social media, crafting emails, reading news, and online shopping.



Product	Market Share 2023
Desktop/Laptop PC	47%
Tablet	5%
Smartphone	48%
Total	100%

Source: IDC Worldwide Quarterly Smart Connected Device Tracker. / Statcounter.com / Broadband Search

App Stores and the Apple Effect

The arrival of the Apple App Store in 2008 marked a new way to look at applications. In a shift of the established order, iPhone and iPad users could now acquire applications on an instant basis. Apple has made it so easy for an ordinary user to click on an app and download it. Mobile app store downloads worldwide now top over 200 billion.

The ongoing challenge for the Council is to adapt to market changes by giving our users flexibility whilst keeping sensitive information safe through secure systems all on a tight budget.

In consultation with Democratic Services, ICT have taken into account these trends and have conducted a survey to ascertain Member's views on some of the devices available and the responses to this survey have been used as the basis for the recommendations in this report.

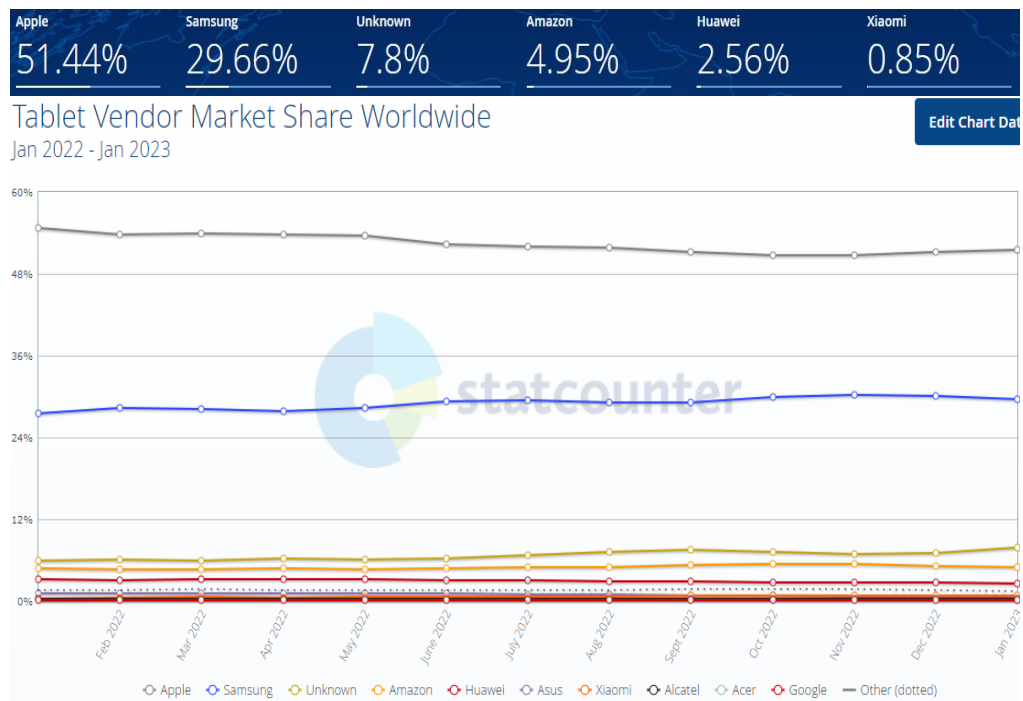
2 Options Considered

2.1 Overview

Tablets/iPad

- Generally cheaper than a laptop.
- Generally longer battery life
- Portability - iPads are more mobile than even a small laptop and easier for those Members who are on the move.
- Requires less space
- iPads are familiar to existing Members who may have been using them for some time.
- Easier to take photos
- Could be said to be the best solution for 'light use'.
- Usually weigh less than a laptop, approx. 477grams.

Apple Tablets are the current market leaders with market share at over 50%. (see table below) Because they only offer a 'closed', simple to use operating system and only offer very few device models, they are easier to support and secure. iPads also tend to receive security patches for much longer than the equivalent android devices.



Android tablets were considered, but they are harder to secure and due to the many variants of android on offer, as well as the various models in the market, it would be more difficult to ensure compatibility and support for the applications we provide.

Laptops.

We have already rolled out over 350 14” laptops to staff and some Members, and generally these have been well received. The laptops we provide are 14” models which are the best compromise between size and weight.

- Laptops are more fully functioning with the suite of applications we use in 2023.
- Laptops run a full version of Microsoft Office which makes it easier to navigate documents and provides the full features available in apps such as Outlook and Word.
- The full keyboard on a laptop makes text input much easier, especially for Members using an iPad without an external keyboard.
- Online meetings (Zoom and Teams) are now commonplace, and a laptop is better suited to this, having a larger screen, better positioned webcam, and enabling the use of a proper USB headset.
- Mod Gov is easier to navigate using the web version on a laptop. It does not require Members to subscribe to committees or organisations and all the information is always available to them, as documents don't 'expire' as they do on the iPads. The web version of Mod Gov can be accessed using their network password, rather than a separate password, meaning there is one less password to remember.
- Compatibility of existing applications - Insite (Our Council Intranet) works as intended in its current form using a laptop. An updated version is planned which will work with iPads in the future.
- Multitasking on laptops generally offers more advanced capabilities compared to iPads which means that software such as Outlook, Mod.Gov and more can be run at the same time with more ease to swap between them.
- More storage. In the past we have had some issues with storage space on iPads which is unlikely to happen with laptops since the storage is nearly 4 times as much.
- IT can use remote manager software to 'dial in' & support Members should they have issues with their devices – could save a trip into the Council Offices!
- Updates will happen automatically – with iPads Members sometimes need to manually update.
- 14” laptops supplied are quite light at 1.4kgs
- Members can access ICT's Self-Service (Service Desk) portal on a laptop but not on an iPad to log and get updates on a fault or query.

2.2 Member Survey February 2023

In February 23 we asked Members for their feedback on which device they would prefer and left space for suggestions or improvements that Members felt we could make to the proposed solution.

24 of 55 questionnaires have been returned. The full responses are outlined in [Appendix 1](#). Of the 24 responses we received, 14 said they would be happy with a laptop solution, 9 said they would prefer an iPad and one said either

device. Whilst 3 Members still use their council supplied Mobile phone, the vast majority do not.

Given the feedback we have received, it is evident that some Members still wish to continue using iPads for various reasons, some of which are listed below. Whilst this means that ICT / Democratic Services will continue to support 2 sets of devices and software applications, it is important that we do not compromise Member's ICT experience in the process.

The main benefit of the proposed solution is that it enables Members to choose the device that suits them, perhaps a lighter more mobile tablet solution with a keyboard or a more fully functioning set of applications using a laptop. ICT can continue to offer comprehensive support to Members and provide a secure and proven uniform set of equipment. Quick replacement of this equipment can be offered from stock should an item become faulty.

By continuing with some of the proven parts of the existing system and adapting to changes in the device and technology landscapes (whilst recognising the economic and governance challenges) the new proposal should continue to:

- Reduce set up delays.
- Continue to allow for minutes and agendas to be viewed on the device.
- Continued mobility - improving productivity.
- Provide email/apps synced when on the move with Wi-Fi and if applicable 4G.
- Less equipment taking up space at home for Members.
- Offer a paperless option for meetings, with the option to follow the agenda easily on an iPad or larger laptop screen display.

2.3 Proposed Solution

a) Provision of an iPad OR Laptop.

iPad option includes:

iPad, charger, case, keyboard, headphones for meetings if required

Apps and software included with this option

- Office365 (mobile app versions) – including Outlook (email) & Teams, Word, Excel, PowerPoint, OneDrive (file store)
- Modern Gov app (minutes and agendas)
- Edge corporate browser (also used for viewing PDFs)
- Member Expenses
- Intranet (Corporate Documents and Information) – Not currently compatible. Being developed, to come later in 2023.
- Member Expenses
- Zoom

The Council will continue to support current iPads but will not replace equipment until it stops functioning as intended or is out of support/does not continue to receive updates. It is prudent given the council's financial

challenges to 'sweat the asset' as opposed to purchasing new tablets. This will lead to some Members having newer iPad models than others.

Current model supplied to Members is iPad 6th Gen. These were purchased in 2019 but the version was released in 2018 (with iOS 11.3). Apple usually supports their devices for 5 years but can go to 7 years (they don't publish the exact date). The 6th Gen can be updated to the latest IOS which is 16.3.1.(released Feb 2023). Based on this the current iPads may stop receiving the latest IOS updates when version 17 is released which most believe will be September 2023. Our Microsoft software will currently support the last two versions of the IOS. So currently we do not know at this stage how long the current iPad will be supported and this will be kept under review.

Laptop option includes:

14" Laptop, charger, case, headphones for meetings if required.

Software included with this option

- Office365 (full desktop versions) – including Outlook (email) & Teams, Word, Excel, PowerPoint, Publisher, OneDrive (file store)
- Modern Gov (minutes and agendas)
- Adobe Reader
- Edge corporate browser
- Staff Directory
- Intranet (Corporate Documents and Information)
- Member Expenses
- Zoom
- SonicWall VPN

b) **4G for iPad / Laptops**

There is an option of a data sim card for the iPad/Laptop giving Members flexibility outside Wi-Fi enabled zones. Most BCKLWN buildings have Wi-Fi availability.

iPads/Laptops can connect either via Wi-Fi hotspots or via mobile phone network 4G.

If a Member requests a sim card for their iPad/Laptop device due to poor Wi-Fi coverage, it is recommended that this cost will be deducted from their Member's ICT allowance.

Data roaming is applicable in the UK. For use outside of the UK, it recommended that Wi-Fi only be used as charges apply.

c) **Supply of a sim card only - for a mobile phone**

A sim card for those who prefer to use their own 'dual sim' phone for convenience. Calls and Texts only, excludes data.

d) **Access to Office 365 via portal.office.com on own device.**

For convenience it is recognised that Members may prefer to use their own device, on the understanding that ICT cannot support their own hardware or software.

ICT Support

Any equipment / software supplied by the Council such as laptops, iPads and sim cards will continue to be supported via telephone or email (if applicable), however it will be the responsibility of Members to bring items into the main Council offices should a problem persist, or telephone assistance (remote access for laptops) not be viable.

Although there is an understanding that during the transitional stages, ICT will be on hand to assist with technical queries and give advice.

2.4 Process moving forward if iPads & laptops are agreed.

Directly after Elections. New Members receive returned equipment.

- 1) Devices/ICT equipment used by Members not re-elected or standing will need to be brought back to Democratic Services/ICT as early as possible to reconfigure for newly elected Members
- 2) Supply reconfigured iPads/laptops to newly elected Members, – those Members who already have a device will retain them.
- 3) Train new Members (May/June)

During September/October –scheduled device replacement.

- 4) During September/October – once we know how long the current iPads will be 'in support', send out questionnaire to all Members to ask if they would prefer a replacement laptop or iPad. (iPads replacements are dependent on support window)
- 5) Invite Members into drop-in sessions to look at device options to help them decide. Allow them to get 'hands on' with new devices.
- 6) Order and configure laptops/iPads to match requirements.
- 7) Setup training sessions for laptop users and offer refresher training for iPad users.

3. Policy Implications

This document will form the basis of the recommended ICT solution for Members.

4 Financial Implications

4.1 Proposed Solution Costs

Costs of providing the various equipment solutions (for each Member) are as follows:

<u>iPad</u>	
Without 4G	
iPad 10 th Gen	£405
Case	£35
Keyboard	£90
Total	£530
4/5G options	
5G iPad 10 th Gen	£559
Sim card (data 2gb/8gb/128gb)	£3/£7/£15 (offset against allowance)
<u>OR</u>	
<u>Laptop</u>	
Without 4G	
14inch Laptop	£596
Laptop bag	£25
USB Headsets	£25
Total	£646
4/5G options	
14inch Laptop (4G enabled)	£691
Sim card (data 2gb/8gb/128gb)	£3/£7/£15 (offset against allowance)

The costs listed above are subject to change dependent on time and size of order. Maximum total capital if all Members choose highest cost 5G laptop option with peripherals £40,800. We have £55,000 set aside in earmarked reserves which is sufficient to cover this.

<u>Mobile phone sim cost</u>
£2.25 for voice and texts

We current supply mobile sim cards to Members at an overall cost of £1290 per annum (this predominantly excludes data). If all Members take up a phone sim, there will be a revenue cost of £1650 per annum.

5 Personnel Implications

None identified

6 Environmental Considerations

N/A

- 7 Statutory Considerations**
None identified
- 8 Equality Impact Assessment (EIA)**
A pre-screening assessment has been completed and no issues were identified.
- 9 Risk Management Implications**
Delay in old equipment being collected / returned to redeploy. This could cause a delay in the initial changeover just after elections. It is recommended to have a few devices in stock to counter any late returns.
- 10 Declarations of Interest / Dispensations Granted**
None identified.
- 11 Background Papers**
Member Survey / Sample Letter & Questionnaire post elections.

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	Members ICT				
Is this a new or existing policy/service/function?	Existing				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>	To enable Members to use ICT to access Council Services				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			✓	
	Disability			✓	
	Gender			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Other (eg low income)			✓	

Background Papers (appendices)

- 1 Member Survey Results
- 2 Sample Letter and Questionnaire

Appendix 1

Councillors ICT Equipment Survey Results			
			<u>Results</u>
			Responses: 24
			Happy with laptop: 14
			Happy with iPad: 9
			Use Council mobile: 3
Happy with laptop?	Experience with PC/laptop?	Using Council mobile?	Comments made
No	Limited	No	iPad is easy to use and secure. Use my personal phone.
No	Lots	No	Too heavy to carry around. I would need reasonable adjustments as I have a disability. I keep my laptop at home. I do not have a Borough Council phone. I use other phones. I will need to have a laptop provided to use at Council meetings as I would not be carrying a laptop around. It would be better to keep the IPADS but provide a keyboard, as one Councillor has purchased for his IPAD
Yes	Limited	No	Through Emails or private phones. Not standing for Council in the next period.
No	Lots	No	When visiting parish councils or outside bodies an iPad is far more flexible. Often when sat in a village hall you don't have a table to work from. My NCC think pad gets left home in preference to the iPad. I have a borough council sim card in my own smart phone. When working remotely on Teams or Zoom having a laptop as well as an iPad gives flexibility of displaying agenda on one device while showing virtual meeting on another, this also takes up less space than multiple monitors.
Yes	Limited	No	Needed to replace leads to iPad several times
Yes	Lots	No	I mostly use my personal mobile ...vary rarely use the council issued mobile to ring out but residents do ring it and again. Would be happy to use a laptop.

Yes	Lots	Yes	I have diverted my Council mobile calls to my own iPhone as nuisance carrying two cellphones. I haven't a keyboard for iPad and using iPad for some Expenses on Demand updates re insurance etc is a nightmare even though I used computers daily at work. I resorted to having to take photos of documents via the App on my own iPhone . Although I doubt I'll stand for reelection in May 2023 , I would endorse the switch to a smallish lap top . Using iPad for Teams and Zoom worked well on iPad but very easy to cut the link off when trying to access ModGov during a virtual meeting maybe I'm just getting a grumpy old man!
Yes	Limited	No	My home phone landline is in the BT Phone book for all to find and use. I have my mobile phone but I do not use it for council business. My BC email address is easily available from the website and my business cards obviously have it as well as my landline number. I am not aware that there have ever been problems for people trying to contact me by either method. I don't use a mobile phone for council work so that I have some peace and relief from being contactable 24/7! An earlier question refers - I have a BC laptop as I am a Panel chairman and I much prefer it to my Ipad. I really only use the Ipad when trying to update my car/driving licence details and as Chloe and Donna will confirm, I need their help every time!
Yes	Lots	No	My private mobile with council phone number transferred
No	Lots	No	I have used both and found the iPad easier to use when away from home, it's lighter, easier and quicker to reply to emails. I do not mind having the keyboard on the same screen as the email etc. Huge majority of my contacts use email or phone my mobile. I couldn't use the iPad at external meetings or whilst on the car until I had a SIM card, I believe it's the name of it, installed.
Yes	Lots	No	Personal phone, the phone supplied is too basic. If we are supplied laptops can they not be too bulky
Yes	Lots	No	Use my own phone. A power pack would be very helpful in case of a lack of power supply and reduces extension leads.
Yes	Lots	Yes	
No	Lots	No	I already have a Council laptop as Chair of a Panel. If I did not have my iPad I could not easily take my laptop with me when I travel and hence answer the many queries that come my way. I also can connect to meetings and briefings via my iPad when travelling. I use my own mobile phone. I also use a landline as many of my ward members do not have mobiles and have difficulty hearing over the mobile. Please bear in mind that as a councillor I am constantly on call even on holiday or when away for any reason. Ward members get anxious (rightly so) if they feel their concerns are not being heeded.

Yes	Lots	No	I use my own Mobile Phone and Council iPad . I personally would rather a lap top than an iPad, I have a lap top at County, but in the present economic situation we find ourselves in I don't think the council should spend money on laptops.
No	Lots	No	There are some restrictions having just an iPad but it is more convenient having to take to meetings. It is very basic and not easy to use for text messages. It's not a Smart phone so not much use at all. I use my landline for Council related calls but also have a mobile phone for personal use. It would be very useful to have a SIM card for the iPad for use out of home. I have been unable to be connected via my own phone for my online diary and have not been able to accept emails whilst out and about.
Yes	Limited	No	Using my own personal private mobile. As council phone to small unable to hear. Phones would need to be of a better quality. I have experienced so many issues. Not being able to connect to Teams Zoom. At present unable to connect to your account. Error 404. Unable to always connect to a particular planning documents.
Both			When I became a Borough Councillor, I was given a computer which was hard wired along with a hard wired mouse which to be honest took up more space than my wife wanted, then along came an I-pad which changed everything. I am in favour of a laptop having used them for my business along with I-pads and to be honest I would like to have both as I tend to take my I-pad with me when I attend all my Parish meetings. Would it be possible to have both ?
Yes	Lots	No	My own phone
Yes	Lots	No	Use my own mobile number. The Council phone i was issued with had really poor coverage so I wasn't always able to use it. I would prefer a council phone if the coverage was better. Please make the expenses forms much more accessible and user friendly. Thank you
Yes	None	Yes	Are the laptops a lot heavier than the iPad as I have to carry mine a lot further then other Councillors as I don't drive.
No	Lots	No	Less portable, harder to use on lap in a parish meeting. Personal phone as Borough phones are awful and I can't be bothered to carry 2 phones.
No	Lots	No	Inconvenient size . I use my iPad in all sorts of places where a laptop would not be useful. A laptop can be more fragile. The windows operating system is increasingly becoming a pain due to necessary updates. I use my own phone. I set my council number to transfer to my phone over 6 years ago. It seems to work given the number of calls I get. The process of saving files on the iPad needs to be looked at . iPads should have the capacity to connect to the web without WiFi. I believe some Members enjoy this function now.

No			<p>Not at all interested in a laptop. More wasted money on equipment and ease of iPads to use and put in bags re portability is a plus.</p> <p>We should not fritter tax payers money on vanity projects when the iPads are still in going usage. People need to earn money before they spend it, value how hard pressed our residents are and be frugal . It should not be such a throwaway item. and nothing suggested has made me think this is progress. I get on very well with my iPad and my Ward work is not impacted by not having a laptop.</p>
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Appendix 2

Sample Letter and Questionnaire

May 2023

Dear Councillors,

ICT Training Requirements.

In order to assist Councillors in your new role, you will be issued with an iPad tablet with Microsoft Office365 (email, teams and calendar) and Modern Gov (minutes and agenda) software. You will also be provided with a sim card for your mobile phone for Council business and access to Council services via your own ICT equipment at home should you wish to use it.

ICT Services in conjunction with Member Services will provide training to all new members. These are: -

- A Beginner Session.
- A General Session

Members familiar these systems and iPads will be asked if they wish to attend a 'fast track' training session.

A 'drop-in' session will also be held on 6th June/4th July and Councillors are invited to call in at any time during that period when officers will be available to answer questions or to provide one-to-one training. It would be helpful if you could let us know on the attached questionnaire if you would like to attend on this day. If any Councillor would like to receive training but cannot attend the 'drop-in' session, this can be arranged by contacting Rebecca Parker on 01553 616632.

In order for us to plan these sessions, I would be grateful if you could complete the short, attached questionnaire.

Yours sincerely
Richard Godfrey
ICT Manager

COUNCILLORS ICT EXPERIENCE QUESTIONNAIRE

Councillor Name:.....

Please could you complete and return this quick questionnaire so that we can identify any particular ICT training needs.

Please tick the statements below that apply to you.

1 Using an iPad

I have used an iPad previously and know my way round it.

I have not used an iPad before

2 Using a laptop/desktop

I have my own computer and know my way round it well.

I can access emails, websites, and apps on a computer

I have experience of Microsoft Office 365 on a computer.

I don't have/have limited experience of using a computer

I have experience of using Zoom and Teams to access virtual meetings on a computer

3 Broadband/Wi-Fi

I have a Broadband Landline Connection at Home

I have a Broadband 3/4G Connection at Home

I don't have a Broadband Connection at Home

4 Do you wish to attend a fast-track session aimed at Members with experience in using ICT iPads / Apps or would you prefer to attend the 2 separate sessions

I would like to attend the 'fast track' session

I would prefer to attend the 2 dedicated sessions

5 Will you be attending the drop-in sessions on the 6th June or 4th July?

Yes,

Please indicate the date you expect to attend

Please provide details of anything else you would like to make us aware of in relation to any ICT:

Thank you for taking the time to complete this questionnaire.
Would you please return it in the prepaid envelope provided in your induction folder by xx May 2023 – Thank you.

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide		YES/ NO	
	Discretionary /	Need to be recommendations to Council		YES /NO	
	Operational	Is it a Key Decision		YES /NO	
Lead Member: Cllr Graham Middleton E-mail: cllr.graham.middleton@west-norfolk.gov.uk		Other Cabinet Members consulted: Cllr Richard Blunt			
		Other Members consulted: N/A			
Lead Officer: Alexa Baker, Monitoring Officer E-mail: alexa.baker@west-norfolk.gov.uk Direct Dial: 01553 616270		Other Officers consulted: Assistant Director - Regeneration, Housing and Place Other Consultees: Chair of the Town Deal Board,			
Financial Implications YES/ NO	Policy/ Personnel Implications YES /NO	Statutory Implications YES /NO	Equal Impact Assessment YES /NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/ NO	Environmental Considerations YES /NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 17 April 2023

KING'S LYNN TOWN DEAL - LOCAL ASSURANCE FRAMEWORK UPDATE

Summary

A government requirement of the Borough Council, in its role as Accountable Body for the King's Lynn Town Deal, is to ensure a there is an appropriate local assurance process is in place to oversee the delivery of approved projects in line with the approved Business Cases. This report seeks approval to update the Local Assurance Framework to reflect the latest government guidance for the implementation phase of the Town Deal for King's Lynn.

Recommendation

1. Approve the updated King's Lynn Town Deal Local Assurance Framework.(appendix 1)

Reason for Decision

To ensure that the governance arrangements around the delivery of the Town Fund are fit for purpose.

1 Background

- 1.1 A Local Assurance Framework (LAF) was implemented in August 2021 to provide assurance around the process for the development and sign off of individual Business Cases for the Town Deal projects, which were finally signed off by the Section 151 Officer and Town Deal Board Chair. This is a

locally devised framework and therefore each town awarded a Towns Deal will have developed their own bespoke framework.

1.2 Cabinet approved King's Lynn's Towns Deal Local Assurance Framework (LAF) on 24 August 2021 and subsequent amendment in August 2022. This LAF sets out the governance and decision-making structure in relation to the Towns Fund during the delivery phase. Its purpose is to:

- Enable accountable decision-making
- Ensure value for money
- Provide for effective monitoring and evaluation

1.3 There is a diagram set out in Appendix 1 of the LAF which shows the flow of reporting and decision making that may be required during the delivery phase, including a process for dispute resolution should there be a disagreement on project scope between the Accountable Body, Town Deal Board and, where applicable, lead council/delivery partner for particular projects (i.e. Norfolk County Council).

1.4 The LAF was initially developed as a projection of how the governance and decision making would work during the business case development and sign off phase, to reflect the specific requirements set out by government for securing a Town Deal through the concept of a 'Town Deal Board.' This represented an entirely new way of working for the Council. Now that the Town Deal Programme Board has had experience of taking business cases through this governance framework; taking into consideration the democratic process and updated government guidance, it has identified refinements and updated the type and level of governance and oversight required for this next stage.

1.5 From engagement with external third parties who are also working on other town deals, the Programme Board has also received feedback that the King's Lynn's Local Assurance Framework is more extensive than what has been seen elsewhere. A selection of benchmarking from other Towns was completed in August 2022. The Programme Board is therefore assured that there is a robust process without unduly impacting on governance and risk management.

1.6 The updating of the Local Assurance Framework has also included recommendations and improved reporting and processes that are being implemented across the Council's portfolio of projects, following an independent review by an Interim Advisor.

2 Options Considered

2.1 The current LAF sets out the process for agreeing and signing off business cases through the Council's Panels and Cabinet before the Town Deal Board. Now all 6 Business Cases have been approved by Government, the Council and its delivery partners, Norfolk County Council, need to ensure there is appropriate reporting, monitoring and decision making processes in place for this next phase of the Towns Fund programme.

2.2 Options are therefore:

- a) Do not make any changes to the LAF this would result in non-compliance with the latest government guidance to reflect the delivery phase of the Town Deal. This will demonstrate a failure to ensure appropriate governance arrangements for the Towns Deal in spite of a robust process having been followed to date.
- b) Amend the Local Assurance Framework to reflect the latest government guidance and reflect the likely decision making process required during the delivery phase of the Towns Fund programme.

2.3 Monitoring and evaluation is a significant part of the governance framework around the Town Deal, both internally through the Council's internal audit processes but also by Central Government who are assessing the delivery of these place-based funding initiatives. Accordingly, the Programme Board wishes to ensure that the LAF is fit for purpose and that every effort is undertaken to comply with it.

3 Policy Implications

- 3.1 The Local Assurance Framework is aligned with the council's corporate priorities and policies in relation to;
- Corporate Business Plan
 - Risk Management Strategy
 - Town Investment Plan

4 Financial Implications

There should be no financial implications to amend the LAF.

5 Personnel Implications

As above.

6 Environmental Considerations

None

7 Statutory Considerations

None

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

No impact.

9 Risk Management Implications

The LAF is critical to manage the Towns Fund investment to ensure the appropriate reporting, monitoring and governance arrangements are in place to manage the risks, spend and delivery of the programme.

10 Declarations of Interest / Dispensations Granted

Cllrs Middleton and Blunt are the Council appointed representatives on the Town Board.

11 Background Papers

(Definition : Unpublished work relied on to a material extent in preparing the report that disclose facts or matters on which the report or an important part of the report is based. A copy of all background papers must be supplied to Democratic Services with the report for publishing with the agenda)

Cabinet Report, August 2021

Cabinet Report, August 2022

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function					
Is this a new or existing policy/service/function?	New / Existing (delete as appropriate)				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>					
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age				
	Disability				
	Gender				
	Gender Re-assignment				
	Marriage/civil partnership				
	Pregnancy & maternity				
	Race				
	Religion or belief				
	Sexual orientation				
Other (eg low income)					

King's Lynn Town Deal Local Assurance Framework

March 2023

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



Local Assurance Framework for the King's Lynn Town Deal

1. Introduction

- 1.1. The King's Lynn Town Deal Board (TDB) was established in January 2020 to support the development of the Town Investment Plan (TIP) for King's Lynn and identify and agree the funding priorities for a Town Deal. The TIP provides the vision and strategy for the framework for planning and implementing the regeneration of King's Lynn over the period of 2020-2030.
- 1.2 In June 2021, King's Lynn was awarded a £25m Town Deal by Central Government Department for Levelling Up Housing & Communities (DLUHC) to deliver a range of programmes and projects that will provide 'interventions' which will result in economic productivity through urban regeneration, planning and land use, skills and enterprise infrastructure and connectivity.
- 1.3 During 2022 the TDB led the oversight and strategic direction for the completion and approval of the business cases for six Town Deal Projects ("Projects").
- 1.4 Now that the six approved Projects have entered the delivery phase, the purpose of this version of the Local Assurance Framework (LAF) is to set out the governance and decision-making structure of how the Town Deal will be delivered.

2. Summary of Roles

Town Deal Board – responsible for the oversight of the delivery phase of the Town Deal Projects and making identified strategic decisions and approvals as set out in this LAF

Accountable Body - the Borough Council of King's Lynn and West Norfolk (BCKLWN), responsible for the Town Deal funds and providing the governance frameworks and officer resource set out in this LAF.

Lead Council – depending on the Project will be either BCKLWN or Norfolk County Council – responsible for leading the delivery of the relevant Projects.

3. Town Deal Projects

Below are the Town Deal Projects approved by government which are now in the delivery phase.

	Towns Fund Programme	Intervention	Lead Authority
1	King's Lynn Youth & Retraining Pledge	Support youth skills, youth employment and adult workforce development.	Norfolk County Council
2	Rail to River Public Realm	Create quality and distinctive public realm	BCKLWN
3	St George's Guildhall & Creative Hub	St Georges Guildhall Refurbishment of theatre and adjoining spaces to create new cultural quarter.	BCKLWN
		Creative Hub workspaces/maker spaces for creative industries	BCKLWN
4	Active & Clean Connectivity	Local Cycling & Walking infrastructure plan priority route improvements	Norfolk County Council / BCKLWN
		Active Travel Hubs at Nar Ouse & Baker Lane	BCKLWN
		Travel Plan Fund for 6 employers in King's Lynn	Norfolk County Council
5	Riverfront Regeneration	South Quay & King Staithe Square Public Realm, repurposing of the Custom House and pontoon dryside infrastructure.	BCKLWN
6	Multi User Community Hub	Repurposing vacant town centre property for new library and one stop shop for multi-agency services & support	Norfolk County Council
7	Accelerated Projects	School of Nursing	College of West Anglia
		High Street Public Realm	BCKLWN
	Innovation & Collaboration Incubator*	Incubator workshop space for high growth potential businesses.	BCKLWN
	Town Centre Repurposing*	Repurposed units	BCKLWN

**Project Approved by DLUHC but not prioritised to be taken forward under the Town Deal.*

The Business Case for each Project set out the resources, programme and key milestones for each intervention, delivery of which will be monitored by the TDB and the Accountable Body.

4. King's Lynn Town Deal Board

The **King's Lynn Town Deal Board** is the strategic body overseeing the delivery of the Town Deal. It provides strategic direction to the development and implementation of the Town Deal programme for King's Lynn. Specifically, it will be the vehicle through which the vision and strategy for the town is defined to drive long-term transformative change including the amount of investment secured through the Towns Fund.

The Board has approved each Town Deal business case to ensure alignment with the priorities set out in the TIP and to ensure they are developed with broad engagement with local communities and businesses. The Government provided supplementary [guidance](#) (November 2022) on the role on the TDB during the delivery phase of the programme.

The Board will receive reports on the progress, key milestones, delivery against the vision set out in the TIP, expenditure and any issues/risks identified during the development and delivery of the Town Deal projects. DLUHC have confirmed that the TDB are required to have sight of and feed into the Monitoring & Evaluation returns prior to submission every 6 months. It is also expected by DLUHC that the TDB will continue to have a focus on local accountability and decision making.

The Terms of Reference of the TDB are regularly reviewed to reflect latest government guidance and to reflect the Board's long-term role to oversee the development and delivery of the Town Deal by 31st March 2026.

The TDB retains the overarching strategic oversight of the Town Deal and TIP as a whole and how the individual projects relate to one another.

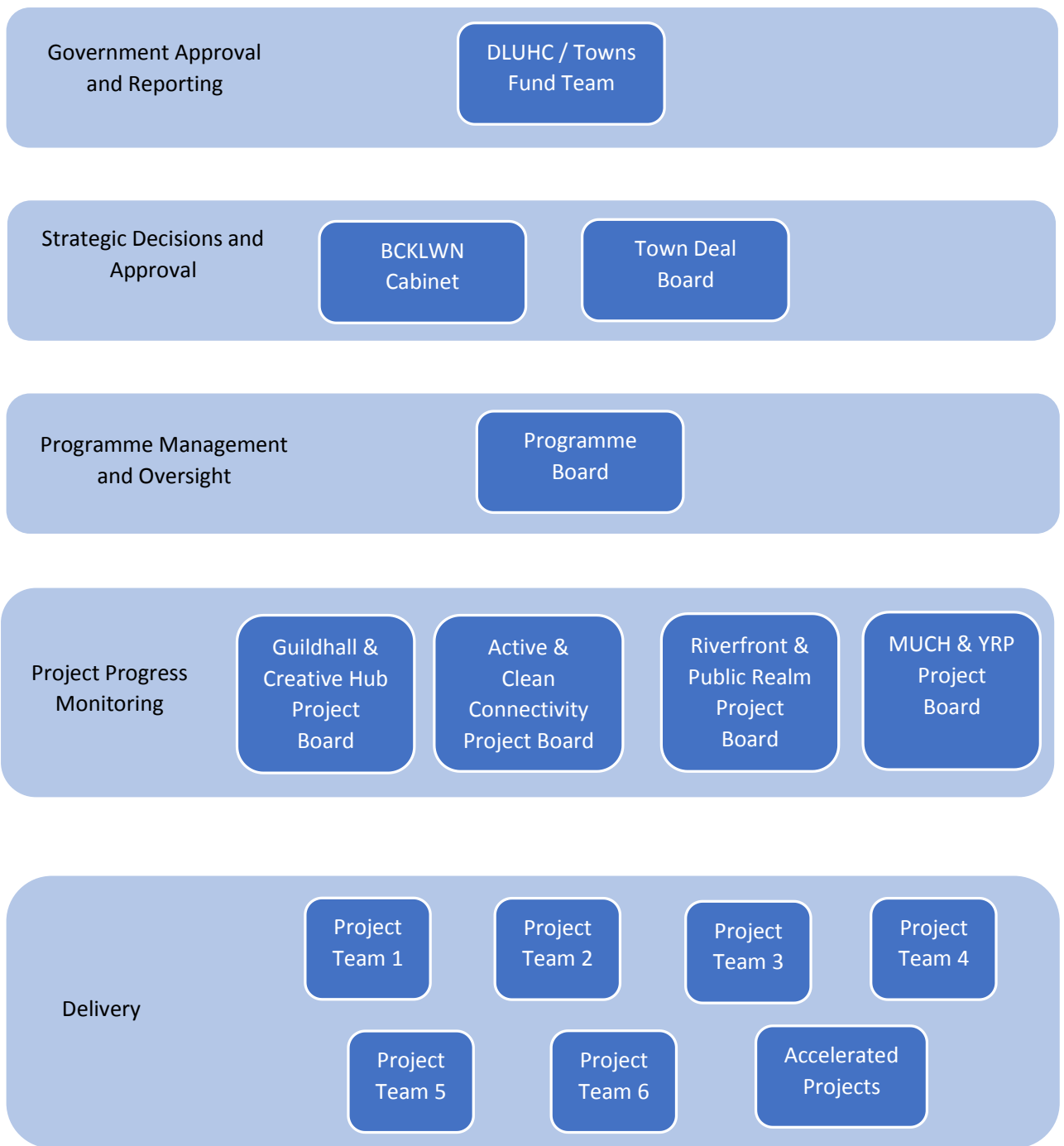
Specific thematic working groups have been established to develop and provide oversight on related towns fund approved projects, support the development of future projects and priorities, bring key partners together and ensure wider community and stakeholder engagement. These sub groups will be chaired by a member of the TDB who will report to the main Board on the sub-group activity and progress. The current sub groups established are:

- Skills Working Group
- Public Realm & Repurposing Working Group

DLUHC have reiterated the distinction between the Accountable Body, Lead/Delivery Council and the Town Deal Board, however they expect that the Town Deal continues to be a collaborative effort and that Town Deal Boards continue to be consulted on and involved at a strategic level.

5. Programme Management

- 5.1 The diagram below describes the board structure and relationship between the Town Deal Board and the Borough Council, at programme and project management level.



5.2 Programme Management

The **Town Deal Programme Board**, a BCKLWN led board consisting of senior managers from different Council disciplines, the County Council and New Anglia LEP, including the S151 Officer will be responsible for the delivery and oversight of the programme on behalf of the Accountable Body.

The **Towns Fund Senior Responsible Officer** (AD for Housing, Regeneration & Place) has the overarching responsibility for steering and overseeing the Town Deal and the TIP with the board and reporting to government. The Senior Responsible Officer will manage programme information and activity between the

TDB, Project Boards, TDB working-groups, scrutiny & policy panels and the Lead Council delivery teams, BCKLWN Portfolio Holders and the BCKLWN Cabinet.

The Lead Council will be responsible for the operational decisions for the delivery of the relevant project. The Accountable Body will enter-funding agreements with external partners who deliver Town Deal projects. The TDB will be responsible for strategic programme decisions and for overseeing delivery of the programme, monitoring and evaluation of the individual projects and compliance with the Business Cases and Heads of Terms Agreement with government.

Each Town Deal project will be led by an appointed **Project Sponsor** who will work with a **Project Manager** and **Project Team** made up of relevant internal and external stakeholders for this project. The **Regeneration Programmes Manager** will have day to day responsibility for the coordinating delivery of the Towns Fund projects on behalf of the TDB and provide update reports to the relevant Council panels, portfolio holders and Cabinet on behalf of the Accountable Body, supported by the Programme Management Office. Lead Councils will be responsible for reporting/updating of project delivery through their democratic systems.

Monthly Highlight reports and project documentation in accordance with the project stages set out in Appendix 2, of individual projects will be produced by the Project Managers for the following meetings in a monthly cycle.

The Programme Management Office (PMO)

A small team within BCKLWN which:

- Principally supports the major council capital projects/programmes and smaller projects within a governance structure to provide project oversight, alignment and control.
- Provides support for governance requirements for projects enabling standardisation in appropriate processes, procedures and tools to maintain an up-to-date view of progress (as set out in Appendix 2).

The PMO does not hold responsibility for managing and providing relevant information (e.g. risks, issues, progress) which lies with Project Managers and Project Sponsors.

5.3 Town Deal Programme Board

The work programme required to deliver the £25m investment involves the commitment and resources of other public agencies, extensive stakeholder, member and community engagement and consultation to assist in the development and delivery of projects to ensure they meet the expectations of government and secure local support and buy in.

In order to provide support and oversight of the Town Deal and to the individual project teams/lead for Town Deal projects, the **Town Deal Programme Board** will monitor and manage the delivery of the Town Deal. The Board is supported by

dedicated **Project Teams** from the Borough Council and Norfolk County Council, and specialist advisers as necessary.

Regular Project Highlight reports will be reported to the Project Board, Programme Board, TDB and published for the Accountable Body's Member Major Projects Board and other Members of the Accountable Body to access.

The Terms of Reference for the Programme Board are:

1. To work in partnership on the shared vision and priorities set out in the TIP and final projects to be delivered under the Towns Fund.
2. Identify the resources required (and available for each project) and, where necessary, work together to secure additional resources to ensure delivery of the Town Deal.
3. Ensure compliance with the Local Assurance Process, to allocate resources and oversee the delivery of the Town Deal and the implementation of the component projects.
4. Ensure effective co-ordination between the activities and actions of the agencies and organisations involved.
5. Be responsible for managing and implementing projects, funding agreements, commissioning and procurement for projects as directed by the Board.
6. To monitor and review the progress of the Town Deal and effectiveness of the actions in line with DLUHC's Monitoring and Evaluation Framework.
7. To monitor risks, issues and assumptions to ensure successful delivery of the Town Deal projects.
8. To monitor the financial profile, spend, cash flow and budgets of all projects.
9. To receive regular Highlight reports, comment on these, provide strategic direction, make decisions under approved delegations, resolve issues to be addressed on the implementation of Town Deal projects.
10. To monitor the effectiveness of the programme Communication & Engagement Plan to ensure members, stakeholders and the community are actively engaged throughout the delivery of the Town Deal.
11. To receive bi annual reports on the Monitoring and Evaluation being achieved as a result of the investment, against the planned outputs and outcomes submitted to DLUHC at Business Case submission stage.

5.4 Membership of the Programme Board will include;

Borough Council of King's Lynn & West Norfolk	Executive Director	Debbie Gates
	Executive Director	Geoff Hall
	Executive Director	Oliver Judges
	Assistant Director / S151	Michelle Drewery
	Assistant Director	Duncan Hall
	Assistant Director	David Ousby
	Assistant Director	Matthew Henry (Chair)
	Regeneration Programmes Manager	Jemma Curtis
	Assistant Director & Monitoring Officer	Alexa Baker
	Project Management Office	Vanessa Dunmall
Norfolk County Council	Programme Manager	Hannah Edge
New Anglia LEP	Advisor	Mike Dowdell

Meeting frequency will be monthly.

5.5 To progress and deliver the Town Deal, the Programme Board will need to have wide ranging support and clear lines of accountability. These include;

- The Borough Council chairs the Programme Board as the accountable body for finance, funding, administration and performance monitoring of the Town Deal.
- The Programme Board has delegated authority within agreed tolerances to deliver the Town Deal within agreed budgets and funding attracted in accordance with the approved Business cases.
- The Programme Board will provide update reports to the Town Deal Board as the overarching partnership body for the Town Investment Plan. Individual partners will need to determine the need for reporting arrangements to their parent organisations.
- Representatives will have the ability to influence and/or deliver the Town Deal. The Board will have a key influencing role and be a senior officer interface between the Project Teams and the TDB to ensure the provision of technical expertise prior to making recommendations to the TDB.
- Programme Board Members are identified to act as programme and project sponsors on the basis that their powers and responsibilities make them the most appropriate lead for individual projects.

5.6 Project Boards

BCKLWN Council Policy Review and Development Panels, and **Project Boards** for Towns Fund projects will act as a two-way mechanism to inform and provide constructive feedback and recommendations to the TDB, Cabinet and Programme Board.

Project Boards are accountable to the Town Deal Board and report to the BCKLWN as Accountable Body and the Lead Council. Project Boards will

oversee and monitor the progress of each Project/Programme against the approved Business Case.

The **Project Board** for each project will exercise responsibility for the duties below, as appropriate:

- Comment and collectively agree on regular Highlight Reports prepared by the Project Manager as part of the reporting process set out in Appendix 1.
- oversee budget monitoring and management.
- monitor progress of the project programme and be consulted on change controls.
- ensure there is a clear, robust and transparent project and programme management process in place that is readily auditable to include risk, finance, stakeholder, legal and planning management issues.
- monitor and scrutinise the Project Risk Register.
- critically review Project strategies, studies and reports commissioned for the project.
- act as a sounding board for new project ideas within the scope of the approved Business Case
- act as ambassadors for the project
- monitor feedback from wider community and stakeholder engagement to ensure it informs the development and delivery of the project
- ensure appropriate reporting to funders, Town Deal Programme Board, Town Deal Board and Borough Council as the Accountable Body
- Ensure there is an appropriate interface with Norfolk County Council, BCKLWN Cabinet, Regeneration and Development Panel, Officer Major Projects Board, Member Major Projects Board, partners, group leaders and County & Borough Councillors.

5.7 Project Teams

Project Teams for each project will be led by **Project Sponsors** and supported by a **Project Manager** and wider officers and consultants (where appropriate) to provide the specialist expertise required to develop and deliver the project(s) in line with the approved Business Case.

Project Sponsors play a key role in promoting, advocating and shaping the projects. They oversee the assigned project in terms of the project and programme management functions and remains accountable for ensuring the realisation of the specified outputs and outcomes set out in the Business Case. Ensures that all necessary monitoring, contract and funding documentation is completed and in place.

The **Project Manager** will be responsible for presenting regular Highlight Reports, approved by the Project Sponsor, to the Project Boards.

6 Decision Making and Reporting

- 6.1 The Lead Council will be responsible for delivery of the relevant project in line with the agreed business case and updating the Accountable Body and TDB on progress in accordance with the approved project management process and stages

(as set out in appendix 2). This delivery and oversight process is shown below in Diagram 1 in Appendix 1.

6.2 The government has set out a process for Accountable Bodies and Town Deal Boards to adhere to should there be any changes to project scope, budget, outputs and outcomes. Project Adjustment Requests (PAR) include but are not limited to:

- A change in project scope or activity
- Splitting one project into multiple separate projects
- Merging projects
- Cancelling a project and reallocating funding to other projects in the deal

Project Adjustment Requests need to be submitted to DLUHC for decision.

6.3 There will be triggers in the delivery of the projects when the Lead Council must obtain the approval of the Town Deal Board and Accountable Body. Those triggers will occur in the event of an **Unforeseen Strategic Decisions**, which are defined as:

- a. Changes in project scope (for example following a change in the risk assessment) that impacts on outputs, outcomes and/or project budget
- b. Consultation and approval of Project Adjustment Requests to DLUHC

For Unforeseen Strategic Decisions, the Lead Council, the TDB and the Accountable Body must all be in agreement to proceed. The decision-making process for Unforeseen Strategic Decisions is shown in Diagram 2 in Appendix 1. There is a Dispute Resolution process set out below in the event that agreement is not unanimous.

Unforeseen Strategic decisions (as defined in 6.3) will require final approval by the relevant Portfolio holder, the Town Deal Programme Board and the TDB where appropriate.

6.4 **Dispute Resolution**

At any time an objection or project issue is raised through the Highlight reporting process by the TDB and/or the Accountable Body, the following process shall be followed to resolve the dispute:

- a) Referral to the Project Board for further discussion and recommendations to the Programme Board.
- b) Consideration by the Programme Board with proposed resolution to the TDB. If not accepted by the TDB, the following dispute resolution process would be triggered; The Chair of the TDB, an Executive Director of the Accountable Body and the Lead Council and the Monitoring Officer of the Accountable Body will meet to narrow the issues and achieve resolution of the outstanding areas of dispute. Where further information/expert input is required, this shall be sought and the meeting shall reconvene within one week of receipt;

- c) If the dispute cannot be resolved at stage a), the same meeting group will meet again along with the Chief Executive of the Accountable Body and where different, the Chief Executive of the Lead Council to achieve resolution of the outstanding areas of dispute.
- d) If there is no resolution agreed, determine if Project Adjustment Request to DLUHC is required.

7. Monitoring and Evaluation

The Town Deal provides a unique opportunity to better understand what policy interventions are most effective in driving economic growth and living standards at the town level. This improved understanding will rely on the frequent collection of high-quality data to enable the ongoing monitoring of progress and the evaluation of the Towns Fund's impact. Monitoring and Evaluation of the Town Deal will ensure that Government has better evidence of what policy levers work best to improve connectivity, spatial organisation, skills, and local authority capability in towns.

Monitoring and evaluation of the King's Lynn Town Deal programme for the 6 projects will be submitted to DLUHC twice a year or as requested. Project Delivery Teams will be responsible for supplying the data in accordance with the Final Monitoring and Evaluation Plans submitted to DLUHC with the business cases.

There is a formal requirement that the Town Deal Assurance Framework complies with the Levelling Up Funds Local Assurance Framework (LUFLAF) which will ensure the funds in scope are held accountable. The LUFLAF sets out standards in line with the principles in managing public money i.e. Regularity - compliant with relevant legislation, and Propriety – high standards of public conduct including robust governance. It also outlines the need for Efficiency, Economy, Effectiveness and Prudence in the administration of public resources to secure value for public money.

All projects will be subject to a post-project completion report; this will ensure the programme follows best practice using recognised project and programme management techniques to ensure sound decisions have been made and lessons are identified for future schemes.

8. Scrutiny

The Programme Board is made up of senior managers, responsible for ensuring that the programme aligns to the wider business of the Borough Council and its policies and procedures. There is representation from specialist areas like legal, finance and property, they act on behalf of the accountable body and will scrutinise the performance of the Town Deal programme to ensure appropriate compliance to Council, DLUHC and Towns Fund policies and processes.

BCKLWN policy and scrutiny panels will be updated during the project delivery at key stages of projects and when reports are brought to Cabinet.

9 Financial Regulations

BCKLWN is the Accountable Body for the Town Deal. BCKLWN must conduct its business efficiently and ensure it has sound financial management policies in place, including arrangements to monitor compliance. BCKLWN's statutory Section 151 Officer is also charged with ensuring that proper financial management processes are in place.

The financial management of the Town Deal will be in accordance with Borough Council of King's Lynn & West Norfolk's Contract Standing Orders and Financial Regulations. The Borough Council of King's Lynn & West Norfolk will account for financial resources granted or to be applied for in the name of the Town Deal Board.

BCKLWN's Financial Regulations provide clarity about the financial accountability of individuals. The regulations identify responsibilities of individuals across all levels. Written records are a requirement where decision making has been delegated to members of staff, in order to give assurance that tasks or decisions have been performed in accordance with the Financial Regulations.

Delegations approved by Cabinet set out in the approved Business Cases will be put in place by the Accountable Body with specific reference to the delegation of authority for the Town Deal programme. This proposal will ensure the most efficient and timely management of the programme, in the context of the delivery timeframes.

10. Risk Management

10.1 BCKLWN proactively manages its risks, enabling it to effectively manage current priorities and promptly identify future challenges. Risk management is noted as one of the key pillars of good decision making and therefore a crucial element of good governance. BCKLWN continually develops its risk management processes. A programme delivery risk assessment will be completed and reviewed quarterly at the Town Deal Programme Board as part of the monitoring process ensuring that identified risks are minimised where possible and do not impact negatively on us achieving our priorities, outputs and outcomes.

10.2 Risk Register

A Risk Register will record the Town Deal programme and will be updated on a regular basis recording a list of any significant risks which may prevent the programme from achieving its priorities, outputs and outcomes. It will hold both strategic and operational risks. The Register identifies the lead individual to manage the risk, identify the controls or mitigation that needs to be in place to continually monitor the risk and record the outcome of any audit review. The register is used for reporting and monitoring of risks at a variety of levels and is configured in risk groups aligned to the directorate structure of BCKLWN.

It is overseen by the Corporate Team, who will also maintain evaluations of BCKLWN wide and confidential risks. Key risks are also recorded in BCKLWN 's Corporate Risk Register and are escalated to Management Team as chaired by the Chief Executive and to the Audit Committee if the risk reaches a defined level.

11 Procurement

As public sector bodies, BCKLWN and NCC employ rigorous procurement processes which fully comply with the Public Procurement regulations on tendering and procurement, and both authorities are a 'contracting authority' under the Public Contracts Regulations. Any procurement carried out as part of the Town Deal programme will follow the relevant Lead Council's [procurement procedures](#).

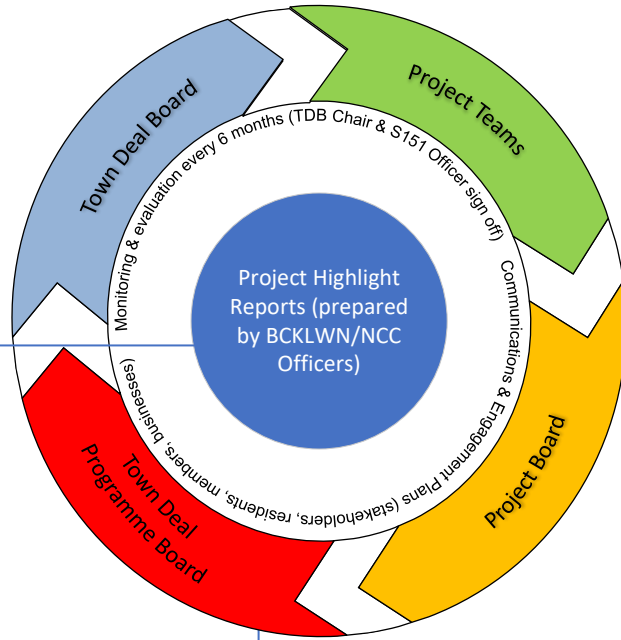
12 Communications

All project communications should be in accordance with the Towns Fund [Guidance](#) and the agreed communications protocol approved by the Town Deal Board. Project Managers will be responsible for ensuring a communications plan is established and agreed for each project with the Borough Council's Communications Team.

Appendix 1 - Town Deal Projects Delivery Phase

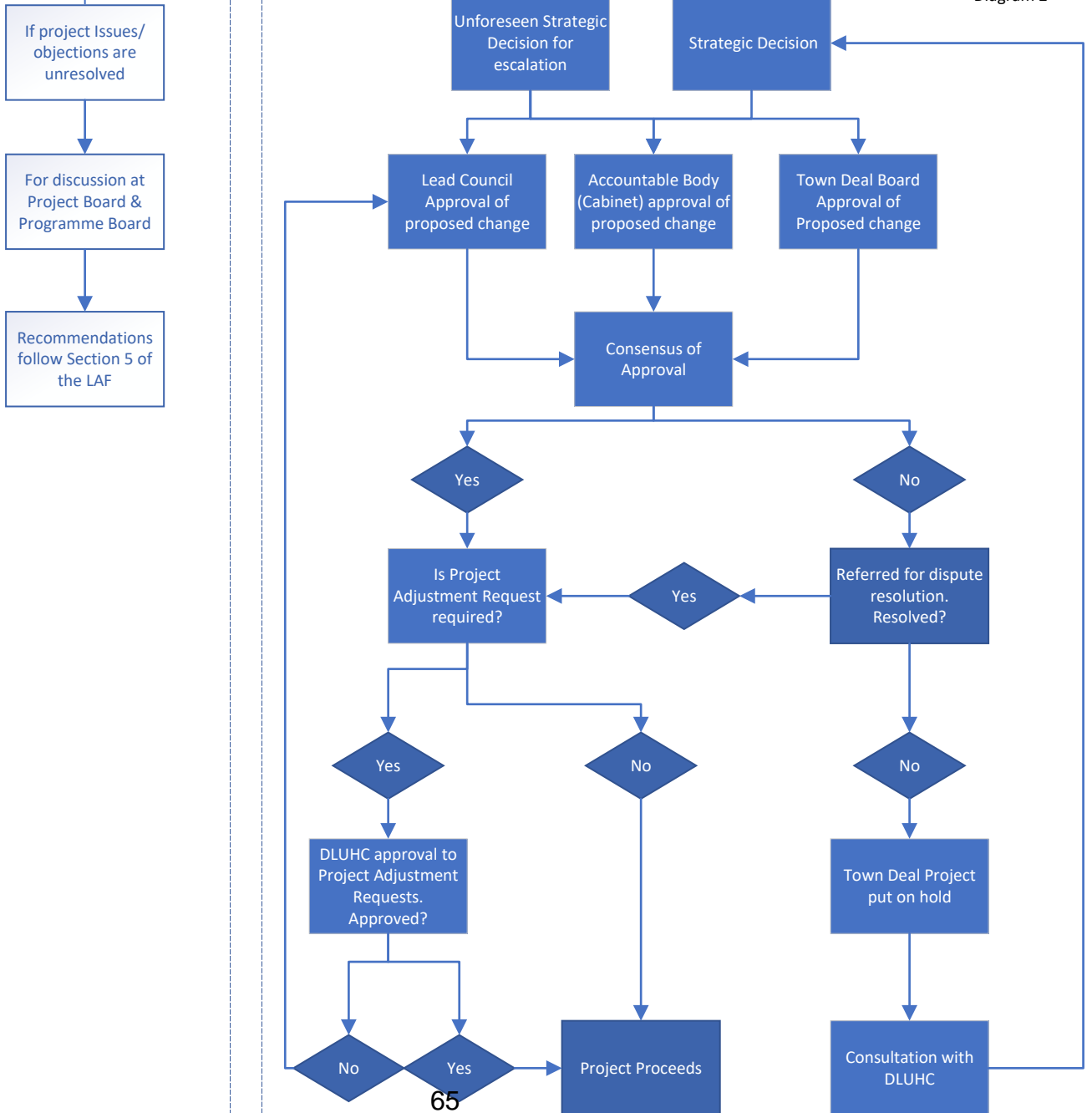
Diagram 1

Project Delivery & Reporting

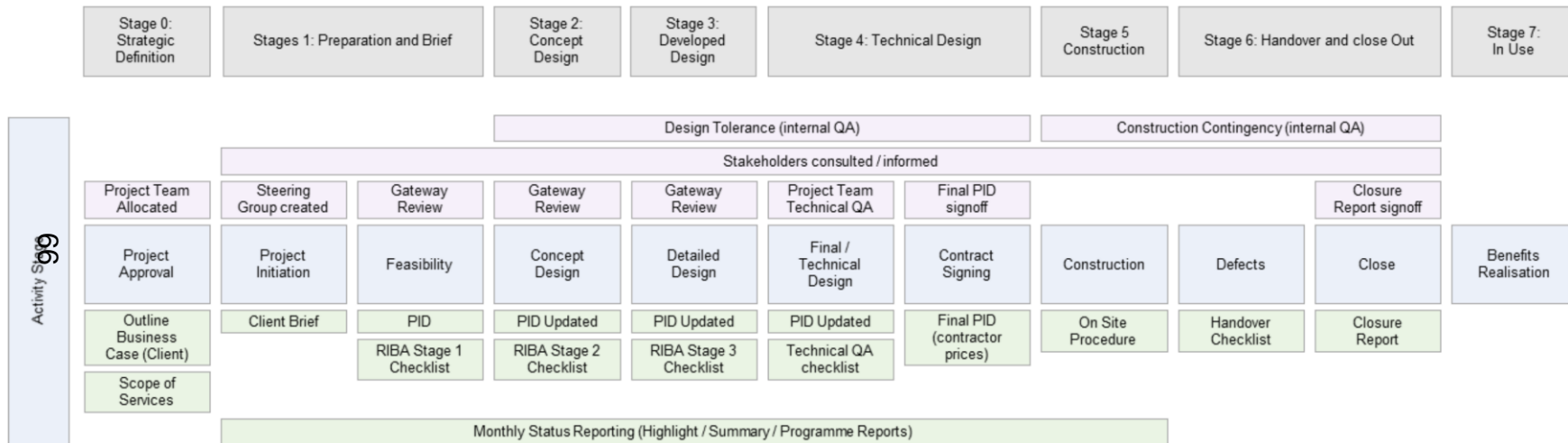


BCKLWN Scrutiny Panels/Member Major Projects Board for update

Diagram 2



Project Management Stages



Parkway Housing Development 2019 - 2023

67

David Ousby March 2023

Borough Council of
King's Lynn &
West Norfolk



Agenda Item 11

Cabinet August 2019

- Approved purchase of the College of West Anglia site, to deliver in conjunction with the adjacent Council owned site
- Submit planning for circa 360 dwellings by November 2019





- Key
- Existing Foot Path
 - New Foot Path
 - Retained Foot Bridge
 - New Link Road
 - Existing Primary Road
 - Low Air Quality Zone



- A road link between the two sites.
- A road link between the Gaywood and Fairstead Estates.
- A road link over the sand line to the Hardwick estate area.

Parkway

379 units over 12 phases



A development of 379 new homes together with associated roads and infrastructure, and a new vehicular bridge over the sand line rail line providing pedestrian, cycle and vehicular links from the Hardwick Industrial Estate

Housing Numbers

Eastern	Western	Total
159	220	379

Tenure	1 bed house	2 bed house	3 bed house	4 bed house	Total
Affordable Rent	12	18	8	2	40
Open Market		57	88	44	189
Private Rent (PRS)	26	56	47	4	133
Shared Ownership		11	6		17
Total	38	143	149	50	379



379 unit scheme - Viability Issues

- Impact of development on existing highways, especially Gaywood Clock, increasing congestion. Highways planning conditions very restrictive
- Access for large vehicles to housing estate including refuse vehicles & Road connecting to east and west housing sites through very sensitive woodland
- Over 2,000 objectors to environmental impact of scheme, especially the development on the eastern part of the site
- Development cost of the bridge circa £20m



Cabinet June 2021 recommendations approved:

- Development does not proceed on the Eastern part of the site
- That the new road bridge as proposed in the planning application is not constructed
- A new planning application be submitted for a revised scheme of approximately 228 dwellings



Cabinet August 2021 recommendations approved:

- A new planning application be submitted to a revised scheme of up to 228 dwellings,
- Capital funding allocation of £45.2m for the development of the site
- Approve optional environmental enhancements of £1.7m (included within the Capital funding allocation above) as detailed in section 8 of the report.



Revised scheme of 226 homes – bridge and eastern site abandoned



Revised scheme 226 dwellings

Bedrooms					
Tenure	1	2	3	4	Total
Open Market	0	30	78	38	146
Affordable Rent	8	6	8	2	24
Shared Ownership	0	5	5	0	10
Private Rental	15	21	10	0	46
Total	23	62	101	40	226

- Planning approved March 2022



Cabinet January 2023

- Amendment to the Capital budget estimate to £54.462m
- 77 • Approve disposal of PRS and affordable housing to wholly owned companies
- Delegated to portfolio holder the future management arrangements for the proposed wildlife site to the east of the development



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	24 March 2023		
TITLE:	Councillor request on Council Wholly Owned Companies		
MEETING DATE:	5 April 2023		
REPORT AUTHOR:	Monitoring Officer		
OPEN/EXEMPT		WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes/No

PERFORMANCE SUMMARY OF COUNCIL OWNED PROPERTY COMPANIES

<p>SUMMARY:</p> <p>A Councillor request for an agenda item was made and accepted from Cllr Morley and Cllr Ryves to: <i>provide a summary of the issue the performance of the council owned businesses, West Norfolk property, West Norfolk housing and Alive Leisure, and any other 100% owned or partially owned business which operate independently of the Council.</i></p> <p>The request was further clarified as follows, to apply in respect of West Norfolk Housing Company Ltd and West Norfolk Property Limited only:</p> <ul style="list-style-type: none"> - <i>The decision tree and ownership of these decisions (why, what and when) governing the transfer of properties to each company.</i> - <i>The process for tracking these properties to ensure they deliver against the decisions made.</i> - <i>The governance process for reporting (a) to the Board, (b) to the Shareholder Committee and (c) the Parent.</i> - <i>The finance reporting process and explanation of finance reporting within the decision tree and Council's Statement of Accounts. (Including the discount arrangements against market price and how this is reported and the initial capital "loss" posted).</i> - <i>The Parent guarantees to cover any losses incurred by its subsidiaries, in such a situation what data will be provided to the Parent Council body to explain the situation.</i> - <i>How will the profit from these companies be brought to account for the benefit of taxpayers.</i> - <i>details of the content of the Statement from the Shareholder Committee as to company performance for publication to the real shareholders, the taxpayers. This may have to rest on internal audit for a draft release as we can't wait years for EY or their successors to get up to speed.</i> - <i>as regards the Shareholder Committee we need an explanation of their part in the Governance process for wider distribution and visibility.</i> <p>A Briefing Note has been attached as Appendix 1 in response to this Councillor request.</p>
<p>KEY ISSUES:</p> <p>Members are referred to the attached Briefing Note.</p>
<p>OPTIONS CONSIDERED:</p> <p>Members are referred to CPP's own terms of reference for the remit of any recommendations they wish to take following the consideration of the Briefing Note at CPP.</p>

Members are reminded that the remit of a number of these areas going forwards will rest with the recently convened Shareholder Committee, the forward decision list for which will be provided to CPP for consideration of items to be heard at CPP.

RECOMMENDATIONS:

That the Briefing Note is considered and that CPP refers to its own terms of reference for the remit of any recommendations they wish to propose.

REASONS FOR RECOMMENDATIONS:

To fulfil the Panel's remit.

REPORT DETAIL

1. Introduction

A Briefing Note has been attached as Appendix 1 in response to this Councillor request.

2. Issues for the Panel to Consider

Members are referred to CPP's own terms of reference for the remit of any recommendations they wish to take following the consideration of the Briefing Note at CPP.

Members are reminded that the remit of a number of these areas going forwards will rest with the recently convened Shareholder Committee, the forward decision list for which will be provided to CPP for consideration of items to be heard at CPP.

3. Financial Implications

Not applicable as this is an information paper.

4. Any other Implications/Risks

Not applicable as this is an information paper.

5. Equal Opportunity Considerations

Not applicable as this is an information paper.

6. Environmental Considerations

Not applicable as this is an information paper.

7. Consultation

Not applicable as this is an information paper.

8. Conclusion

A Councillor request for an information paper around the performance of the Council's two property companies was made and Members are invited to consider CPP's terms of

reference for any onward recommendations they may wish to make after consideration of the Briefing Note at Appendix 1 which addresses the Councillor request.

9. Background Papers

None



Briefing Note to CPP

Councillor Request in relation to Council Property companies

Scope of Request

An agenda item was accepted by way of an opposition Councillor request, in the following terms relating to the Council's two property companies, West Norfolk Housing Company Ltd and West Norfolk Property Limited:

- *The decision tree and ownership of these decisions (why, what and when) governing the transfer of properties to each company.*
- *The process for tracking these properties to ensure they deliver against the decisions made.*
- *The governance process for reporting (a) to the Board, (b) to the Shareholder Committee and (c) the Parent.*
- *The finance reporting process and explanation of finance reporting within the decision tree and Council's Statement of Accounts. (Including the discount arrangements against market price and how this is reported and the initial capital "loss" posted).*
- *The Parent guarantees to cover any losses incurred by its subsidiaries, in such a situation what data will be provided to the Parent Council body to explain the situation.*
- *How will the profit from these companies be brought to account for the benefit of taxpayers.*
- *details of the content of the Statement from the Shareholder Committee as to company performance for publication to the real shareholders, the taxpayers. This may have to rest on internal audit for a draft release as we can't wait years for EY or their successors to get up to speed.*
- *as regards the Shareholder Committee we need an explanation of their part in the Governance process for wider distribution and visibility.*

1. Background

West Norfolk Housing Company Limited (WNHC)

- 1.1 WNHC is a company limited by shares incorporated on 9 September 2016 and is wholly owned by the Council. WNHC was established for the purpose of developing and managing social housing in and around the area of King's Lynn and West Norfolk. WNHC is a Registered Provider and registered as such with the Regulator of Social Housing.
- 1.2 WNHC acquires from the Council the freehold of affordable housing provided for by s106 development agreements between the housing developer and the Council in respect of land owned by the Council, along with any other properties the Council acquires as Affordable Housing.
- 1.3 The Council provides market-rate loans to WNHC to purchase the properties. The properties are managed on behalf of WNHC by a housing association - the Broadland Group.



- 1.4 WNHC does not directly employ any staff but a number of Council officers undertake work for the company including those appointed as directors of the company. The Council provides various support services to WNHC.
- 1.5 While incorporated as a company limited by shares with the intention of income generation, WNHC now operates on a not-for-profit basis and is subject to regulation by the Regulator of Social Housing by whom amendments to the company's objects to prohibit profit distribution to the Council were approved.

West Norfolk Property Limited (WNP)

- 1.6 WNP is a company limited by shares incorporated on 12 April 2018 and is wholly owned by the Council. WNP was established for the purpose of addressing a shortage of properties available for private rent in the area of King's Lynn and West Norfolk. Houses categorised for private rental, which are owned by the Council, are currently leased to WNP with the intention that WNP will purchase the freeholds upon financial arrangements being approved for this. WNP is projected to acquire the leases/freehold of 100+ properties owned by the Council. WNP rents properties on the private rental market to generate income for the Council with WNP acting as responsible private sector landlord.
- 1.7 The day-to-day management of the properties is undertaken by a property management company – Touchstone Property Management.
- 1.8 WNP does not directly employ any staff but a number of Council officers undertake work for the company including those appointed as directors of the company. The Council provides various support services to WNP.

2. Councillor Requests

The decision tree and ownership of these decisions (why, what and when) governing the transfer of properties to each company.

- 2.1 At the outset, it is confirmed that there is no visual aid decision tree, but this is something that can be considered going forwards into the new municipal year. Written descriptions of decision-making functions and responsibilities shall be provided.
- 2.2 Full Council is responsible for strategic policy setting, primarily within the Corporate Business Plan. Under '*Delivering growth in the economy and with local housing: develop our town centres and the rural offering; recognised as great places to live, visit and invest into*' the corporate position of this Council includes:

Develop and manage the portfolio of PRS properties managed by West Norfolk Property Limited

Develop affordable homes to be managed by West Norfolk Housing Company Limited

- 2.3 Cabinet is responsible for making key decisions on the Council's assets within budget and the Capital Programme. The decision to transfer affordable/private rented sector houses to WNHC and WNP respectively has been taken by Cabinet on a site-by-site basis in relation to the Council's major housing projects and other funds relating to affordable houses.



- 2.4 When actioning the decision of Cabinet, officers and the appointed legal representation acting for the Council negotiate the terms of the transfer of the properties with officers and the appointed legal representation acting on behalf of WNHC or WNP. Completion takes place on the basis of the authority from Cabinet.

The process for tracking these properties to ensure they deliver against the decisions made.

- 2.5 The assets held and for what purpose are set out within the companies' business plans, which going forwards will be approved and monitored for performance by the Shareholder Committee.

The governance process for reporting (a) to the Board, (b) to the Shareholder Committee and (c) the Parent.

- 2.6 The Board – officers of the Council acting under Service Level Agreements (SLA) with the companies will report to the Board where a decision is required to be taken by the Directors. It is proposed that a 'Scheme of Delegation' be prepared setting out the decisions/actions that officers can take without referring back to the Board, and those which must always be escalated to the Board.

- 2.7 Shareholder Committee - The Boards or officers acting under the SLA for the companies will communicate through the Corporate Governance Manager in relation to matters pertaining to the Shareholder. The Corporate Governance Manager will then prepare reports to the Shareholder Committee who will make decisions as the Shareholder. Shareholder Agreements are being prepared for each company so that reserved matters explicitly set out which decisions need to be escalated to the Shareholder by the Boards.

- 2.8 Parent Council – Full Council remains responsible for its strategic policy in relation to the companies, with usual reporting processes through Panel and Cabinet. The executive remains responsible for decisions on its assets and providing financial facilities.

The finance reporting process and explanation of finance reporting within the decision tree and Council's Statement of Accounts. (Including the discount arrangements against market price and how this is reported and the initial capital "loss" posted).

- 2.9 The companies have their own accountants who prepare their accounts. The Board of Directors approve and sign off the accounts. The full audited company accounts are published on the Companies House website.

- 2.10 The financial position of the companies will form part of the company business plans, which going forwards will be submitted to the Shareholder Committee for approval and performance against the business plan will then be monitored throughout the year. The Council's Policy Review and Development Panels may scrutinise the decisions of the Shareholder Committee and may review the Shareholder Committee forward decision list for consideration of decisions before they are taken by the Shareholder Committee.

- 2.11 The Council's various financial relations with the companies, for example loan interest due or the lease charges, appear at the relevant sections of the Council's Statement of



Accounts. These accounts are externally audited and submitted to the Audit Committee for approval.

- 2.12 When accounting for the properties transferred at 90% of market value under the major project schemes: the Council is required to value these as Assets Held For Sale on the Balance Sheet at cost of construction value. When they are sold the Council records the sale income as a Capital Receipt and is held in the Capital Receipts reserve of the Borough Council.

The Parent guarantees to cover any losses incurred by its subsidiaries, in such a situation what data will be provided to the Parent Council body to explain the situation.

- 2.13 In such circumstance, full disclosure would be sought from the company.

How will the profit from these companies be brought to account for the benefit of taxpayers.

- 2.14 WNHC operates on a not-for-profit basis. WNP profit will be brought to account at the Shareholder Committee and subject to scrutiny by the Policy Review and Development Panels.

Details of the content of the Statement from the Shareholder Committee as to company performance for publication to the real shareholders, the taxpayers. This may have to rest on internal audit for a draft release as we can't wait years for EY or their successors to get up to speed.

- 2.15 There are no plans for a 'Statement' however holding the companies to account for their performance against the approved business case is part of the terms of reference of the Shareholder Committee.

- 2.16 The full audited company accounts are published on the Companies House website which are publicly accessible, from which performance can also be scrutinised.

As regards the Shareholder Committee we need an explanation of their part in the Governance process for wider distribution and visibility.

- 2.17 The Shareholder Committee is a sub-committee of Cabinet with terms of reference to carry out the Council's shareholder function. It is the body which holds the Board of Directors to account for the company's performance against the approved business plan. The decisions of this Committee can be called in to CPP and agenda items placed on for scrutiny on the Policy Review and Development Panels.

Alexa Baker
Monitoring Officer
March 2023



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	5 th April 2023		
TITLE:	Employee Welfare and Wellbeing Support and Initiatives		
REPORT AUTHOR:	Becky Box, Assistant Director Central Services		
OPEN/EXEMPT		WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes/No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>This item has been requested by CPP following discussions at its meeting held on 3rd October 2022. These discussions noted that a range of employee welfare and wellbeing initiatives were provided to Council employees and requested that a report outlining these be brought to a future meeting.</p> <p>The discussions also requested a report clarify whether the Council had responsibilities with regards to the provision of welfare and wellbeing support to Elected Members. This report will be presented separately by Legal Services.</p>
KEY ISSUES:
<p>Members are referred to the attached report which sets out in more detail an overview of the range of welfare and wellbeing support and initiatives currently provided to Council employees.</p>
OPTIONS CONSIDERED:
<p>N/A</p> <p>The report outlines information requested by CPP on 3rd October 2022.</p>
RECOMMENDATIONS:
<p>That the report is considered by Panel members to familiarise themselves with the range welfare and wellbeing support/initiatives currently provided to Council employees.</p>
REASONS FOR RECOMMENDATIONS:
<p>To fulfil the Panel's request.</p>

REPORT DETAIL

1. Introduction/Background

On 3rd October 2022 Council considered a notice of motion, proposed by Cllr S Squire and seconded by Cllr J Rust regarding the "Menopause Workplace Pledge".

In summary, the motion proposed that the Council should be recognised as a menopause friendly employer, sign the pledge for both Councillors and employees, nominate a dedicated Menopause Champion among staff and arrange regular support and advice sessions that could be accessed by both staff and Councillors. As a result of the discussions at Council it was resolved that the Motion be referred to the Corporate Performance Panel for consideration.

The motion was considered by Corporate Performance Panel on 3rd October 2022. It was noted that there was a disparity between the support/services provided to Councillors and employees, on all matters relating to health and wellbeing, not just the menopause. During the discussions it was acknowledged that the Council had a specific duty of care for employees and that the menopause was already covered in the range of support, information and initiatives provided to employees. Concern was raised about singling individual issues out for particular focus given the wide range of health and wellbeing issues being experienced by staff at any given time.

As a result of the discussions, it was agreed that two separate reports would come back to the Panel. One setting out services and initiatives for staff and one dealing with legislation and policies for Councillors.

This report sets out the services and initiatives available to Council employees.

2. Issues for the Panel to Consider

A summary of the welfare and wellbeing support for Council employees is provided in the attached paper which covers:

- Context setting for the provision of these services to employees
- A summary of current provision
- Details of new developments being progressed during 2023
- A summary of work undertaken specifically in relation to the menopause
- A recommended way forward in relation to all employee welfare and wellbeing matters

Members are asked to note that:

- Through Health and Safety legislation, the Council has a legal duty of care to its employees which requires both physical and mental health to be treated as equally important
- The Council's Health, Safety and Welfare policy sets out roles and responsibilities in relation to employee welfare
- The Council's Personnel Services team is responsible for a range of activities to support employee welfare and wellbeing
- A wide range of support is currently provided to employees, covering a range of physical and mental health issues

3. Corporate Priorities

Not applicable.

4. Financial Implications

Not applicable.

5. Any other Implications/Risks

The Council must demonstrate its commitment to ensuring the health, safety and wellbeing of its employees.

7. Equal Opportunity Considerations

Employee welfare and wellbeing issues must take into consideration a range of equality related factors, as covered by the Equality Act 2010. Some matters either are or have the potential to be covered by the Act, for example they may relate to actual or potential disabilities.

8. Environmental Considerations

Not applicable.

9. Consultation

The Council's Health, Safety and Welfare Policy is approved by Cabinet and Council following usual consultation procedures with management team and unions. Personnel Services develop welfare/wellbeing initiatives in consultation with Management Team and Trade Unions and work closely with unions on the delivery of many of these initiatives.

10. Conclusion

A review of a range of employee welfare and wellbeing initiatives/support has been provided as requested by members of the Corporate Performance Panel.

11. Background Papers

Health, Safety and Welfare Policy
Wellbeing Hub
Sickness absence management procedure

Welfare and Wellbeing Support and Initiatives for BCKWN Employees

1 Introduction

Through Health and Safety legislation employers have a 'duty of care' to their employees. This means they must do all they reasonably can to support their employees' health, safety and wellbeing (including treating mental and physical health as equally important).

The Council's health, safety and welfare policy sets out how the Council recognises and accepts its responsibility as an employer to ensure the health, safety and welfare of all employees. It also outlines how the Council will endeavour to meet this responsibility, so far as is reasonably practical, and the roles and responsibilities at all levels of management within the Council for the health, safety and welfare of employees whilst they are at work.

It goes on to set out the responsibility for supporting employee welfare and wellbeing, as follows:

Personnel Services

The Council's Personnel Services team is based within Central Services and is responsible for a range of personnel activities in relation to employee welfare and wellbeing, including managing day to day sickness absence issues.

The main duties are to: -

- (a) Advise the Council, Cabinet, Joint Safety and Welfare Committee and other Bodies as required on all matters relating to sickness absence and employee welfare issues, including compliance with relevant legislation and good practice.
- (b) Ensure that sickness absence management procedures are in place across the Authority and monitor sickness absence levels regularly, providing advice to Managers and employees as necessary.
- (c) Work with Managers to agree return to work arrangements and other support required to facilitate attendance at work for employees who have been absent.
- (d) Develop welfare services, wellbeing and mental health related programmes for all members of staff, ensuring that external support is available as appropriate.**
- (e) Ensure the provision of training to support Managers to undertake their roles and responsibilities with regards to health & safety, managing sickness absence and employee wellbeing effectively

2. The Role of Personnel Services

The Council's Personnel Services team employs experienced and professionally qualified Officers with the appropriate skills, knowledge and expertise to support all employment related matters for the Council in accordance with legislation and best practice, including all the employee related issues outlined in the health, safety and welfare policy (as outlined above).

The duties undertaken by Personnel Services include developing, implementing, monitoring and supporting employees and their line managers with sickness absence issues ranging from occasional days of absence through to those employees with the most serious of prognosis, and unfortunately occasional situations where a death occurs in service. Where appropriate, a range of other approaches/support can be used to prevent employees becoming unwell.

Undertaking these duties often involves the handling of highly sensitive personal and complex medical information relating to employees and using this information to support both the individual concerned and their line management to facilitate an appropriate resolution to the situation.

It should be noted that it is not in the remit of Personnel Services to provide services to Elected Members. It would not be appropriate for the remit of the team to be expanded to provide these services, given the nature of the personal information required and the lack of a management structure to work within.

3 Current Welfare Services, Wellbeing and Mental Health Programmes For Employees

A wide range of welfare services, wellbeing and mental health programmes are currently available to support Council employees, as summarised below. These services may be accessed:

- as part of sickness absence management procedures, when managing an ongoing case of absence from work or to support return to work arrangements
- as initiatives for individual employees with the aim of preventing absence from work or
- as initiatives which are widely communicated/promoted to all employees

3.1 An “Employee Wellbeing Hub” has been developed which is available to all employees and contains a range of information about mental health and resources. It includes links and information on a wide range of issues including:

<ul style="list-style-type: none"> - Emergency help for people in crisis - Five Ways to Wellbeing - Living with Depression - Living with Anxiety - Changing your negative thoughts - Winter Wellbeing - Walking for Health 	<ul style="list-style-type: none"> - Menopause - Clinical online webinars - Men’s Football - Mindful Walking - Bereavement - Happier January - Men’s Time to Talk - Men’s Health and Mental Health
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3.2 We regularly signpost employees to the NHS Wellbeing Service. This is advantageous because clinical mental health assessments are carried out and we are then able to offer therapeutic intervention accordingly, following NICE (National Institute for Health and Care Excellence) guidelines.

3.3 Where appropriate, employees are referred for external support such as counselling, psychotherapy, cognitive behavioural therapy or to Occupational Health Consultants

to seek assessment and occupational health advice for employees regarding health conditions including mental health conditions.

- 3.4 Training and advice has been provided to all Managers on managing stress at work for many years, including the requirement for managers to complete stress risk assessments as part of the annual appraisal process. A revised 'Managing Stress at Work Corporate Guidance Note' has recently been issued.
- 3.5 All line managers are trained in Mental Health First Aid (delivered by Norfolk and Waveney Mind and tailored to reference our procedures) as well as to incorporate the Shift (National Mental Health Development Unit) Line Managers' Resource.
- 3.6 The Mind 'Wellness Action Plan' tool is used to support employees, including those who may predominantly work from home.
- 3.7 Three employees have been trained in ASIST (Applied Suicide Intervention Skills) to provide support on this issue as/when required.
- 3.8 Information and support for individual employees is also available on a range of subjects dependent on their need, including:

<ul style="list-style-type: none"> - Sleep and sleep disorders / sleep hygiene - Assessment for Autistic Spectrum Condition - Exercise intensity / efficacy - Bereavement - Hidden disabilities / the Sunflower Scheme - Menopause - Cancer and cancer diagnoses - Pain and physiotherapy 	<ul style="list-style-type: none"> - The Wellbeing Service - Happiness and the 5 Ways to Wellbeing - Time to Talk Day - RED January (Run Every Day) - Gardening for Health - Every Mind Matters and Wellness Action Plans - Seasonal Flu Vaccinations - Seasonal Flu / Covid
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- 3.9 Bi-monthly Wellbeing events are held. To date these have included:

<ul style="list-style-type: none"> - International Men's Day - Wellness checks - Menopause Café - Knit and Natter - Home Workers Forum - Wellbeing Week – sessions ran on: <ul style="list-style-type: none"> o Mental Health o Good Mood Food o Mindfulness o Exercise 	<ul style="list-style-type: none"> - Men's Prostate Health - Sleep - Happier January - International Women's Day - Individual Health and Wellness Checks - Menopause café - Stress and resilience workshops - Menofit - Aquazumba - Park Run meet up
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- 3.10 Guidance is available to individual employees dealing with / managing / accessing support for (as an example):

<ul style="list-style-type: none"> - Financial issues / benefits advice - People in crisis 	<ul style="list-style-type: none"> - Stress / mental health and Wellness Action Plans (team and individual)
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<ul style="list-style-type: none"> - Bereavement - Cognitive Behavioural Therapy / CBT techniques - Panic attacks and Anxiety Disorders - Depression and Low Mood - Assessment of depression and anxiety via PHQ9 / GAD7 - Eating Disorders - Peer Support - Living with pain - Suicidal ideation - Supporting individuals experiencing suicidal ideation 	<ul style="list-style-type: none"> - Migraines - Disability Issues including: <ul style="list-style-type: none"> o Continence o Accessibility o Reasonable adjustments and support at work o High Impact Health Conditions o Equipment - Menopause and Perimenopause - Domestic Breakdown - Bipolar Disorder - Trauma / PTSD
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- 3.11 Personnel partners with the Norfolk and Suffolk Foundation Trust Wellbeing Service (IAPT) to access events, information for employees (monthly summaries of these are posted on notice boards in all locations).
- 3.12 Pre-covid, Personnel ran a Wellbeing Week during which NHS Cognitive Behavioural Therapists and NHS Psychological Wellbeing Practitioners delivered in-person group briefings about ways to look after wellbeing. A Sleep-Hygiene clinic was also arranged at their own premises in King's Lynn.

4 New developments for 2023

The range of welfare and wellbeing support offered to employees is continuously being developed, with the following initiatives already planned for 2023:

- 4.1 On the 1st March 2023 the Council launched a TRiM (Trauma Risk Management) procedure and network of TRiM Managers and Practitioners to enable employees who are exposed to potentially traumatising workplace events to access NICE-recommended in-house support and signposting to external resources.
- 4.2 Later in 2023 revised guidance for employees on Dealing with Unacceptable Customer behaviour will be issued.
- 4.3 A new Domestic Abuse procedure for employees is in the final stages of development and will be rolled out shortly, supported by training for managers and employees.
- 4.4 Further developments to the Wellbeing Hub are planned.

5 The Menopause

As Members can see from the range of information supplied above, the Council is already providing employees with a range of information relating to the menopause:

- Information is published on the Wellbeing Hub which is available to all employees

- Articles have been published in Internal Affairs (the staff magazine) and the weekly staff updated email
- An initial Menopause Café' was held in 2019, run jointly with Unison. This was repeated in October 2022 and a third event is scheduled for March 2023
- Line manager wellbeing training has included coverage of how to support employees with the menopause
- There is ongoing advice/support to employees on an individual basis and to their managers
- Menopause awareness day was supported in October 2022 with various activities undertaken

The menopause workplace pledge is organised by the Wellbeing of Women charity. In signing the pledge employers commit to:

- recognising that the menopause can be an issue in the workplace and women need support
- talking openly, positively and respectfully about the menopause
- actively supporting and informing employees about the menopause

6 Conclusions

The Council is already meeting all the requirements of the pledge, so little more could be achieved by signing up to it. Furthermore, specifically singling out one particular issue could diminish the profile of the wider wellbeing support work being undertaken, and impact on the perception of those employees suffering from other health related matters such as cancer, mental health issues or other serious health conditions.

A continued approach to offering a broad range of support, responsive to the needs of employees without indicating that any one issue is more significant to others is the recommended way forward.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	5 th April 2023		
TITLE:	Councillor Mental Health		
TYPE OF REPORT:	Information Paper		
REPORT AUTHOR:	James Arrandale, Deputy Monitoring Officer and Principal Solicitor		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>This item has been requested by CPP following discussion at its 3rd October 2022 meeting. The discussion concerned the potential for provision of health and wellbeing support to Members, particularly around mental health support, and the powers available for this. It was requested that a report outlining these be brought to a future meeting.</p>
KEY ISSUES:
<p>Members are referred to the attached report.</p>
OPTIONS CONSIDERED:
<p>Not applicable - the report outlines information requested by CPP on 3rd October 2022</p>
RECOMMENDATIONS:
<p>That the report is considered by Panel members to familiarise themselves with the issues and to inform their consideration of the Notice of Motion 7/22 regarding the Menopause Workplace Pledge.</p>
REASONS FOR RECOMMENDATIONS:
<p>To fulfil the Panel's request for further information.</p>

REPORT DETAIL

1. Introduction and Background

On 13 July 2022, Council considered Motion 7/22 regarding the Menopause Workplace Pledge. The motion included a proposal that the Council should arrange regular support and advice sessions that can be accessed by councillors.

It was resolved to refer the Motion to Corporate Performance Panel, which considered it on 3 October 2022. The minutes record comments that there was a disparity between Councillors and Staff, and that Councillors would like to see services available to Councillors as well as staff, not just relating to the Menopause, but to all elements relating to health and support.

The Assistant Director, Central Services clarified that resources available were only available to support initiatives relating to staff. The Monitoring Officer explained that the Council had to work within legislation, and currently there was no legislation relating to a Duty of Care for Councillors.

2. Issues for the Panel to Consider

As discussed in the 3rd October meeting, Councillors are not employees of the Council. The duties and services provided by the Council to its staff exist in the context of the relationship of employment.

There are no specific legal powers which enable the provision by the Council of general health support to councillors. This point has been checked with the Local Government Association.

The Council has canvassed experiences from other Councils around the country in relation to mental health support, in the context of the LGA's work around supporting Members with intimidation in public life. It is not aware of any other council which budgets for mental health provision to councillors. In discussion with other councils, the view was shared that (i) there was no power to provide a general support service, and (ii) it would be inappropriate to provide such a service given the nature of the councillor relationship.

Circumstances could arise in which the mental health issues that a councillor was experiencing could be classed as a disability as defined under the Equality Act 2010. In those cases, assistance with mental health from the Council would class as a "reasonable adjustment" and could be justified on a case-by-case basis. Members will be asked to disclose any disabilities as part of the appointment process for new members in May 2023 so that reasonable adjustments can be considered.

All councillors have the option of self-referral to public services (NHS etc.). In addition, there are various further resources through which councillors can access mental health support which is more tailored to their role as councillors. These include:

- LGA peer support;
- Group level support (including through the LGA Independent Group); and
- Training offered by charities.

3. Corporate Priorities

A mental health support programme for members does not directly address any of the Corporate Priorities as set out in the Corporate Business Plan.

4. Financial Implications

If the legislative framework were to be extended, or a specific power introduced, which enabled the provision of general health support services to Members, then there would be a financial cost to implementing this. This would need to be budgeted for, together with the resource implications from officers and policies introduced around appropriate use.

As a benefit, a funded support programme would need to be assessed by an Independent Remuneration Panel.

5. Any other Implications/Risks

None identified.

6. Equal Opportunity Considerations

The non-provision of general health support is consistent with the Council's equalities duties, as the Council would still assess any Councillor for reasonable adjustments in relation to any disability meeting the definition within the Equality Act 2010 under the Equality Policy.

7. Environmental Considerations

Not applicable.

8. Consultation

Not applicable.

9. Conclusion

CPP sought information raised at its meeting of 3 October 2022 in relation to health support available to Councillors. These issues have been addressed in this paper.

10. Background Papers

None

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
18 April 2023	Asset Management – Land and Property - Nar Ouse Report and NHS ICB	Key	Cabinet	Property Exec Dir – O Judges		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Southgates Regeneration Area Development Brief and Next Steps	Key	Council	Development and Regeneration Asst Dir – D Hall		Public
97	Towns Fund Local Assurance Framework	Non	Cabinet	Business Culture & Heritage Asst Director – D Hall		Public
	Members ICT	Non	Cabinet	Corporate Asst Dir – M Drewery		Public
	Notice of Motion 16/22 – Peer Review	Non	Cabinet	Leader Chief Executive		Public
	Parking Operations – Back Office Operations	Non	Cabinet	Corporate Asst Director – M Chisholm		Private Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

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
20 June 2023	Assets of Community Value	Non	Council	Leader Monitoring Officer		Public
	5 Year Mart Agreement	Non	Cabinet	Business Culture & Heritage Exec Dir – G Hall		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Staff Pay Award 2023/24	Key	Council	Leader Asst Dir – B Box		Public
	Members Allowances	Key	Council	Leader Monitoring Officer		Public
98	Alive West Norfolk Fees and Charges	Non	Cabinet	People and Communities Alive West Norfolk		Public
	Southend Road Hunstanton	Key	Cabinet	Development and Regeneration Asst Dir – D Ousby		Public
	CIL Report- application for Docking Pavilion Refurb	Non	Cabinet	Regeneration & Development Asst Dir S Ashworth		Public
	Officer Major Project Board Terms of Reference	Non	Cabinet	Asst Dir – A Baker		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
1 August 2023	West Winch Collaboration Agreement	Non	Cabinet	Development and Regeneration Exec Dir – G Hall		Public
	King's Lynn Town Football Club	Non	Cabinet	Property Asst Dir – M Henry		Private- Contains exempt

						Information under para 3 – information relating to the business affairs of any person (including the authority)
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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
26 September 2023	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		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
31 October 2023						

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
5 December 2023						

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
15 January 2024						

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

6 February 2024						
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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
5 March 2024						

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
23 April 2024						

Items to be scheduled

100	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	Leader Asst Dir B Box		Public
	Procurement Strategy	Non	Cabinet	Finance Asst Dir – D Ousby		Public
	Review of Planning Scheme of Delegation (summer 23)	Non	Council	Development and Regeneration Asst Dir – S Ashworth		Public
	Lynnsport One (summer 23)	Key	Council	Regeneration & Development Asst Dir Companies & Housing Delivery – D Ousby		Public
	Redundancy Policy	Non	Council	Leader Exec Dir – D Gates		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public

FORWARD PLAN

Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
13 February 2023 – meeting postponed	Election of Chair	Shareholder Committee	Leader Monitoring Officer – A Baker	Cabinet Report 15 November 2022	Public
	Shareholder Committee Terms of Reference	Shareholder Committee	Leader Monitoring Officer – A Baker	Cabinet Report 15 November 2022	Public
	Appointment of a Company Secretary	Alive West Norfolk Board	Leader Assistant to the Chief Executive – H Howell		Public
	Appointment of Directors to the Board of the council companies	Alive West Norfolk Board	Leader Assistant to the Chief Executive – H Howell		Item scheduled at end of agenda should the committee determine to exclude the Press and Public to consider the report
Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
17 March 2023	Election of Chair	Shareholder Committee	Leader Monitoring Officer – A Baker	Cabinet Report 15 November 2022	Public
	Shareholder Committee Terms of Reference	Shareholder Committee	Leader Monitoring Officer – A Baker	Cabinet Report 15 November 2022	Public
	Appointment of a Company Secretary	Alive West Norfolk Board	Leader Assistant to the Chief Executive – H Howell		Public

	Appointment of Directors to the Board of the council companies	Alive West Norfolk Board	Leader Assistant to the Chief Executive – H Howell		Item scheduled at end of agenda should the committee determine to exclude the Press and Public to consider the report
Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
TBC	Draft Shareholder Agreement	Shareholder Committee	Leader Assistant to the Chief Executive – H Howell		Public
	Updated Service Level Agreements – Alive West Norfolk and West Norfolk Property	Shareholder Committee & Company Boards	Leader Assistant to the Chief Executive – H Howell		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Draft Business Plans for AWN WNP WNH	Shareholder Committee	Leader		
	Alive West Norfolk Board Appointment	Shareholder Committee and AWN Board of Directors	Leader Assistant to the Chief Executive – H Howell	Shareholder Committee - 17 March 2023	Item scheduled at end of agenda should the committee determine to exclude the Press and Public to consider the report

Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
TBC	Review of Business plans for AWN WNP WNH	Shareholder Committee	Leader		
TBC	Annual review of SLA's for AWN WNH WNP	Shareholder Committee	Leader		

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2023/2024

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
14 June 2023	Appointment of Vice-Chair for the Municipal Year 2023/2024			To appoint a Vice-Chair for the Municipal Year 2023/2024.
14 June 2023	Call-in (if any)			
14 June 2023	2022/2023 full year Corporate Performance Indicator Monitoring Report	Monitoring	H Howell	
14 June 2023	Corporate Business Plan Monitoring report (October – March)	Cabinet	H Howell	
14 June 2023	Update on Hunstanton Promenade Waste Water	Update	M Henry	
14 June 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
14 June 2023	Cabinet Forward Decision			
14 June 2023	Panel Work Programme			

104

Agenda Item 18

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
24 July 2023	Call-in (if any)			
24 July 2023	January 2022 to December 2022 Report on use, or non-use RIPA powers (Annual Report)	Annual	M Chisholm	
24 July 2023	Performance of the Corn Exchange Cinema		N Gromett	Panel request.
24 July 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
24 July 2023	Cabinet Forward Decision			
24 July 2023	Panel Work Programme			
11 September 2023	Call-in (if any)			
11 September 2023	2023/24 Q1 Corporate Performance Indicator Monitoring Report	Monitoring	H Howell	
11 September 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
11 September 2023	Cabinet Forward Decision			
11 September 2023	Panel Work Programme			

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
16 October 2023	Call-in (if any)			
16 October 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
16 October 2023	Cabinet Forward Decision			
16 October 2023	Panel Work Programme			
13 November 2023	Call-in (if any)			
13 November 2023	2023/24 Q2 Corporate Performance Indicator Monitoring Report	Monitoring	H Howell	
13 November 2023	Final Council Tax Support Scheme for 2024/25		J Stanton	
13 November 2023	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
13 November 2023	Cabinet Forward Decision			
13 November 2023	Panel Work Programme			

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
4 January 2024	Call-in (if any)			
4 January 2024	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
4 January 2024	Cabinet Forward Decision			
4 January 2024	Panel Work Programme			
26 February 2024	Call-in (if any)			
26 February 2024	2023/24 Q3 Corporate Performance Indicator Monitoring Report	Monitoring	H Howell/ G Greaves	
26 February 2024	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
26 February 2024	Cabinet Forward Decision			
26 February 2024	Panel Work Programme			

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
10 April 2024	Call-in (if any)			
10 April 2024	Portfolio Question and Answer Session			Questions to be submitted in advance of the meeting.
10 April 2024	Cabinet Forward Decision			
10 April 2024	Panel Work Programme			

Forthcoming Items – date to be advised

Guidance in respect of Council Tax Support Scheme ahead of when it is presented to Council for approval – J Stanton (Chair confirmed requirement of report to include the financial calculation, the no of households that would receive this support and their house bandings, the Councils plans to manage the Collection Fund and the sums expected by its preceptors, the rationale for selecting this demographic as the only segment of householders that need hardship support)

Feedback from Councillor Blunt on the enforcement issues discussed on 13 April 2022 - Councillor R Blunt to advise of date.

Annual Employment Monitoring Report – B Box

Scrutiny Benchmarking - Scrutiny – to look at the compulsory statutory guidance and practice elsewhere - to be scheduled post Peer Review

Annual Communications Update – Panel to determine if it wishes to receive an update in 2024 (presentation to Panel 4 January 2023)

New 2023/27 Corporate Business Plan

Demonstration of new Performance Management System

Councillor Requests

Relationship with the Shakespeare Trust in relation to the Guildhall. (Item to be scheduled following outcome of the HLF bid) - Councillor J Moriarty

Carnegie Building – (requested by Councillor J Moriarty - email 11 January 2023)

'SLAs' - Number, examples, administration, creation, legal standing etc; probably need to be an exempt item (requested by Councillor J Moriarty – email 9 February 2023)

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