

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



Corporate Performance Panel

Agenda

**Wednesday, 27th November, 2024
at 4.30 pm**

in the

**Council Chamber, Town Hall, Saturday
Market Place, King's Lynn and available
for the public to view on You Tube**



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

Tuesday 19th November 2024

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 27th November, 2024 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 5 - 18)

To approve the minutes from the Corporate Performance Panel meetings held on 16th October 2024 and the additional meeting held on 30th October 2024.

3. Declarations of Interest (Page 19)

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

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

4. Urgent Business Under Standing Order 7

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

5. Members Present Pursuant to Standing Order 34

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

6. Chair's Correspondence (if any)

7. Call Ins (if any)

8. Update on Cycling Development and Cycle Hire Scheme (Pages 20 - 21)

9. Cabinet Report - Quarter 2 Corporate Performance Management Report (Pages 22 - 46)

10. Report of the Taxi Testing Informal Working Group (Pages 47 - 51)

11. January 2023 to December 2023 Report on use, or non-use of RIPA Powers (Pages 52 - 61)

12. Panel Work Programme (Pages 62 - 66)

13. Cabinet Forward Decisions List (Pages 67 - 71)

14. Shareholder Committee Work Programme (Pages 72 - 75)

15. Date of Next Meeting

To note that the next meeting of the Corporate Performance Panel is scheduled to take place on 7th January 2025 at 4.30pm in the Town Hall.

A Joint Panel meeting is also scheduled to take place on 3rd December 2024 at 4.30pm in the Town Hall.

To:

Corporate Performance Panel: J Bhondi, R Blunt (Vice-Chair), Mrs J Collingham, B Jones, B Long (Chair), S Nash, J Osborne, C Rose, A Ryves, S Sandell, D Sayers and Mrs V Spikings

Portfolio Holders:

Councillor Ring – Portfolio Holder for Business and Culture – Agenda Item 8

Councillor Beales – Leader of the Council – Agenda Items 9 and 11

Councillor Moriarty – Portfolio Holder for Planning and Licensing – Agenda Item 10

Officers

Becky Box – Assistant Director

Tommy Goode – Alive West Norfolk

Debbie Ess – Corporate Performance Officer

Honor Howell – Corporate Governance Manager

Oliver Judges – Executive Director

Jamie Hay – Senior Internal Auditor

By Invitation: Members of the Taxi Testing Informal Working Group.

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

**Minutes from the Meeting of the Corporate Performance Panel held on
Wednesday, 16th October, 2024 at 4.30 pm in the Council Chamber, Town
Hall, Saturday Market Place, King's Lynn PE30 5DQ**

PRESENT: Councillors B Long (Chair), Blunt, Collingham,
Kunes (Substitute for Councillor Spikings), Nash, Osborne, Rose, Ryves, Sandell
and Sayers.

PORTFOLIO HOLDERS:

Councillor Beales – Leader of the Council
Councillor de Whalley – Portfolio Holder for Biodiversity and Climate Change
Councillor Morley – Portfolio Holder for Finance

OFFICERS:

Oliver Judges – Executive Director
Becky Box – Assistant Director
Joanne Stanton – Revenues and Benefits Manager
Alexa Baker – Monitoring Officer
Debbie Ess – Corporate Performance Officer
Honor Howell – Corporate Governance Manager

CP45 **APOLOGIES**

Apologies for absence were received from Councillors Jones and Spikings.

CP46 **MINUTES**

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The Chair referred to the King's Lynn Innovation Centre Performance update which had been presented to the previous meeting. Following advice from the Deputy Monitoring Officer it was advised that the report from the meeting could be published in the public domain as discussed at the previous meeting.

RESOLVED: 1. The minutes from the previous meeting were agreed as a correct record and signed by the Chair.
2. The King's Lynn Innovation Centre Performance Update report from the September meeting would be made publicly available.

CP47 **DECLARATIONS OF INTEREST**

There was none.

CP48 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

CP49 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There was none.

CP50 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

CP51 **CALL INS (IF ANY)**

There was none.

CP52 **COUNCIL TAX SUPPORT: FINAL SCHEME FOR WORKING
AGE PEOPLE FOR 2025/2026**

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

The Revenues and Benefits Manager presented the report which presented the results of the Council Tax Support scheme consultation for working age people and the proposed scheme for 2025/2026.

It was noted that there were no changes proposed to the current scheme and it was a statutory requirement to carry out the consultation.

The Chair thanked the Revenues and Benefits Manager for her report and invited questions and comments from the Panel, as summarised below.

Councillor Osborne commented that the consultation responses were as to be expected. He felt that a lot of people had been helped by the scheme and it should be supported.

The Chair commented that as there were no changes proposed to the scheme this year, the implication on budgets had already been factored in and embedded into the Council tax bases and Council finances. He recommended that the scheme continue to be supported.

The Portfolio Holder for Finance, Councillor Morley commented that this was a significant benefit offered by the Council and outlined the additional benefits that residents received.

RESOLVED: That the Corporate Performance Panel supports the recommendations to Cabinet, as set out below.

Cabinet is asked to note the consultation responses and to recommend to Council that the draft CTS scheme for 2025/2026 is implemented as the final working age CTS Scheme for 2025/2026. This must be agreed by full Council by 31 January 2025 ready for the start of the financial year on 1 April 2025.

CP53

CABINET REPORT - QUARTER 1 CORPORATE PERFORMANCE MANAGEMENT REPORT

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

The Corporate Performance Officer presented the report which updated on progress against the Council's Corporate Strategy and Key Performance Indicators. Information was presented on progress made up to 30 June 2024. It was noted that project monitoring had now been included in the monitoring report. The projects that were carried out by the Council included RAG ratings within the report and it was noted that those that were carried out in conjunction with partners did not have RAG ratings included.

The Panel was informed that trend arrows had also been included for relevant projects and Key Performance Indicators.

A suite of 'monitor only' indicators were also included and had been reviewed by the Senior Leadership Team.

The Corporate Performance Officer highlighted that the request which had been made by the Panel previously to include indicators on temporary staff had now been incorporated.

The Chair thanked the Corporate Performance Officer for the report and invited questions and comments from the Panel, as summarised below.

In response to a question from Councillor Ryves, attention was drawn to indicators 4.1 to 4.4 which dealt with homelessness, including the numbers using and spend on Bed and Breakfast accommodation.

Councillor Ryves referred to indicator 3.6 which was to decrease revenue spend by 5%. The Portfolio Holder for Finance, Councillor Morley explained that work was ongoing throughout the organisation to reduce spend where possible and a cost management reduction strategy had been created.

The Chair, Councillor Long asked if the target to reduce revenue spend included salaries and it was confirmed that it did not, however the Council did have a process in place for managing vacancies.

Councillor Collingham referred to the targets for delivering new homes and raised concern that due to the increase in new homes required by Government this would be challenging. The Corporate Performance Officer explained that the target for delivery of new homes through Council schemes was performing well, however the target for delivery of new homes across the Borough was out of the control of the Council.

The Leader of the Council reiterated that the Council could not control the delivery of housing from private developers but noted the Council's good track record in delivering new homes. He agreed that the increase in housing needing to be delivered was a concern and the point needed to be made to Government that if there was an expectation to deliver additional housing, there ought to be Government support and funding available to enable delivery.

Councillor Kunes agreed that Central Government support was required and referred to the amount of planning permissions that had been granted, but development had not yet taken place. He commented that developers were often worried that units would not sell, so development had stalled. Councillor Kunes commented that it needed to be made easier for more people to get Mortgages.

The Vice Chair, Councillor Blunt outlined the implications of not meeting the Governments requirements on delivery of housing which included the Council losing the right to making decisions on planning applications.

Councillor Sayers referred to the indicators relating to food waste and recycling and asked why the targets had been elevated for this year. The Corporate Governance Manager explained that targets had been agreed by the Senior Leadership Team, Service Managers and the Portfolio Holder were aimed to be challenging yet achievable.

Councillor Nash referred to indicator 2.10 and explained that the targets were set in tonnes, however it would be more meaningful if percentages of the overall amount of waste collected was included, then broken down by type. The Panel agreed with this as they felt it would provide a better indication of the rate of recycling. The Corporate Governance Manager agreed to liaise with the Waste and Recycling Manager to ensure meaningful targets were included going forward.

Councillor Sayers reminded the Panel that this week was Recycling Week and he had spoken to the Waste and Recycling Manager about ways to increase recycling rates in areas of the Borough where rates were low. The Chair commented that rates had increased when the range of recyclable material accepted had broadened and he suggested that the Environment and Community Panel may wish to conduct a review on what else could be done to increase recycling

rates. The Chair agreed to raise this issue with the Chair of the Environment and Community Panel.

Councillor Osborne asked how the Council engaged with Secondary Schools. The Assistant Director explained that methods of engagement had changed since the Pandemic, however the Council did get involved with Careers Fairs and Work experience opportunities.

Councillor Collingham raised concern at the amount of staff on long term sickness absence and asked what was being done to support staff. The Assistant Director explained that there was a wide range of reasons for long term absences and the Council did proactively manage and engage with staff to offer support such as referrals and ways to help facilitate a return to work.

The Chair referred to a new project that had been added relating to the upgrading of Street Lighting and Council Assets with energy efficient lighting. He was aware that the refit project had been ongoing for quite some time and asked what further work was still left to do. The Portfolio Holder for Biodiversity and Climate Change agreed to provide further detail and statistics to the Panel in writing. The Executive Director explained that with regard to Street Lighting, when columns needed replacing it was ensured that this was carried out in the most efficient way. The Council was also looking at a maintenance schedule, which would include upgrades as required.

Councillor Ryves referred to indicator 1.9 relating to Small and Medium Enterprises (SME's) and the Corporate Governance Manager agreed to provide further information on the amount and value of contracts that were awarded to SME's. The Portfolio Holder for Finance explained that the new Procurement Rules would provide more emphasis on encouraging SME's to apply for contracts so the indicator would become more meaningful once the new rules were in place.

The Leader of the Council agreed that it would be helpful for a breakdown to be provided on the contacts and value of contracts that SME's could benefit from, but noted that there were some larger contracts that could never be fulfilled by SME's.

It was noted that procurement rules and tender exercises would still be required when awarding contracts and the benefits of awarding contracts to SME's included supporting the local economy and providing local jobs.

Councillor Osborne referred to indicators 1.17 and 1.18 relating to car parking tickets sold and asked why the target had been reduced from the previous year. The Corporate Governance Manager agreed to find out and report back to the Panel.

RESOLVED: 1. That the Corporate Performance Panel support the recommendations to Cabinet in that they review the Performance

Management Report and comment on the delivery against the Corporate Strategy.

2. The Corporate Performance Panel recommend that Cabinet consider inclusion of the points raised by the Panel in future reports as set out below:

- Note the Panel's concern on the targets relating to the delivery of homes.
- Future reports to include a breakdown of waste and recycling collected, including percentages.
- Future reports to include narrative on the value and amount of contracts awarded to SME's.

CP54 **PANEL WORK PROGRAMME**

The Chair informed the Panel that the Taxi Testing Informal Working Group had now concluded their work and would present their findings to the Panel meeting in November.

Councillor Nash requested that the Panel look at the process of holding Statutory Officers to account as he felt the current process was not fit for purpose. The Chair agreed to look into this with officers.

RESOLVED: The Panel Work Programme was noted.

CP55 **CABINET FORWARD DECISIONS LIST**

RESOLVED: The Cabinet Forward Decision List was noted.

CP56 **SHAREHOLDER COMMITTEE WORK PROGRAMME**

RESOLVED: The Shareholder Committee Work Programme was noted.

CP57 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel was an additional meeting which was scheduled to take place on 30th October 2024 at 4.30pm in the Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 5.30 pm

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

Minutes from the Meeting of the Corporate Performance Panel held on Wednesday, 30th October, 2024 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors Long (Chair), Blunt, Collingham, Jones, Osborne, Rose, Ryves and Sandell.

PORTFOLIO HOLDERS:

Councillor Beales – Leader of the Council

Councillor Morely – Portfolio Holder for Finance

Councillor de Whalley – Portfolio Holder for Climate Change and Biodiversity

PRESENT UNDER STANDING ORDER 34: Councillor Kemp, Lintern (remotely), Nash (remotely) and Ware.

OFFICERS:

Becky Box – Assistant Director

Alexa Baker – Monitoring Officer

CP58 **APOLOGIES**

Apologies for absence were received from Councillors Bhondi, Sayers and Spikings.

CP59 **DECLARATIONS OF INTEREST**

There was none.

CP60 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

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

Councillors Kemp, Lintern (remotely), Nash (remotely) and Ware.

CP62 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

CP63 **CALL INS (IF ANY)**

There was none.

CP64

REPORT FROM THE CONSTITUTION INFORMAL WORKING GROUP

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

The Monitoring Officer presented the report which set out the initial proposals from the Constitution Informal Working Group. It was noted that the Informal Working Group's work would continue to support the process for reviewing the Constitution.

Members were presented with the draft Council Procedure rules which pulled together all the procedural rules that apply to meetings of Full Council and picked up key issues raised by the Informal Working Group including introducing a Budget Meeting, Notices of Motion, Questions to Cabinet Members and Chairs.

Also presented for consideration was an additional schedule of substantive changes to the Constitution which proposed changes to the number of Members in Planning Committee, Licensing Committee and the Licensing and Appeals Board, changes to Standing Order 34 and introducing a defined procedure around the election and removal of a Leader.

A Schedule of Minor Amendments was also presented to the Panel for consideration.

The Panel was informed that the Constitution Informal Working Group would continue to meet and in the New Year would determine its forward Work Programme.

The Chair thanked the Monitoring Officer for the report and the Panel considered the Schedule of key issues individually as follows. The Chair firstly invited Members present under Standing Order 34 to address the Panel so that their comments could be considered during the Panels debate.

Councillor Kemp addressed the Panel under Standing Order 34 and made reference to the proposed order of Notices of Motion and the proposed time limit which she felt would limit the opportunity for smaller Political Groups and non-aligned Members to have Notices of Motions considered, which were often time critical and could not be rolled over to a subsequent meeting. She commented that this proposal would be a retrograde step and would not give some Members the opportunity to bring Council's attention to issues raised by residents.

Councillor Kemp also made reference to the proposal to reduce the number of Members on Planning Committee, Licensing Committee and Licensing and Appeals Board and felt it would mean that Members would have less opportunity to represent their residents.

Councillor Kemp commented that this process felt rushed and Members had not had the opportunity to input into the process or be consulted.

The Chair Councillor Long commented, that this was now the time for Members to put forward their views and reminded Councillor Kemp that Members could have attended the Informal Working Group meetings under Standing Order 34 to raise issues.

The Portfolio Holder for Finance, Councillor Morley addressed the Panel and raised concerns relating to the timescales for proposing amendments to the Budget, which was proposed to be four working days before the Council meeting. He felt that this timescale would not provide officers with an opportunity to analyse the amendments to ensure that they would provide a balanced budget. He asked the Panel to consider bringing the timescale forward.

The Chair, Councillor Long commented that this had been debated by the Informal Working Group and the timescale had been proposed as it was after the date that the Budget Papers would have been published for the Full Council Meeting, however he asked the Panel to consider the proposed timescale.

The Monitoring Officer explained that resources in the Finance section would also have to be considered.

The Leader of the Council, Councillor Beales reminded the Panel that the Constitution was required to be reviewed every four years and felt that it had been an open and transparent process.

The Panel considered Appendix 1 of the Report which was a list of key issues within the Constitutional Review document and made the following comments:

1. Section 6 of the Council Procedure Rules

This section proposed the introduction of a budget meeting, which would be treated differently to an ordinary meeting in that there would be no Notices of Motions and Cabinet Member Reports etc. The sole purpose of the meeting would be consideration of Budget items.

The process proposed was that amendments to the budget would come from Group Leaders and would need to be submitted in advance so that the Chief Finance Officer could analyse and validate them to ensure that they would provide a balanced and lawful budget. All Councillors would be notified in advance of the meeting of the proposed amendments.

In response to a question from Councillor Ryves, it was confirmed that debate on the amendments and the budget would still take place at the meeting.

It was also clarified that amendments would be proposed by Group Leaders and non-aligned Members would still have the opportunity to submit an amendment in advance of the meeting.

The Constitution Informal Working Group had also considered provision for submitting an alternative budget, but had decided to leave the alternatives open for the Panel's consideration, due to the timescales involved and the requirement to check that amendments would still provide for a balanced and lawful budget.

The Chair referred to comments made by Councillor Morley regarding the amendments being submitted four working days in advance of the meeting and asked the Panel to consider the timescales proposed.

Councillor Jones commented that as Budget papers were published one week before the meeting, four working days was not sufficient time to digest the papers and produce amendments and requested that the timescale be extended.

The Panel was reminded that in advance of the Budget Papers being presented for Full Council, they would be available at the Joint Panel meeting, which was scheduled a month before the Full Council Meeting. The Budget would also go to a Member Briefing Session and Cabinet on its way through to Full Council.

Councillor Jones proposed that it be formally agreed that a Member Briefing session was held each year so that Members were briefed on the budget before its way through the decision making process. This proposal was seconded by Councillor Long.

RESOLVED: The Panel recommend that an all Member Briefing on the Budget is scheduled in each year.

2. Section 6.7.1 of the Council Procedure Rules

This section dealt with the process for submission, approval and publication of proposed amendments before the budget meeting.

The Panel discussed whether amendments to the budget, or submission of an alternative budget should be permitted and considered amendments a more reasonable approach. They considered that a group of amendments could be submitted as one overall amendment by each Political Group or non-aligned Member.

It was confirmed that upon submission of the amendments the Chief Finance Officer would liaise with the relevant Group Leader if the amendments did not provide for a balanced and lawful budget.

The Panel agreed that the timescale for proposing amendments to the budget be brought forward and it was suggested that the timescale could link in with when proposed budget papers had been approved by Cabinet.

RESOLVED: The Panel recommend that the timescale for proposing amendments to the budget (currently proposed for four working days before the Council meeting) be extended to link in with when the proposed papers had been approved by Cabinet.

3. Section 7.9 to 7.11 of the Council Procedure Rules

This section presented a proposed new process for dealing with Notices of Motions and introduced a time limit of sixty minutes. It was highlighted that Councillor Kemp had raised concern regarding the proposed order of Motions.

It was noted that the proposals did not permit Motions to be rolled over, they would instead have to be resubmitted to the next meeting.

The Chair confirmed that the rules permitted the Mayors discretion to extend the time if required.

Councillor Blunt commented that he was pleased to see the need for Motions to be clear and concise and it was confirmed that Motions would be checked by the Monitoring Officer and Chief Executive to ensure that they were concise and relevant.

Councillor Collingham commented that there were often better ways to deal with Motions rather than taking up time at Council meetings, so time could be spent on more important issues. Members of the Panel agreed that it was important that time at Council meetings was used wisely and used to hold the Cabinet to account by considering Cabinet Recommendations and questioning Cabinet Members.

The Monitoring Officer confirmed that considering Notices of Motion at Full Council was not a Statutory requirement and the procedure rules did provide information on other routes that could be considered, for example consideration at a Panel meeting or discussion with the relevant Portfolio Holder.

The Panel discussed the order of Motions which was proposed to be by largest Opposition Group first. The Panel felt that this could preclude smaller Political Groups and non-aligned Members from getting Motions considered and agreed that the order should be on a rotation system at each meeting.

RESOLVED: The Panel agreed the procedure for dealing with Notices of Motions, however recommend that the order is rotated to ensure fairness and the Mayor is given discretion on extending the time at the meeting for consideration of Motions if required.

Procedural Closure Motion 11.1.1

The Panel considered this proposal and if the Mayor should be afforded the right to move the Motion “that the question now be put” as well as it coming from the floor.

RESOLVED: The Panel proposed that the Mayor be given flexibility to propose a closure motion if required.

4. Section 20.6 and 20.7 of the Council Procedure Rules

This proposal related to providing hard copies of public questions to Members of the public at the meeting. It was noted that Public Questions were published in advance of the meeting on the website.

The proposals also considered the right of members of the public attending meetings remotely to ask questions. The Panel considered this option and acknowledged that sometimes external technology could make it difficult to hear the question being posed, which was fine for the initial question, as this would be available in advance, but could cause problems if a supplementary question was asked.

RESOLVED: 1. The Panel agreed that hard copies of public questions were not required as these were available electronically in advance of the meeting.

2. The Panel felt that remote questions should continue to be permitted, with the caveat that, if technology failed, the question would be responded to in writing after the meeting and the response appended to the minutes of the meeting.

5. Substantive Change – Schedule number 2

This proposal related to the position on Standing Order 34 speaking at Planning Committee. The Chair explained that the Working Group had discussed this rule as the Planning Code of Conduct set out the rules for speaking at Planning Committee. Options were set out for the Panel to consider.

The Monitoring Officer outlined the options which included only the Ward Member being allowed to speak on a specific item, with Chairs discretion for exceptional circumstances.

The Panel discussed issues relating to multi Member Wards, Applications that had an effect cross boundary, or the Ward Member being unavailable to speak and it was felt that this is where the Chairs discretion could come into play.

The Chair reminded the Panel of the strict rules around planning and the potential for a Judicial Review if applications were not heard fairly.

RESOLVED: The Panel recommended that Standing Order 34 be removed for Planning Committee and the Planning Code of Conduct and Scheme of Delegation determine who is able to speak at the Planning Committee, which should be the Ward Member, with Chairs discretion.

The Panel also considered the proposals to remove the notice period required for Members to register to speak under Standing Order 34 at all applicable meetings.

Councillor Nash requested that the word 'and' be removed from the text to differentiate between speaking and attending meetings and the Monitoring Officer agreed to do so.

RESOLVED: The Panel recommended that the two hour notice period for registering to speak under Standing Order 34 at applicable meetings be removed.

6. Substantive Change – Schedule number 1

This change proposed a reduction in the amount of Members sitting on the Planning Committee, Licensing Committee and Licensing and Appeals Board. The Panel was reminded that the number of seats on the Committees had not been reduced when the number of Councillors reduced from 62 to 55.

RESOLVED: That the Panel supported the proposals to reduce the number of Members sitting on the Planning Committee, Licensing Committee and Licensing and Appeals Board.

7. Substantive Change – Schedule number 4

The Monitoring Officer confirmed that this change, relating to the approval of the job description for the Chief Executive brought rules in line with Legislation and still provided the Council with oversight as they would be required to approve salary packages for any new appointments to Chief Officers of over £100,000.

RESOLVED: The Panel supported the proposals to amend Standing Order 23.

The Chair thanked the Panel for their input into the process and requested that the Panel consider the overall recommendations in the report, so that the documents could be submitted to Cabinet for consideration, along with the comments and recommendations made by the Panel.

The Leader of the Council thanked the Panel for their input and reiterated that the revisions were not about stifling debate. He commented that the new rules in place for the Budget Meetings were crucial in order for the Council to properly consider the budget and ensure that a balanced budget is set in the future.

RESOLVED: That the Corporate Performance Panel support the submission of the following to Cabinet for approval, with consideration of the resolutions made by the Panel, set out above:

1. Council Procedure Rules
2. Schedule of Substantive Changes to Constitution.
3. Schedule of Minor amendments to Standing Orders

CP65

DATE OF NEXT MEETING

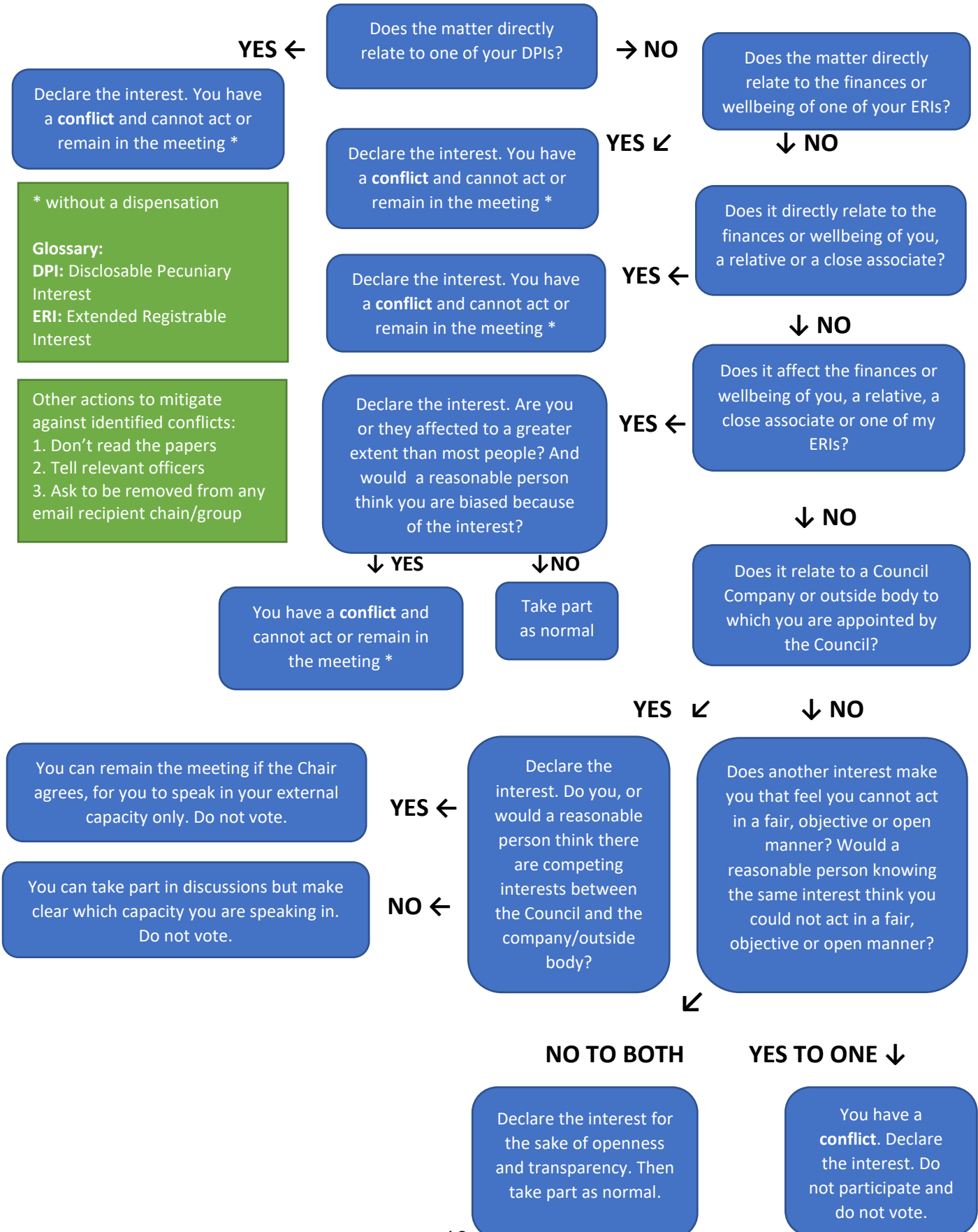
The next meeting of the Corporate Performance Panel is scheduled to take place on 27th November 2024 at 4.30pm in the Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 6.13 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



Declare the interest. You have a **conflict** and cannot act or remain in the meeting *

* without a dispensation

Glossary:

DPI: Disclosable Pecuniary Interest

ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

YES ←

→ NO

YES ↙

↓ NO

YES ←

↓ NO

YES ←

↓ NO

↓ YES

↓ NO

YES ↙

↓ NO

YES ←

NO ←

↙

NO TO BOTH

YES TO ONE ↓

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	CPP		
DATE:	27 November 2024		
TITLE:	Cycling Development and Cycle Hire		
TYPE OF REPORT:	Update		
PORTFOLIO(S):	Leisure		
REPORT AUTHOR:	Tommy Goode		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

SUMMARY:



The BCKLWN received UK Shared Prosperity Funding to develop a cycle hire centre at Lynnsport and undertake cycling development with funding of £23,735 and £25,000 respectfully. The BCKLWN worked with Alive West Norfolk to bring this project to life.



The Cycle Hire centre at Lynnsports KASET skatepark was launched in May 2024 at a cost of £14k. The launch saw Alive staff with volunteers from Velouse Flyers Cycling Club, Kings Lynn Cycling Club, King’s Lynn Triathlon Club and King’s Lynn and West Norfolk Bike User Group come together and put on cycling activities at Lynnsports athletics track. Uptake of cycle hire has been quite low with 22 rentals to the end of October 2024. The bikes have been used for staff for both Alive and BCKLWN travelling between sites, Active Travel meetings, other business activities, and supporting the cycling development sessions. Moving forwards plans are underway for guided rides with the Purfleet Trust, school assemblies on cycling opportunities and road safety. We are exploring options for disability cycling with the Adapted Sports Hub Trust. We are also looking at additional hire options for people with disabilities, BMX and ebikes. A review of marketing and pricing models is also underway.

The Cycle Development programme has seen a programme of free activities offered at Lynnsport including sessions for children, adults, womens only, bike maintenance, bikepacking, biking on the road, and introduction to bike racing. As far the programme has seen 255 people take part with 11 volunteers across 48 sessions. We are currently working

on learn to ride sessions for young children.

Alive Active Community
★ Favourites - 25 July

Tomorrow night our cycling programme is back and it's FREE!!
Come along and socialise whilst having a cycle round our track!! 🚲👯



ALIVE CYCLING PROGRAMME FREE!

JUNE

Date	Time	Session	Info
7 June	6pm-6.30pm	Basic Cycle Skills	5-7yrs
7 June	6.30pm-7pm	Basic Cycle Skills	8-14yrs
7 June	7pm-8pm	Beginners Road Riding	15yrs+
14 June	6pm-7pm	Triathlon/Quatkon Training	8yrs+
14 June	7pm-8pm	Beginners Road Riding	Women Only 18yrs+
21 June	6pm-7pm	Velouse Flyers Group Riding & Racing	8-14yrs
21 June	7pm-8pm	Velouse Flyers Group Riding Techniques	15yrs+

Alive Active Community
★ Favourites - 30 August

Join us tonight for our FREE Cycling programme!
🚲 Basic Cycle Skills - 5pm - (5-14yrs)
🚲 Advanced Cycle Skills - 6pm - (5-14yrs)... See more

Alive Lynnsport
★ Favourites - 5 June

FREE Cycling programme 🚲
Starting this Friday and running every Friday until 26 July.
For all ages 5 and over, with sessions to suit all abilities.
Book you... See more

The 3rd November saw a fantastic Glow Ride event take place on the Lynnsport Athletics Track delivered by the Alive Active Community Team and Velouse Flyers for Halloween. The event saw 64 children and parents take part in bike skills trick and treat games before the flood lights went out and the Corn Exchange technical team and JR Lighting lit up the track with Halloween colours and smoke for a fantastic spectacle. To see the event in action please click [here](#).

Overall, more work to do to promote the cycle hire offer and look at additional hire options but the cycling development initiatives have been a great success and demonstrate an appetite for cycling.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
Lead Member: Cllr Alistair Beales, Leader E-mail: cllr.alistair.beales@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet members			
Lead Officer: Debbie Ess, Corporate Performance Officer E-mail: debbie.ess@west-norfolk.gov.uk Direct Dial: 01553 616282		Other Members consulted: Corporate Performance Panel			
Lead Officer: Debbie Ess, Corporate Performance Officer E-mail: debbie.ess@west-norfolk.gov.uk Direct Dial: 01553 616282		Other Officers consulted: Senior Leadership Team			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications NO	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: 10 December 2024

Q2 2024-2025 Performance Management Report

Summary

The Performance Management report is produced to update Cabinet on progress against the Council's Corporate Strategy and key performance indicators. This report contains information on progress made against key actions and indicators up to 30 September 2024.

The number of actions to be monitored in Q2 has reduced to 58 as a result of 8 actions being completed in Q1. Comparing the overall performance with the previous reported quarter, 27 of the actions are on target (↓9%), and 11 actions are reporting minor issues/delays (↑9%). A further 8 actions have been completed in Q2 and 12 actions are reported as information only.

Of the 64 performance indicators for Q2, 37 have met or exceeded targets (↓1%), 7 indicators have not met target by more than 5% (↓3%) and 5 indicators did not meet the target by less than 5% (↑4%). Monitor only indicators remains at 13 and the number of indicators to be introduced when new data processes have been established has reduced to 2.

Recommendation

That Cabinet reviews the Performance Management Report and comments on the delivery against the Corporate Strategy.

Reason for Decision

Cabinet should use the information within the management report to review progress on the agreed actions and indicators and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule members can seek additional information to explain variances.

1. Background

- 1.1 The Council's 2023-2027 Corporate Strategy was approved by Council on 23 November 2023, it sets out the broad framework for the period of the administrative term 2023-2027.
- 1.2 The priority areas are:
 - Promote growth and prosperity to benefit West Norfolk
 - Protect our environment
 - Efficient and effective delivery of our services
 - Support our communities
- 1.3 These priorities are further defined in 37 objectives and 58 actions that are reflected in directorate plans, service plans and individual targets set during staff appraisals. These actions define what the council will do to achieve the high-level aspirations set out within the corporate strategy.

2. Management Report

- 2.1 The management report focuses on each of the corporate priorities individually, providing management team and members with an overview on the current status of projects and performance levels achieved by key indicators. A selection of people performance measures has been included to provide an overview of key employee data and features within the 'our organisation' section of the report. Additional indicators have been included as requested by the Corporate Performance Panel in relation to temporary employees.
- 2.2 Assistant Directors are responsible for providing the latest update on progress as well as rating each of the projects they are responsible for up to 30 September 2024. An overall summary of the actions and indicators is provided at the beginning of the report to highlight the current position for each of the priorities in place to support the delivery of the corporate strategy.
- 2.3 The Q2 2024-2025 overall position of the Corporate Strategy is reporting 71% of the current projects are on track and progressing well, 29% have minor issues or delays and 8 projects have been completed within the target date. Trend arrows indicate the performance trend on the previous reported quarter.
- 2.4 Q2 position of the Corporate Strategy for each of the corporate priorities:
 - 2.4.1 **Promoting growth and prosperity to benefit West Norfolk: 7% improvement against target**

The following 3 projects have an amber status, indicating minor issues/ delays:

 - Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025
 - Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan
 - Review options in relation to the Hunstanton Masterplan and key council assets
 - 2.4.2 **Support our communities: -3% reduced improvement against target**

The following project has an amber status, indicating minor issues/ delays:

 - Refresh our financial assistance programme with review of existing and new SLAs and associated funding

2.4.3 **Efficient and effective delivery of our services: -13% reduced improvement against target**

The following 3 projects have an amber status, indicating minor issues/ delays:

- Review and determine impact of government changes to Internal Drainage Board funding
- Agree arrangements for approved 100% premium on second homes for implementation from 1 April 2025
- Develop a Digital Strategy

2.4.4 **Protect our Environment: -19% reduced improvement against target**

The following 4 projects have an amber status, indicating minor issues/ delays:

- Continue work on Tree Strategy, management system and associated actions
- Develop and deploy a climate change assessment tool for council policies and projects
- Create a community orchard at South Lynn
- Establish EV charging points at Austin St East car park

2.5 Q2 position of the key performance indicators for each of the corporate priorities:

2.5.1 **Efficient and effective delivery of our services: 6% improvement against target**

The following 5 performance indicators did not meet the target by more (>) or less (<) than 5%:

- >5% Reduce revenue expenditure by 5%
- <5% Percentage of calls answered within 90 seconds
- <5% Percentage of meeting minutes produced within 3 working days of meeting
- <5% Percentage of supplier invoices paid within 30 days
- <5% Percentage of local supplier invoices paid within 10 days

2.5.2 **Protect our Environment: No change**

The following 2 performance indicators did not meet the target by more (>) or less (<) than 5%:

- >5% Total tonnage of food waste collected and treated
- >5% Total tonnage of mixed recycling collected and treated

2.5.3 **Promoting growth and prosperity to benefit West Norfolk: -6% reduced improvement against target**

The following 3 performance indicators did not meet the target by more (>) or less (<) than 5%:

- >5% Percentage of new enforcement cases actioned within 12 weeks of receipt
- >5% Number of new homes delivered in the Borough to meet the housing need target
- <5% Percentage of non-major planning applications provided with an extension of time

2.5.4 **Support our communities: -13% reduced improvement against target**

The following 2 performance indicators did not meet the target by more (>) or less (<) than 5%:

- >5% Number of days to process housing benefit and council tax support changes of circumstances
- >5% Percentage of housing adaptations completed within time

3 Options Considered

3.1 None.

4 Policy Implications

4.1 The Corporate Strategy sets the council's policy framework and as such is the council's primary policy document. All other documents and plans will need to take account of this policy framework when they are being prepared or refreshed.

5 Financial Implications

5.1 There are no direct financial implications of this plan as its implementation is through the existing services, programmes and budget provisions already in place.

6 Personnel Implications

6.1 None.

7 Environmental Considerations

7.1 The corporate strategy includes a specific priority focused on protecting our environment including tackling climate change. This will be progressed through the delivery of the council's climate change strategy and action plan and through related plans such as the emerging Local Plan.

8 Statutory Considerations

8.1 None.

9 Equality Impact Assessment (EqIA)

9.1 This report is reporting on the performance of projects/workstreams across the council, and as such there are no direct equality considerations related to this report however, each project/workstream that is being reported on will have had an EqIA completed.

10 Risk Management Implications

10.1 Progress with corporate strategy actions provides an input for risk management and may identify emerging risks and evidence improvement/ deterioration in risk scores and the delivery of mitigation measures. This will need to be factored into updates of the corporate, directorate and project risk registers.

11 Declarations of Interest / Dispensations Granted

11.1 None.

12 Background Papers

12.1 None.



Borough Council of King's Lynn & West Norfolk

Q2 2024-25 Performance Management Report

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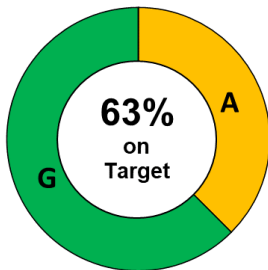
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Delivering our Corporate Strategy	
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Introduction and Executive Summary

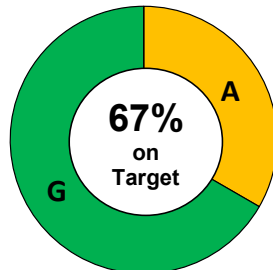
The purpose of the report is to demonstrate the performance of the Council for Q2 2024-25 against the Council's Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the 2023-2027 Corporate Strategy and 2024-25 Annual Plan.

This report does not contain details of the numerous activities ongoing in each service area that also contribute to delivering important services which make a difference to the residents of West Norfolk.

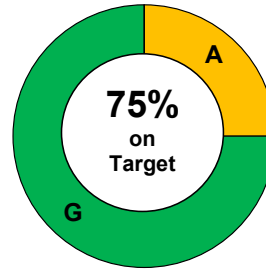
Executive summary of the Corporate Strategy - current position for Q2 2024-2025



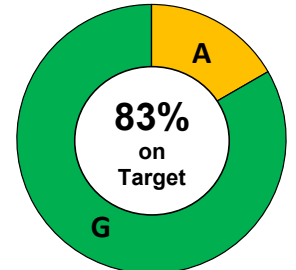
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



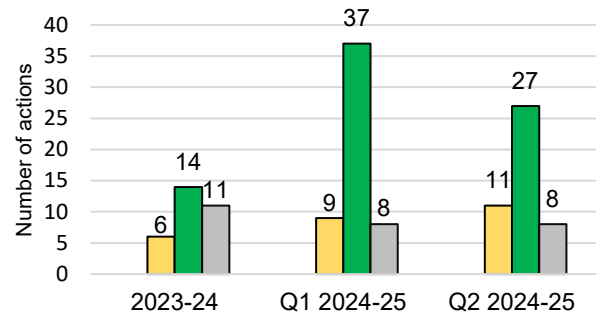
Efficient and effective delivery of our services



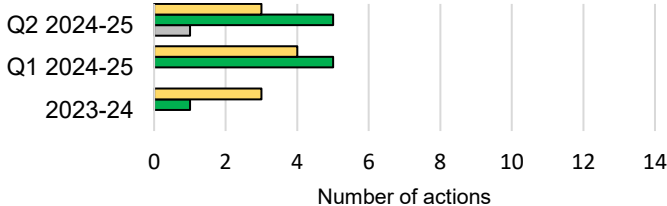
Support our communities

Corporate Priorities	Status of projects and actions				Completed
	R	A	G	B	
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	3 (37%)	5 (63%)	0 (0%)	1
Protect our environment	0 (0%)	4 (33%)	8 (67%)	0 (0%)	2
Efficient and effective delivery of our services	0 (0%)	3 (25%)	9 (75%)	0 (0%)	4
Support our communities	0 (0%)	1 (17%)	5 (83%)	0 (0%)	1
Overall position	0 (0%)	11 (29%)	27 (71%)	0 (0%)	8

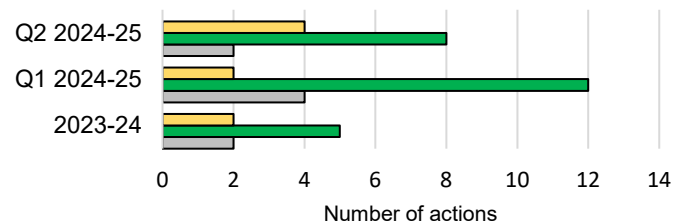
Corporate Strategy monitoring Q2 2024-2025



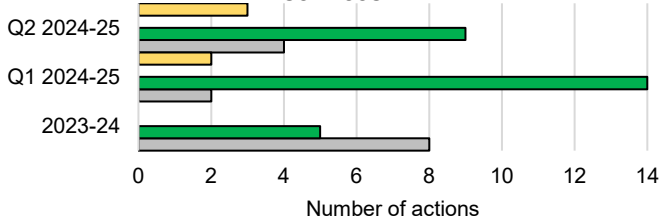
Promoting growth and prosperity to benefit West Norfolk



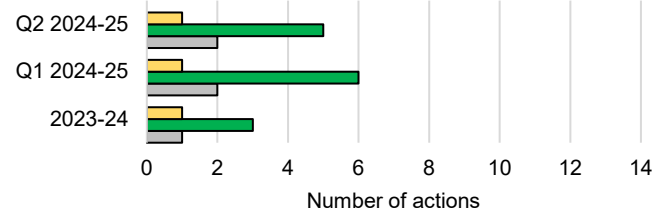
Protect our environment



Efficient and effective delivery of our services

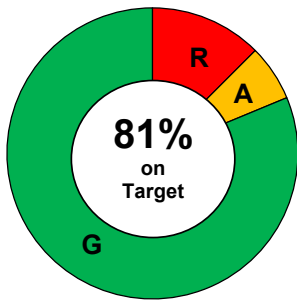


Support our communities

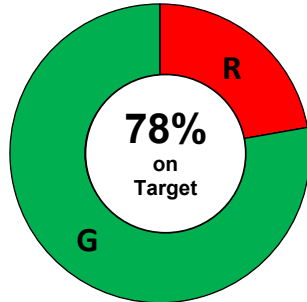


R Major issues to resolve **A** Minor issues/delays **G** Project on target **B** Project aborted/closed **Completed** Project completed

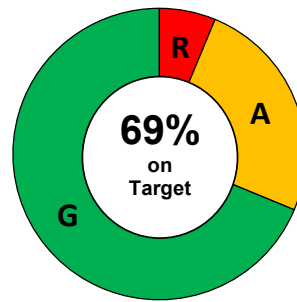
Executive summary of the Key Performance Indicators - current position for Q2 2024-2025



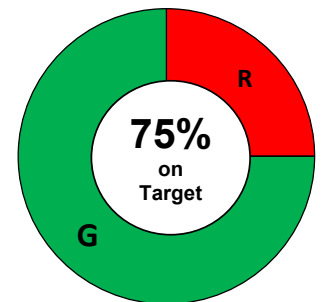
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

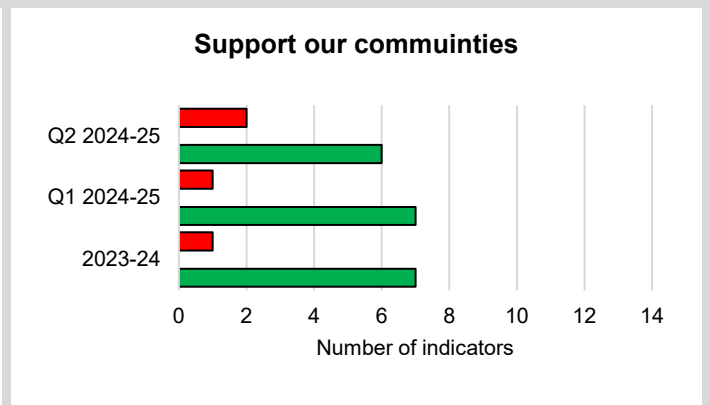
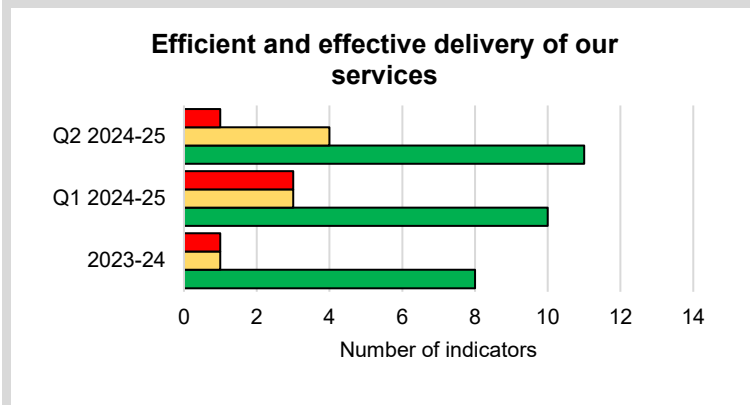
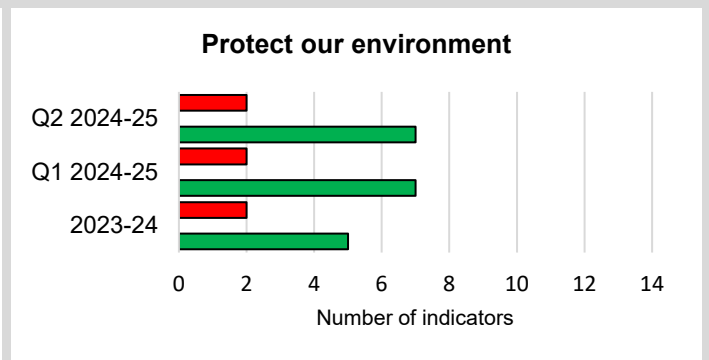
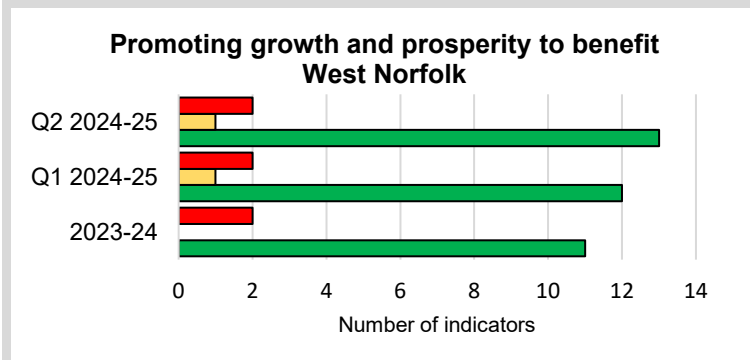
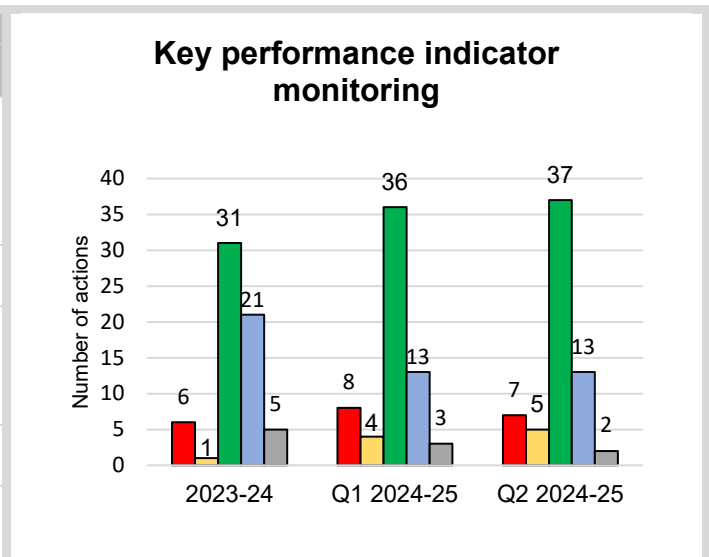


Efficient and effective delivery of our services



Support our communities

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	2 (13%)	1 (6%)	13 (81%)	3	0
Protect our environment	2 (22%)	0 (0%)	7 (78%)	3	1
Efficient and effective delivery of our services	1 (6%)	4 (25%)	11 (69%)	0	0
Support our communities	2 (25%)	0 (0%)	6 (75%)	7	1
Overall position	7 (14%)	5 (10%)	37 (76%)	13	2



R Performance indicator is 5% or more below target **A** Performance indicator is up to 5% below target **G** Performance indicator has achieved target **M** Monitor only

Delivering our Corporate Strategy

Promoting growth and prosperity to benefit West Norfolk

To create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need; and promote West Norfolk as a destination.

Actions carried out by the council

R Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **Completed**

Project description and comments	Target Date	
<p>Agree and deliver financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough</p> <p>Documentation and governance continuing to be put in place to support delivery when the interest rate conditions are right.</p> <p>Q3 actions: Awaiting interest rate levels to reduce.</p>	Mar 2025	G ↔
<p>Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025</p> <p>The strategy is behind schedule due to capacity issues and other pressing deadlines.</p> <p>Q3 actions: Officers to feedback on draft documents. SLT and Cabinet to consider revised drafts in Q3.</p>	Mar 2025	A ↔
<p>Commence works in relation to Downham Market toilets</p> <p>Works commenced on site as planned with old toilets stripped out. Project currently on target and Officers continuing to liaise with the Town Council.</p> <p>Q3 actions: Project due to be completed in the new year.</p>	Jan 2025	G ↑ A
<p>Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan</p> <p>Progressing to timescale. The resource managing this project will be leaving the Authority, this is being managed to ensure there will be no delay to this work. Project moved to Amber until resource position is resolved.</p> <p>Q3 actions: Phase 1 - tender specification to be developed to go out for tender in Q3. Agree finance. Phase 2: 2025-26, Phase 3 TBC</p>	Mar 2026	G ↓ A
<p>Develop and commence implementation of an investment strategy for property assets owned by the council for income generation</p> <p>Asset Management and Investment Strategy being drafted as per Q2 Actions.</p> <p>Q3 actions: Draft to be developed in Q3 as part of the Asset Management Strategy.</p>	Mar 2025	G ↔
<p>Create a Cultural and Heritage Strategy for the Borough</p> <p>Cultural and Heritage draft strategy completed.</p> <p>Q3 actions: Final version is expected in December 2024</p>	Dec 2024	G ↔
<p>Review and develop existing events programme across the Borough</p> <p>This work is ongoing and helps to formulate the plan for following years, along with the availability of suitable budget.</p> <p>Q3 actions: Ongoing preparation for the 2025 events programme.</p>	Ongoing	G ↔

Project description and comments	Target Date	
<p>Review options in relation to the Hunstanton Masterplan and key council assets</p> <p>The action is subject to proposals to re-structure Economic Development and Regeneration activities and also subject to agreement of the proposals and additional resource being in place.</p> <p>Q3 actions: Q2-Q3 identify resource to move the review forward which is due to commence in Q4, targets are dependent on resource to support the review.</p>	Dec 2025	<p style="text-align: center;">A</p> <p style="text-align: center;">↔</p>
<p>Review and update the 2022/26 Tourism Strategy for the Borough to help promote the region's offer and support local business</p> <p>Tourism Development Plan Action Plan has been reviewed and updated by the Tourism Informal Working Group and will be submitted to the Regeneration and Development Panel for endorsement.</p>	Completed	

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Continue to work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the Guildhall project</p> <p>The work with the CIO will include consultation on the detailed design process (RIBA stage 4) going forward to December.</p> <p>Q3 actions: Activity needs to focus on developing and completing the 'governing document', supporting the development of how the organisation will operate and helping the trustees to plan and prepare to create the new enterprise. This will include seeking advice on reviewing the fundraising strategy and examining the fundraising opportunities for the CIO and council.</p>
<p>Continue engagement with schools and colleges particularly in relation to skills development</p> <p>The West Norfolk Primary Heads network met on 19th September and received presentations on a range of topics including AWN's Active Schools programme, Norfolk School Leader's Association, and the National Centre for Writing's School Offer. To date three applications have been approved for funding via our small grants scheme, although a total of nine schools are covered by these projects.</p> <p>Q3 actions: The next meeting of the network will be held in late November 2024. Further applications for small grants funding will be considered as they are received.</p>
<p>Agree the Economic Development Strategy for the Borough, working closely with Norfolk County Council, to ensure alignment of delivery and engagement with the business community</p> <p>Following a programme of engagement with local residents, a draft report and action plan was discussed at the Regeneration and Development (R&D) Panel on 12th September. A four week consultation will complete in mid-October.</p> <p>Q3 actions: Final report to go to R&D on 19th November and Cabinet on 10th December 2024.</p>

Protect our environment

To create a cleaner, greener, and better protected West Norfolk by considering environmental issues in all we do and by encouraging residents and businesses to do the same.

Actions carried out by the council

R Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **■** Completed

Project description and comments	Target Date	
<p>Continue to work proactively to support residents, regardless of tenure, to access funding for energy efficiency improvements and to continue to work to alleviate fuel poverty</p> <p>Beat your Bills events, supported by Housing Standards, Lily, Council Tax and the CIC have continued throughout Q2 and been well attended. Work with the Integrated Care Board to share data on pathway referrals has been completed, this means the council can proactively contact residents who may be eligible for energy efficiency upgrades under the ECO-Flex scheme. Work has continued to ensure that the council promotes the energy efficiency funding available to residents and actively targets eligible properties based on the data we have available.</p> <p>The council was awarded funding to deliver a damp and mould project and work is underway to develop and resource this project within the Housing Standards Team.</p> <p>Q3 actions: Implement the Pathway Referral scheme to ensure as many eligible residents receive eco-flex funding. Continue to deliver Beat Your Bills and other energy advice programmes through the council services. Develop the delivery of the Damp & Mould project.</p>	Ongoing	G ↔
<p>Commence update and endorse the Climate Change Strategy and Action Plan including climate literacy training</p> <p>Data analysis undertaken for territorial emissions dataset released by DESNZ and considered by Norfolk Climate Change Partnership. Information has been incorporated into the draft e-learning package and within a Housing Standards update to Environment and Community Panel. Solar Together scheme launched in August 2024 and closes in November 2024.</p> <p>Q3 actions: Awaiting new policy information and Government budget announcements in October/November 2024.</p>	Mar 2025	G ↔
<p>Continue work on Tree Strategy, management system and associated actions</p> <p>ICT Development Group approved the project to procure a hosted system to manage records and allow public access.</p> <p>Q3 actions: Commence the procurement process.</p>	Dec 2024	A ↔
<p>Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment</p> <p>The Asset Management Strategy will outline core principles around impact on the environment when managing and investing in property. The Asset Management Plan will outline the key indicators and targets once key principles are agreed.</p> <p>Q3 actions: This work will be included in the Asset Management Strategy and timescales</p>	Mar 2025	G ↑ A
<p>Develop and deploy a climate change assessment tool for council policies and projects</p> <p>Q3 actions: Prepare a climate change impact tool report for Senior Leadership Team, December 2024.</p>	Mar 2025	G ↓ A

Project description and comments	Target Date	
<p>Implement the Hunstanton Coastal Management Plan and carry out a geotechnical investigation of Hunstanton sea defences</p> <p>A series of sea defence repairs were completed in July 2024 and additional work replacing and extending hand railings was completed in September 2024.</p> <p>Q3 actions: The Marine Management Organisation licence for the geotechnical report has been granted, work will start mid-October with completion in 5 weeks</p>	Dec 2024	G ↔
<p>Create a community orchard at South Lynn</p> <p>A CIL application has been drafted to cover revised watering requirements. Additional landscaping and CCTV elements required quotations to inform costings and planning application.</p> <p>Q3 actions: Submit Community Infrastructure Levy application for South Lynn Community Orchard in January 2025.</p>	Mar 2025	G ↓ A
<p>Establish EV charging points at Austin St East car park</p> <p>8 BP Pulse EV charge points (16 charging sockets) are active in July 2024. Webpage has been updated.</p> <p>Q3 actions: Operations and Commercial Services to activate the process to recover costs.</p>	Mar 2025	G ↓ A
<p>Carry out the work towards the formal adoption of the new Local Plan</p> <p>The Main Modifications consultation part 1 commenced on 7th August and will conclude on 2nd October, this covers the majority of the Local Plan. The last scheduled Local Plan examination hearing will take place on 3rd September to focus on the topic of Gypsy and Travellers and Travelling Show people.</p> <p>Q3 actions: Provide the Inspectors with the representations and a summary schedule, received as part of the Main Modification consultation part 1. Complete any outstanding actions relating to the final hearing session to the satisfaction of the Inspectors. Agree a schedule of Main Modifications for the Gypsy and Travellers and Travelling Show people element of the Local Plan with the Inspectors.</p> <p>Once agreed, publicly consult on these for 6 weeks (part 2). The Inspectors fact check report could be available late December/early January and will need fact checking by officers. When the final report is received, we anticipate it will recommend that the Local Plan can be adopted subject to a series of Main Modifications, this will have to be taken through Council for adoption and published.</p>	Mar 2025	G ↔
<p>Host the Mayor's Business Awards 2025 – Environmental Champion</p> <p>Sign up to the business awards has been completed.</p> <p>Q3 actions: Assessment work to be undertaken in December 2024/January 2025 in advance of award event in March 2025.</p>	Mar 2025	G ↔
<p>Upgrade street lighting and other council assets with energy-efficient LED lighting</p> <p>Contract progressing as reported in Q2.</p> <p>Q3 actions: Numbers/progress and timescales to be updated and reported during Q3. Complete the specification for procurement of LED lighting, contract for the replacement of LEDs to be tendered in Q3/4.</p>	Jun 2025	G ↔
<p>Complete a review of the vehicle fleet</p> <p>Tender exercise has been undertaken with 13 responses evaluated.</p>	Mar 2025	G ↔

Project description and comments	Target Date	
<p>Q3 actions: Procurement to notify the companies of outcome in early October 2024. Due diligence checks on selected contractor will be undertaken prior to contract being awarded. Kick off meeting anticipated late October 2024.</p>		
<p>Prepare for statutory Biodiversity Net Gain (BNG) and establish a Biodiversity Task Group to deliver a programme to increase biodiversity (BTG)</p> <p>The Biodiversity Task group (BTG) meetings concluded on 27th August.</p> <p>Report to the Environment and Community Panel on 8th October and Cabinet on 5th November with a final list of recommendations and Council on 28th November for adoption of the recommendations.</p>	Completed	
<p>Consider the outcomes of the Air Quality Action Plan (AQAP) consultation and prepare a draft plan</p> <p>The results of the public consultation have been reviewed and a final plan received Cabinet approval and has been adopted. Discussion to be held regarding ongoing budget provision to ensure air quality monitoring continues within the Gaywood Clock area.</p>	Completed	

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made to improve sea and river water quality</p> <p>Detailed historical analysis has been received and introduced no more operational areas of influence than are already being followed through, these relate to making dog bins more accessible between Hunstanton and Heacham.</p> <p>Q3 actions: Commence preparations ready for installation in Q4 to avoid seasonally poor weather and in readiness for the forthcoming season.</p>
<p>Continue to engage with Anglian Water (AW) and the Environment Agency (EA) on work being done or investigations made concerning the shingle ridge at Heacham and Hunstanton sea defences</p> <p>The EA initial report was published and presented to the Wash East Coast Management Strategy Stakeholders Group on 1st August. Public drop ins were held at Snettisham on 8th August, and Heacham on 9th August. The report was presented to the Environment and Community Panel on 3rd September.</p> <p>Q3 actions: Following the update to the E&C Panel, a Cabinet report in response to Motion 15/23 is being drafted. EA officers will be taking the report and funding proposals to the Regional Flood and Coastal Committee on 17th October. Details have been uploaded to the council website. A further Wash East Coastal Management Strategy Stakeholder Group is being planned for December 2024.</p>
<p>Participate in a regional benchmarking exercise to understand our preparedness for new procurement requirements that consider economic, social, environmental and cultural factors to determine Scope 3 emissions</p> <p>Action delayed pending consideration of benchmarking report at Regional Climate Change Forum.</p> <p>Q3 actions: Prepare sustainable procurement/Scope 3 emissions report for Senior Leadership Team, December 2024.</p>
<p>Continue to formalise the scope of the West Norfolk Air Quality project with Public Health (Norfolk County Council)</p> <p>Work has focused on delivering the Air Quality Action Plan which was adopted by Cabinet on 17th September.</p> <p>Q3 actions: Liaise with other agencies to scope out the work to develop a work plan and establish what budget provision is available for this work.</p>

Project description and comments
<p>Work with stakeholders supporting the delivery of the Norfolk Net Zero Communities project in the parish of Marshland St James</p> <p>A meeting was held with local representatives from Marshland St James parish and Hubbub (appointed to undertake engagement activities and support behaviour change activities). A project newsletter has been distributed and local engagement work undertaken at a Farmers Market event in September 2024.</p>

Efficient and effective delivery of our services

To provide cost-effective, efficient services that meet the needs of our local communities, promote good governance, and provide sustainable financial planning and appropriate staffing.

Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date	
<p>Continue to lobby Government for alternative means of Internal Drainage Board funding</p> <p>Lobbying actions have continued since the General Election, with new MP for South West Norfolk Terry Jermy presenting a question to Parliament resulting in £3m IDB grant allocations being confirmed for the current year and acknowledgement that a permanent funding solution is required. An event is being organised at the Houses of Parliament in October to continue to address/lobby the issue.</p> <p>Q3 actions: Continue to support lobbying actions as agreed by Special Interest Group (SIG), ensure communications aligned with SIG. Attend Houses of Parliament as a representative for the council. Work with SIG to develop and produce options for permanent solution.</p>	Dec 2024	G ↔
<p>Review and determine impact of government changes to Internal Drainage Board funding</p> <p>The previous Government administration had committed £75m to IDBs in response to flooding last year. A representative of The Association of Drainage Authorities (ADA) has confirmed that £25m of this funding has now been committed but there is uncertainty on the remaining £50m and whether the Labour Government will make changes to the grant allocations. If this funding does not come forward then IDB's will need to look at alternative funding of repair works which is likely to impact by an additional increase in the levies.</p> <p>Q3 actions: To continue discussions with ADA and set up meetings to discuss financial position with local IDBs. To work with SIG to support actions to secure this funding for IDBs to mitigate increases to levies.</p>	Mar 2025	A ↔
<p>Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme</p> <p>The new staff working group has met and identified a number of actions that may help to support staff to travel more actively. These include creating maps of walking routes/cycle routes into King's Court and between key council buildings, discussions around cycle path routes needing to be safe, discussions around travel plans and an update on what Mobility Ways are doing to support active travel at the QEH. Work to identify a cycle to work scheme provider has been completed, the final stages of signing up to the scheme are currently being progressed.</p> <p>Q3 actions: The staff working group will meet again in November 2024, where a representative from Sustrans will be attending to provide an update on their current work and discuss ideas for further initiatives. A Dr Bike 'Be Safe, Be Seen' event is being planned for November. The final actions to sign up for the agreed cycle to work scheme will be completed and plans for the launch of the scheme will be finalised.</p>	Dec 2024	G ↔
<p>Commence the replacement of pay and display machines across the network to deliver increased payment options</p> <p>Software challenges with the new machines have been slow to resolve, once these are complete, we will review the next stages of the upgrade plan.</p> <p>Q3 actions: Review performance once software challenges have been resolved.</p>	Dec 2024	G ↔

Project description and comments	Target Date	
<p>Refresh the Financial Plan 2024-29 and implement the Cost Management and Income Generation Plan</p> <p>Discussions continue regarding the budget engagement survey with ideas/suggestions input from the new Communications and Engagement Manager. Key tasks from the budget setting timetable are taking place with a strong focus on reducing the budget gap from 2025/2026.</p> <p>Q3 actions: Senior Leadership Team Away Day to be held in October followed by Cabinet Away Day in November. Various key actions on the budget setting timetable will be delivered in Q3 with a draft budget produced by the end of Q3. It is anticipated that the provisional settlement will be announced by the end of Q3 which will need to be considered and incorporated into the budget proposals.</p>	Dec 2024	G ↔
<p>Develop a transformation programme and commence a review of the council and its operations to ensure it is efficient and 'fit for the future'</p> <p>The Programme of Transformation will be led by the new Chief Executive, Kate Blakemore and early discussions have taken place how this programme of work will be progressed, resourced, and financed. The new Interim Strategic Lead for Organisational Transformation, Mark Parkinson is assisting the Chief Executive with this work.</p> <p>Q3 actions: It is anticipated that an initial Cabinet Report will be presented late in 2024.</p>	Ongoing	G ↔
<p>Agree arrangements for approved 100% premium on second homes for implementation from 1 April 2025</p> <p>A project team is in place and has an action plan in place in preparation for implementing the changes from 1 April 2025. Government have yet to announce further regulations around statutory exceptions to the policy which will reduce the number of properties paying the premium. Norfolk wide discussions continue regarding a proportion of the additional funding raised being returned to fund local priorities. However, it does not appear that much progress has been made at this stage.</p> <p>Q3 actions: Leader/Chief Executive to progress discussions with Norfolk Leaders and Chief Executives. Project team to contact all second homeowners to inform them of the incoming changes. Anti-evasion and avoidance checks will be embedded. Training planned for November for parish clerks covering taxbase calculations and impact of the new premium. Taxbase calculation to be considered and approved in preparation for budget setting process.</p>	Dec 2024	G ↓ A
<p>Review CIL governance arrangements</p> <p>Work regarding the ongoing operation of CIL has taken precedence in Q2.</p> <p>Q3 actions: Review to commence to ensure it is utilised in the optimum way to meet the borough's infrastructure needs.</p>	Dec 2024	G ↔
<p>Analyse and identify actions arising from a staff survey, including development of corporate values</p> <p>Four briefing sessions have been held to provide staff with the opportunity to receive feedback on the staff survey directly from BMG research. A further survey has been undertaken to gain feedback on staff engagement sessions to raise awareness on the new corporate strategy. The findings of this feedback survey have been analysed and fed-back to staff and will be used to inform future staff engagement sessions.</p> <p>Analysis of information from the staff survey, staff engagement sessions and peer review has been used to identify five priority themes to take forward. These have been discussed with the Transformation Board and Senior Leadership Team (SLT) and have been communicated to staff. Work on these themes is progressing via different workstreams, including a review of internal communications. In addition, Assistant Directors have received information on the survey responses for their areas of responsibility and are currently reviewing these findings with their staff.</p>	Dec 2024	G ↔

Project description and comments	Target Date	
<p>Q3 actions: Work on the five key themes from the opinion survey will be progressed, including a range of changes to current internal communication channels. Assistant Directors will be discussing the findings of their individual reports with staff and identifying actions where improvements are required. SLT will also be discussing next steps with the survey responses regarding SLT visibility at an away day during October.</p>		
<p>Develop a Digital Strategy</p> <p>Various discussions have taken place. It is important that the development of the Strategy links in with the transformation work. The next phase will be to review this as part of transformation and formulate an outline plan of how to take this forward.</p> <p>Q3 actions: To discuss and agree next steps with the Transformation Board.</p>	Mar 2025	<p>A</p> <p>↔</p>
<p>Implement a performance management system to manage information to support decision-making</p> <p>The ICT Development Group have approved the procurement of a Performance Management System which also incorporates Corporate Risk Management as well as the functionality to oversee Corporate Complaints and Freedom of Information Requests.</p> <p>Q3 actions: The project to install the software will commence in January 2025 and it is hoped that the first quarter performance monitoring report of 2025 will be published via the new system.</p>	Mar 2025	<p>G</p> <p>↔</p>
<p>Engage in formal Land Registry Migration Project</p> <p>A Delivery Manager has been assigned by Land Registry, the first meeting is to be arranged. A project plan will be agreed so the project can formally commence, and the first migration payment can be paid by Land Registry to the Council.</p> <p>Q3 actions: A further payment will be made if all milestones in the agreed project plan are met, along with an additional burdens payment.</p>	Mar 2025	<p>G</p> <p>↔</p>
<p>Provide information, advice and support for Parish Councils. Produce a document pack for dealing with unreasonable and vexatious complaints</p> <p>The document pack to support Parish Council's is now completed and will be distributed to all Parish and Town Council's following final sign off from the Monitoring Officer. A dedicated area on the council's website has been established for providing help and guidance to Parish Clerks, as well as signposting them to other organisations.</p> <p>A forum is being held for Parish Council's to discuss the changes to council tax for second homes during November and this will give the Corporate Governance Team the opportunity to respond to any questions from the Parishes on managing and handling complaints and how the council can provide further support if required.</p>	Completed	
<p>Review the governance arrangements for the delivery of leisure and arts</p> <p>A report to return Alive West Norfolk to an in-house service as opposed to a Local Authority Company was taken to Cabinet on 30th July and approved. A Working Group has been established, overseen by the Corporate Policy Team with individual workstreams to manage the transition from an arms-length company to an in-house service. Oversight is provided by a Board, made up of the Portfolio Holder, the Chief Executive, the Monitoring Officer, the Section 151 Officer and the Assistant Director for Central Services. It is envisaged that the transfer will be fully completed by 31st March 2025.</p>	Completed	
<p>Produce productivity plan for submission to Department of Levelling Up, Housing and Communities (DLUHC)</p> <p>The Productivity Plan was submitted to DLUHC (now renamed Ministry for Housing, Communities and Local Government (MHCLG)). The new Government has provided feedback to councils to advise how the information collected via the Productivity Plans will inform future direction. This is particularly pertinent in the list of 'barriers' for local government service delivery and how changes by Central Government may assist council's to plan for delivery of services.</p>	Completed	

Project description and comments	Target Date
<p>Publish and review the Corporate Peer Challenge Action Plan</p> <p>Work has been continuing on various workstreams set up following the Peer Challenge in October 2023. It is planned to move away from the terminology of 'Peer Review Action Plan' and to move towards a programme of Transformation, overseen by the Chief Executive. Members will be updated on progress on this as it develops.</p>	Completed

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Explore funding opportunities emerging through the County Deal for Norfolk and explore new ways of working with Norfolk County Council</p> <p>Government have withdrawn the County Deal offer that was originally proposed and discussions are ongoing in respect of looking at whether a new deal can be proposed and taken forward.</p>

Support our communities

To support the health and wellbeing of our communities, help prevent homelessness, assist people with access to benefits advice and ensure there is equal access to opportunities.

Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date	
<p>Refresh our financial assistance programme with review of existing and new service level agreements (SLAs) and associated funding</p> <p>The SLAs are currently being reviewed following which an update will be provided on outcomes for that review. Discussions on the agreement for SLAs will also be undertaken in parallel.</p> <p>Q3 actions: Meeting arranged to go through responses to SLA review including review of evidence of work to support delivery against corporate priorities.</p>	Oct 2024	A ↔
<p>Develop a plan for communicating the Council's budget both internally and externally</p> <p>Work to develop an external budget survey has been ongoing during this period. Additional factors have been taken into consideration which has meant the timescale for the project has been extended through to Q3.</p> <p>Q3 actions: The external budget survey will be finalised and launched.</p>	Oct 2024	G ↔
<p>Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers</p> <p>Work to develop our local Care Leavers offer is ongoing. A survey went live on 16th September to gain a better understanding of the way in which the council may be able to support care leavers, this has been developed with input from colleagues in the Children's Services participation team.</p> <p>Q3 actions: The survey provided to care leavers will close on 31st October and responses will be analysed. We will be supporting Care Leavers week by lighting up the Corn Exchange on 30th October and promoting Care Leavers during week commencing 28th October.</p>	Ongoing	G ↔
<p>Further develop 'Creating Communities' events</p> <p>The Creating Communities approach continues to develop with further events planned. The team are working on a number of elements to extend the work of the events with community based leaflets, North Lynn has been published and has been well received, Gaywood and Hunstanton are being developed.</p>	Ongoing	G ↔

Project description and comments	Target Date	
<p>Q3 actions: Two new events are being planned for Gaywood in November and North Lynn in December / January.</p>		
<p>Undertake a review of the council's equality policy and continue to progress a range of workstreams to support equality, diversity and inclusion</p> <p>Delivery of a programme of Equality Impact Assessment training has commenced, with sessions for members and officers taking place in September and further sessions being planned through to the end of 2024. Further work to enhance and embed equality impact assessment processes has been completed and is being monitored via the equality working group. Workstreams being progressed via the equality working group during this period have included proposals for the roll out of a new training programme for staff, a review of website accessibility and actions to improve accessibility for customers. Work to revise the current Equality Policy has been ongoing.</p> <p>Q3 actions: Workstreams being progressed by the equality working group will continue, with a particular focus on finalising and rolling out training for staff. Further EIA training will be delivered. New workstreams for progression during 2025 will be identified and agreed in December. Revisions to the Equality Policy will be finalised.</p>	Ongoing	G ↔
<p>Develop a Community Engagement Strategy as part of the Corporate Peer Challenge Action Plan</p> <p>Our new Communications and Engagement Manager commenced in August. Development of our approach to external communications and engagement will be a key priority for this postholder during the remainder of the financial year.</p> <p>Q3 actions: Work to develop an external communications and engagement strategy will be progressed, including the development and implementation of supporting guidance/materials. A revised approach to external consultation will also be progressed to current activities in line with the overall strategy.</p>	Mar 2025	G ↔
<p>Review and update the Homelessness and Rough Sleeper Strategy and pathways to prevent homelessness</p> <p>The 2024-2029 Strategy was adopted at Cabinet on 17th September, The Environment and Community Panel group "Homelessness and Housing Delivery Task Group" will oversee the delivery of the Action Plan within the strategy.</p>	Completed	

Actions carried out in partnership with others

Project description and comments
<p>Ensure our need for better dentistry services and the release of funding for a new QEH remains a joint priority between ourselves and our partners.</p> <p>We continue to work with QEH colleagues at Place Board and Health and Wellbeing Partnership to support prevention of ill health at the earliest opportunities.</p> <p>Q3 actions: Continue to look at how the council can influence and educate children and adults on good dental health practices.</p>
<p>Investigate with key stakeholders engaging the Institute of Health Equity (IHE) to make West Norfolk a Marmot place</p> <p>The contract with the IHE has been signed and work is due to begin in October. Following the appointment of a Health and Wellbeing Partnership Co-ordinator, work has commenced within the council to develop an officer working group and to map the services, policies and work that will be integral to the success of the work. Externally the Assistant Director Health, Wellbeing and Public Protection chairs a fortnightly meeting with Norfolk County Council Public Health and the Integrated Care Board West team. An initial pack of health and wellbeing data has been produced for discussion with the IHE.</p>

Project description and comments

Q3 actions: Work to identify key stakeholders is ongoing and partners will be contacted through Q3 and Q4 with a formal launch event being planned for early spring 2025. Begin formal meetings with the IHE and seek appropriate membership of the Advisory Board. Develop initial work plans and set milestones for the delivery of each phase of the Marmot work. Deliver a member briefing in November and a paper to the Norfolk County Council Health and Wellbeing Board in December.

Continue to work with Integrated Care Systems to support services delivered in the community

Attendance at the ICB conference including West Place and Food for Thought. A workshop is taking place on 21st October to discuss estates across the West system (different organisations – NHS/ Public sector/ voluntary). This is a medium to long term piece of work with the initial phase looking at the new hospital and opportunities this presents.

Managing the Business

Our Performance Indicators in detail

R Performance indicator is 5% or more below target	A Performance indicator is up to 5% below target	G Performance indicator has achieved target	M Monitor only
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Promote growth and prosperity to benefit West Norfolk									
Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	89%	92%	92%			70%	G ↔	
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	90%	100%	100%			60%	G ↔	
1.3	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	5.95%	4.60%	5.15%			10%	G ↔	
1.4	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	0.58%	0.80%	0.81%			10%	G ↔	
1.5	% of major planning applications provided with an extension of time (EOT)	80%	100%	50%			50%	G ↑ R	
1.6	% of non-major planning applications provided with an extension of time (EOT)	64%	36%	43%			40%	G ↓ A	Continue to monitor to drive less reliance on EOT's.
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	£0			£0	G ↔	
1.8	% of new enforcement cases actioned within 12 weeks of receipt	-	-	70%			75%	R	Work continues to improve performance to meet the local target
1.9	No of new homes delivered in the Borough to meet the housing need target	636	40	214			571	R ↔	Most actions to meet the target is out of our control. Cumulative data.
1.10	No of new homes built through the Council's Major Housing Programme	66	0	23			106	G ↔	Targets set for Q2 23, Q3 69, Q4 14.

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
1.11	No of new Affordable Homes delivered by the Major Housing Programme	37	0	23			61	G ↕	Targets set for Q2 23, Q3 31, Q4 7.
1.12	% of rent arrears on industrial units	7.52%	5.86%	6.19%			10%	G ↕	
1.13	% of rent arrears on retail/general units	10.88%	10.64%	9.70%			25%	G ↕	
1.14	No of brownfield sites brought into use for commercial and housing	6	1	0			-	M	Sites on the brownfield register only
1.15	No of business grants awarded	48	13	31			-	M	Cumulative data
1.16	No of impressions on Visit West Norfolk's social media channels	169,530	18,633	65,873			-	M	Cumulative data
1.17	King's Lynn long stay car parking tickets purchased	163,535	40,407	82,297			124,890	G ↕	Cumulative data
1.18	King's Lynn short stay car parking tickets purchased	1,053,137	257,002	519,871			854,658	G ↕	Cumulative data
1.19	Contracts awarded to SMEs: %, Number, Value	-	70% 14 £1,282,176	80% 8 £355,580			25%	G ↕	

Protect our Environment

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
2.1	No of electric vehicle charging points installed within district owned car parks	18	22	29			30	G ↕	Cumulative data
2.2	EV charging usage (kWh)	28,232	37,503	84,321			30,000	G ↕	Cumulative data
2.3	% of street lighting within the borough converted to LED	26.82%	26.82%	26.82%			-	M	Cumulative data
2.4	Solar power (kWh) generated across council sites	544,163	211,670	392,560			-	M	Cumulative data
2.5	No of people using the cycle hire scheme	-	-	-			100		Awaiting survey to be launched
2.6	No of brown bins in use for composting	29,993	29,111	29,223			28,500	G ↕	
2.7	% and total tonnage of commercial waste collected	2,497	603	1,258			1,700	G ↕	Cumulative data
2.8	% and total tonnage of garden waste collected and treated	11,664	3,994	7,431			11,000	G ↕	Cumulative data

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
2.9	% and total tonnage of food waste collected and treated	1,667	418	830			1,800	R ↔	A trial of free caddy liners to increase collection rates will commence in four collection areas in the next 6 weeks.
2.10	% and total tonnage of mixed recycling collected and treated	14,154	3,525	7,116			15,500	R ↔	'Look at the Label' will be launched during Recycling Week in Oct 2024 to promote recycling in the green bin.
2.11	No of fly tipping incidents recorded	2,307	522	1,165			-	M	Cumulative data
2.12	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%			95%	G ↔	
2.13	% of waste enforcement cases referred to CSNN resulting in an intervention (investigation to prosecution)	99.7%	100%	100%			90%	G ↔	2023/24 217 cases 2024/25 Q2 21 cases

Efficient and effective of our services

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
3.1	% of calls reduced by web chat	90%	89%	87%			75%	G ↔	
3.2	% of calls answered within 90 seconds	84%	70%	71%			75%	A ↑ R	
3.3	% of meeting minutes produced within 3 working days of meeting	83%	89%	89%			90%	A ↔	
3.4	% increase in engagement on social media channels compared to previous year	13%	-20%	92%			10%	G ↑ R	
3.5	% of press releases covered by media within one month of being issued	97%	96%	95%			95%	G ↔	
3.6	Reduce revenue expenditure by 5%	2.15%	0%	0%			5%	R ↔	Work will be undertaken via budget monitoring and budget setting during the year to identify savings to offset against the target.

Ref	Performance indicator	2023/24	2024/25					Comments
			Q1	Q2	Q3	Full Year	Target	
3.7	% of supplier invoices paid within 30 days	99%	98%	98%			99%	A ↔
3.8	% of local supplier invoices paid within 10 days	95%	94%	93%			96%	A ↔
3.9	% of Council Tax collected against outstanding balance	97.16%	28%	55%			97.5%	G ↔ Cumulative data
3.10	% of Business Rates collected against outstanding balance	99.10%	32%	59%			98%	G ↔ Cumulative data
3.11	Council Tax Support Caseload shown as equivalent Band D Taxbase figures	4,764	4,887	4,803			4,893	G ↔
3.12	% of BID Levy collected	98.3%	57.3%	74.9%			97.5%	G ↔ Cumulative data
3.13	No of completed fraud/corruption investigations (including data matching exercises)	7,312	2,130	3,161			5,000	G ↔ Cumulative data
3.14	No of cyber security incidents reported	1	0	0			0	G ↔
3.15	% of influenceable spend with contracted suppliers	-	84%	94%			70%	G ↔
3.16	% of influenceable spend with non-contracted suppliers	-	8%	6%			15%	G ↔

Support our communities

Ref	Performance indicator	2023/24	2024/25					Comments
			Q1	Q2	Q3	Full Year	Target	
4.1	No in bed and breakfast and nightly paid accommodation	311	90	195			-	M Cumulative data
4.2	Spend on bed and breakfast and nightly paid accommodation (gross)	£559,576	£77,230	£213,549			-	M Cumulative data
4.3	No of households prevented from becoming homeless for a minimum of 6 months	64	32	54			-	M Cumulative data
4.4	No of verified rough sleepers	1	3	1			-	M
4.5	No of days to process new housing benefit and council tax support claims	12	15	15			22	G ↔

Ref	Performance indicator	2023/24	2024/25				Target	Comments
			Q1	Q2	Q3	Full Year		
4.6	No of days to process housing benefit and council tax support changes of circumstances	13	14	24			18	R G ↓ R An increase in workload due to annual billing, a rise in Universal Credit claims and cases being processed manually until a fault with the benefits software is fixed are impacting on performance.
4.7	% of food premises achieving a rating of 3 or above	94%	92%	91%			90%	G ↔
4.8	No of social isolation and loneliness referrals to Lily	272	71	119			-	M Cumulative data
4.9	% of people attending Food for Thought who rated the information provided as Good or above	100%	100%	100%			80%	G ↔
4.10	% of accepted West Norfolk Help Hub Lily referrals heard within 28 days of receipt	100%	100%	100%			-	M
4.11	% of housing adaptations completed within time	59%	73%	75%			90%	R ↔ Progress continues on reducing the waiting list, with priority remaining on supporting those most in need.
4.12	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	2,153	505	965			1,400	G ↔ Cumulative data
4.13	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	85%	90%	90%			80%	G ↔
4.14	% of HMO's inspected within agreed timescale	-	-	-				Base data will be collected in 2024/25. Reporting to commence from Q1 2025/26
4.15	No of 16-30 year olds registering with the BOOST project	379	69	148			200	G ↔ Cumulative data
4.16	No of volunteer opportunities supported in heritage venues	31	5	8			-	M Cumulative data

Our Organisation

The following is a selection of our people performance measures:

Performance Indicator		2023/24	2024/25				Summary Notes Ref	
		Full Year	Q1	Q2	Q3	Full Year		Target
Permanent staff	Total established permanent posts	569	569	569			-	
	Total permanent post FTE	532.83	532.83	532.83			-	
	Total number of people in established posts	536	534	537			-	
	% of voluntary permanent staff turnover (cumulative)	9.47	2.64	4.74			12%	(1)
	Number of voluntary leavers from permanent roles (cumulative)	49	15	27			-	(2)
	Number of starters to permanent roles (cumulative)	54	7	24			-	(3)
	Average no of working days lost to sickness absence per permanent employee FTE (cumulative)	9.11	2.64	5.51			8.7 days	(4)
	Number of permanent employees on long term sickness	61	27	39			-	(5)
	% of employees undertaking an apprenticeship	6.18	4.56	4.56			2.30%	
Temporary staff	Total number of temporary posts	26	24	26			-	
	Total number of temporary staff FTE	24.7	22.7	23.4			-	
	Average no of working days lost to sickness absence per temporary employee FTE (cumulative)	5.57	2.25	1.26			-	(6)

Position summary

Q2 provides a first comparison of the new indicators added for temporary staff in Q1. Members should note that the indicators in relation to the number of voluntary leavers from permanent roles and the number of starters to permanent roles should be read in isolation from each other due to the time lag between resignation of one employee and start date for a new employee, which often spans any particular quarter.

1. Voluntary turnover rates continue to show an upward trend in comparison to 2023/2024.
2. The number of voluntary leavers captures the number of employees who have left a permanent role within the council during a particular quarter.
3. The number of starters to permanent roles in any quarter will vary due to a number of factors, for example; appointments to any new posts which may not have been previously filled; appointments made to posts which became vacant in previous quarters which have taken time to fill and the notice periods required by new recruits which may delay their start date to a different quarter from when the position became vacant.
4. The average number of working days lost due to sickness absence by permanent employees has increased in comparison to 2023/2024 (at end of Q2 2023/2024 the cumulative total was 3.62). Work is being undertaken to review our approach to all types of sickness absence.
5. There is an increase in the number of employees with long term absence due to ill health. Work is being undertaken to review our approach to all types of sickness absence.
6. The average number of working days lost due to sickness absence by temporary employees has decreased as a result of movement within the workforce (for example, temporary employees who had taken sickness absence and are leaving our employment to be replaced by employees who have not had absence, or employees who were previously temporary moving into permanent roles).

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	27 th November 2024		
TITLE:	Report of the Taxi Testing Informal Working Group		
TYPE OF REPORT:	Informal Working Group Report		
PORTFOLIO(S):	Councillor Moriarty – Planning and Licensing		
REPORT AUTHOR:	Oliver Judges – Executive Director		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER

PURPOSE OF REPORT/SUMMARY:
This report presents recommendations from the Taxi Testing Informal Working Group for the Panel to consider.
KEY ISSUES:
<p>At the Corporate Performance Panel meeting on 4th January 2024, the Panel agreed to establish an Informal Working Group. The Terms of Reference of the Group were agreed at the Corporate Performance Panel meeting on 26th February 2024.</p> <p>The Group were tasked with reviewing the performance of the procurement service with regards to its decision in the appointment procedure for the 2021 Taxi Testing Contract, and identified any lessons learned from the process, which could be considered during the process for the letting of the next taxi testing contract</p> <p>The recommendations from the Informal Working Group, to the extent agreed by the Panel, will need to be onwards recommended to Cabinet as Procurement forms part of Cabinet’s executive functions.</p>
RECOMMENDATIONS:
<p>1. The Informal Working Group make the following recommendations to the Corporate Performance Panel (“CPP”) for onwards recommendation to Cabinet in terms of preparation for the next taxi testing contract:</p> <ol style="list-style-type: none"> a. The new tender to be advertised on Delta E-Sourcing and Find-A-Tender, and the Council’s own website. Any contractor wishing to apply shall be advised to register on Delta. Direct invitations from the Delta tender box shall not be sent. b. All correspondence after the competition is opened to be sent through the Delta portal. All enquiries received outside the portal are to be redirected through Delta. c. To consider and discuss with the legal team, including in the Contract Standing Orders, the ability to invite bidders to tender. d. In line with the new Procurement Act 2023 for under threshold procurements, checks would be put in place to ensure that businesses were bona fide businesses. Financial information could be requested, but businesses showing a loss in accounts would not be excluded from then being awarded a contract. The reason for requiring financial information was purely to evidence that the business was legitimate. e. Questions and criteria to be included in the tender process would need to be agreed with officers, in consultation with the Portfolio Holder for Planning and Licensing. f. It would not be left to the discretion of one officer if additional stations were brought forward to become testing stations after the initial contract was awarded.

Consultation with the Portfolio Holder for Planning and Licensing would be required.

Whilst not strictly falling within the terms of reference of the IWG, this additional recommendation was made for CPP's consideration:

- g. Should an external review of Council processes be required, it should be instructed in writing by an officer independent of the originating matter and not involved in any previous internal review.

2. The Taxi Testing Informal Working Group has now concluded its work and is disbanded.

REASONS FOR RECOMMENDATIONS:

To ensure that lessons learned from the 2021 taxi testing contract process are considered during the process for the letting of the 2024 contract.

REPORT DETAIL

1. Introduction

The Taxi Testing Informal Working Group was set up by the Corporate Performance Panel at their meeting on 4th January 2024, with the following Terms of Reference.

- 1. To review the performance of the procurement service with regards to its decisions in the appointment procedure for the 2021 Taxi Testing Contract, and identify any lessons learned from the process, which can be considered during the process for the letting of the 2024 taxi testing contract.*
- 2. The Informal Working Group to report back on their findings to Corporate Performance Panel in (May/July?) 2024.*
- 3. The report on findings and any discussions held at Corporate Performance Panel in (May/July?) to be fed into the Environment and Community Panel for consideration when the contract is next appointed. NB. The report must be completed in time to feed into the E&C meeting before the next taxi licencing contract is progressed.*
- 4. The Informal Working Group to comprise of (5?) members and will be supported by (Oliver Judges, Executive Director?).*
- 5. The Informal Working Group to elect a Chair and Vice Chair at its first meeting.*
- 6. The Informal Working Group can meet in person or remotely.*
- 7. The Informal Working Group may draw input from a range of Members as required.*
- 8. The Informal Working Group will be provided with any and all such documents as is reasonably needs with it requires to support its work.*
- 9. The Informal Working Group will cease once the review has been completed and the groups findings have been reported to Corporate Performance Panel.*

The Group met on three occasions:

5th September 2024 – Briefing Session where officers outlined the Council’s position, policies, Contract Standing Orders and the process followed for the 2021 Review.

10th October 2024 – Evidence Session – evidence provided from Members on what they felt was not being adhered to during the 2021 review.

16th October 2024 – Meeting to formulate recommendations to be presented back to the Corporate Performance Panel.

The Agenda and Minutes from the Informal Working Group meetings are available for Members to view on Mod.Gov.

2. Proposal

In considering the information presented by Officers and the evidence presented by Members, the Informal Working Group propose the following recommendations to be considered by the Corporate Performance Panel and onward consideration by the Environment and Community Panel when considering the Contract.

- a. The new tender to be advertised on Delta E-Sourcing and Find-A-Tender, and the Council’s own website. Any contractor wishing to apply shall be advised to register on Delta. Direct invitations from the Delta tender box shall not be sent.

The Group felt that this was a fairer approach than formally inviting businesses to tender and it also provided an Audit Trail.

- b. All correspondence after the competition is opened to be sent through the Delta portal. All enquiries received outside the portal are to be redirected through Delta.

Again this recommendation is put forward by the Panel to ensure that an Audit Trail is maintained.

- c. To consider and discuss with the legal team, including in the Contract Standing Orders, the ability to invite bidders to tender.

This recommendation relates to recommendation a. and deals with ensuring that no businesses are given an unfair advantage by being informed of the tender exercise.

- d. In line with the new Procurement Act 2023 for under threshold procurements, checks would be put in place to ensure that businesses were bona fide businesses. Financial information could be requested, but businesses showing a loss in accounts would not be excluded from then being awarded a contract. The reason for requiring financial information was purely to evidence that the business was legitimate, and aligns with the new Act’s requirement for purchasing authorities to have regard to barriers to SMEs and do what they can to remove these barriers.

- e. Questions and criteria to be included in the tender process would need to be agreed with Licencing officers, in liaison with the Portfolio Holder for Planning and Licencing.

- f. It would not be left to the discretion of one officer if additional stations were brought forward to become testing stations after the initial contract was awarded. Liaison with the Portfolio Holder for Planning and Licencing would be required.

It was noted by the Group that additional stations had been added and removed during the contract. The Group felt that to ensure transparency and fairness, liaison with the relevant Portfolio Holder was required before any mid contract award processes were carried out.

Although outside the scope of the Group's Terms of Reference, the Group would like the Panel to consider the below as included in their recommendations:

- g. Should an Independent Review of processes be required, it should be instructed in writing by an officer independent of the tender and not involved in any previous internal review.

Evidence was provided by a Member of the Group relating to an Independent Review of the process. The Group felt that to ensure transparency, all correspondence instructing a review should be made in writing so that there was an Audit Trail and should be made by a separate officer to the one who had conducted any Internal Review.

3. Issues for the Panel to Consider

The Panel are requested to refer to the notes of the Informal Working Group, available on Mod.Gov for full detail of the discussions held.

4. Corporate Priorities

The recommendations from the Group contribute towards providing the efficient and effective delivery of our services that meet the needs of the local community

5. Financial Implications

None.

6. Any other Implications/Risks

Delay in awarding the next contract.

Further legal advice has been sought in relation to whether the taxi testing contract is a services contract or concession contract, and the position remains the same under the new Procurement Act 2023 that this contract has elements that would be deemed a concession contract and elements that would exclude it from being a concession contract, and that ultimately this question could only be answered by a Court.

Irrespective of the grey area around the technical definition of the contract, the underlying legal position is that the contract is a below statutory threshold contract and therefore the technical definition makes absolutely no practical difference to how the Council can choose to award the contract.

Accordingly, when the contract is next tendered, a review will take place on the terminology used for the contract that serves to be accessible and user friendly, rather than focused on legal terminology that makes no practical difference to the Council's process.

7. Equal Opportunity Considerations

None.

8. Environmental Considerations

None.

9. Consultation

Members of the Taxi Testing Informal Working Group
Portfolio Holder for Planning and Licensing.

10. Background Papers

Agendas and Minutes from the Taxi Testing Informal Working Group

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	27/11/2024		
TITLE:	January 2023 to December 2023 Report on use, or non-use of RIPA Powers		
TYPE OF REPORT:	Update		
PORTFOLIO(S):	Leader Alistair Beales		
REPORT AUTHOR:	Jamie Hay		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>We are governed by the Regulation of Investigatory Powers Act, Human Rights Act, Protection of Freedom Act, Data Protection Act/GDPR, and Investigatory Powers Act in respect of surveillance and other related activities.</p> <p>In accordance with paragraph 4.47 of the Home Office Covert Surveillance and Property Interference Code of Practice (August 2018) and as per section 5.2 of the Council's Regulation of Investigatory Powers Act 2000 (RIPA) policy the Council will report its use, or non-use of these powers to the Corporate Performance Panel in line with the guidance provided by IPCO to enable members to determine the effectiveness of the RIPA policy each year.</p>
KEY ISSUES:
<p>Attached to this report is the annual statistics return reported to IPCO for the period 1 January 2023 to 31 December 2023.</p> <p>The council have recently received an inspection by the Investigatory Powers Commissioners' Office (IPCO). Details from the report dated 2nd August 2024 are contained within the report detail to this report.</p>
OPTIONS CONSIDERED:
<p>To note the details of this report and the attached details of the recorded use of RIPA powers for the period 1 January 2023 to 31 December 2023 as reported to IPCO and consider the effectiveness of the RIPA policy.</p>
RECOMMENDATIONS:
<p>Consider the details of the report and evaluate the effectiveness of the RIPA Policy.</p>
REASONS FOR RECOMMENDATIONS:
<p>To ensure the Council complies with its legal obligations, maintaining transparency and accountability that the authority uses its powers appropriately and to assess the effectiveness of the policy to determine whether it adequately safeguards against misuse and whether it aligns with current operational needs and legal standards.</p>

REPORT DETAIL

1. Introduction

We are governed by the Regulation of Investigatory Powers Act, Human Rights Act, Protection of Freedom Act, Data Protection Act/GDPR, and Investigatory Powers Act in respect of surveillance and other related activities.

We are inspected on these matters (usually every 3 years) by IPCO (the Investigatory Powers Commissioner's Office). IPCO are required by law to gather statistical data from all public authorities on their use of Investigatory Powers available to them under the relevant legislation, including:

- Investigatory Powers Act 2016 (IPA)
- Regulation of Investigatory Powers Act 2000 (RIPA)
- Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA); and
- Police Act 1996 (PA)

During 2024 the Council received an inspection by IPCO and their report dated 2nd August 2024 outlined our ongoing compliance with RIPA 2000 and IPA 2016 and that the Council will not require further inspection this year. The report highlighted that training has been completed and the RIPA policy has been updated since the last inspection. As well as the use of powers for Covert Human Intelligence Source (CHIS) which were found to have been well formed and with appropriate attention to the associated risks when deploying the CHIS.

In accordance with paragraph 4.47 of the Home Office Covert Surveillance and Property Interference Code of Practice (August 2018) and as per section 5.2 of the Council's Regulation of Investigatory Powers Act 2000 (RIPA) policy the Council will report its use, or non-use of these powers to the Corporate Performance Panel in line with the guidance provided by IPCO to enable members to determine the effectiveness of the RIPA policy each year.

2. Proposal

To note the details of this report and the attached details of the recorded use of RIPA powers for the period 1 January 2023 to 31 December 2023 as reported to IPCO and consider the effectiveness of the RIPA policy.

3. Issues for the Panel to Consider

The annual statistic return is based upon liaison with Council service areas that within the course of their activities may result in their use of RIPA powers. These powers are described within the Council's Regulation of Investigatory Powers Act 2000 (RIPA) policy, as well as the relevant Home Office Codes of Practice and the relevant legislation, including:

- Investigatory Powers Act 2016 (IPA)
- Regulation of Investigatory Powers Act 2000 (RIPA)
- Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA); and
- Police Act 1996 (PA)

The details contained within this report outlining the areas that have been highlighted within the recent IPCO Inspection concluded 2nd August 2024:

Work is ongoing to ensure that the key compliance issues continue to receive the necessary internal governance and oversight through the responsible officers stated within the Policy: policy refreshes; annual updates to Elected Members (i.e., this report); ongoing training and awareness raising; internal compliance monitoring by lead managers within their business areas; and the retention, review and destruction (RRD) of any product obtained through the use of covert powers (Records and Product Management in accordance with the Safeguards Chapters of the relevant Codes of Practice).

One key area highlighted by the Inspectors was safeguards are in place to ensure that only those eligible, can utilise the internet for investigations. This is an expanding and developing area and one which will no doubt produce good dividends. However, the use of the internet needs to be audited by managers to ensure the activity undertaken, once permitted by the ICT Department, does not stray into the territory whereby a RIPA authorisation would need to be considered.

As a result of this details have been obtained across the organisation of officers who have such access, and this is to be cascaded to review on a frequent basis by line managers to confirm that:

- Access is still required and where it is no longer required is removed.
- Case review of the use of open source and internet research by line managers.
- Refresher training to enforcement and investigation staff on the use of open source and internet research (including social media).

4. Corporate Priorities

The Council's Regulation of Investigatory Powers Act 2000 (RIPA) policy sets out how the Council will carry out surveillance activities in a controlled manner to ensure compliance with its governing legislation (as set out within the policy).

5. Financial Implications

None.

6. Any other Implications/Risks

There are risks in respect of Human Rights Act contraventions, Data breaches. It is therefore important that the Council's Regulation of Investigatory Powers Act 2000 (RIPA) policy is adhered to across the authority, and any breaches of the policy would feed into the Annual Governance Survey.

7. Equal Opportunity Considerations

None.

8. Environmental Considerations

None.

9. Consultation

None.

10. Conclusion

Consider the details of the report and evaluate the effectiveness of the RIPA Policy.

11. Background Papers

- IPCO Annual Statistic return 2023

Public Authority URN	Question URN	Question	Return	Year	Comments
244	CHIS001	The total number of applications made for a CHIS authorisation (including renewals and urgent cases)?	1	31/12/2023	RIPA
244	CHIS002	The number of new CHIS authorisations granted?	1	31/12/2023	RIPA
244	CHIS003	The number of CHIS authorisations granted that were renewals ?	0	31/12/2023	
244	CHIS003a	For each authorised application, how many were for the following statutory purpose: in the interests of national security	0	31/12/2023	
244	CHIS003b	For each authorised application, how many were for the following statutory purpose: for the purpose of preventing or detecting crime or of preventing disorder	1	31/12/2023	
244	CHIS003c	For each authorised application, how many were for the following statutory purpose: in the interests of the economic well-being of the United Kingdom	0	31/12/2023	
244	CHIS003d	For each authorised application, how many were for the following statutory purpose: in the interests of public safety	1	31/12/2023	
244	CHIS003e	For each authorised application, how many were for the following statutory purpose: for the purpose of protecting public health	0	31/12/2023	
244	CHIS003f	For each authorised application, how many were for the following statutory purpose: for the purpose of assessing or collecting any tax, duty, levy or other imposition, contribution or charge payable to a government department	0	31/12/2023	

Public Authority URN	Question URN	Question	Return	Year	Comments
244	CHIS003g	For each authorised application, how many were for the following statutory purpose: any other purpose made by an order by a Secretary of State	0	31/12/2023	
244	CHIS004	The number of Juvenile CHIS authorisations granted?	0	31/12/2023	
244	CHIS005	The number of CHIS authorisations granted in an urgent case (not including juvenile CHIS)?	0	31/12/2023	
244	CHIS006	The number of Juvenile CHIS authorisations granted in an urgent case?	0	31/12/2023	
244	CHIS007	The number of CCAs authorised under s29B RIPA (not including those made in an urgent case)?	0	31/12/2023	N/A
244	CHIS008	The number of CHIS Criminal Conduct Authorisations made in an urgent case?	0	31/12/2023	N/A
244	CHIS009	The number of CHIS authorisations granted where knowledge of confidential information may be acquired (not including Legally Privileged material)?	0	31/12/2023	
244	CHIS010	The number of CHIS authorisations granted for the use or conduct of a CHIS intended to obtain, provide access to or disclose knowledge of matters subject to legal privilege?	0	31/12/2023	
244	CHIS011	The total number of persons authorised to be used as a CHIS?	2	31/12/2023	2 officers used as a CHIS
244	CHIS012	The number of juveniles authorised to be used as a CHIS under the age of 16 at the time the authorisation was granted or renewed?	0	31/12/2023	

Public Authority URN	Question URN	Question	Return	Year	Comments
244	CHIS013	The number of juveniles authorised to be used as a CHIS under the age of 18, and over the age of 16, at the time the authorisation was granted or renewed?	0	31/12/2023	
244	CHIS014	The number of vulnerable individuals authorised to be used as a CHIS?	0	31/12/2023	
244	DS001	The total number of applications made for a Directed Surveillance authorisation ((including renewals and urgent cases)?	1	31/12/2023	NON-RIPA
244	DS002	The total number of Directed Surveillance authorisations issued (including renewals and urgent cases)?	1	31/12/2023	NON-RIPA
244	DS002a	For each authorised application, how many were for the following statutory purpose: in the interests of national security	0	31/12/2023	
244	DS002b	For each authorised application, how many were for the following statutory purpose: for the purpose of preventing or detecting crime or of preventing disorder	1	31/12/2023	NON-RIPA
244	DS002c	For each authorised application, how many were for the following statutory purpose: in the interests of the economic well-being of the United Kingdom	0	31/12/2023	
244	DS002d	For each authorised application, how many were for the following statutory purpose: in the interests of public safety	1	31/12/2023	NON-RIPA
244	DS002e	For each authorised application, how many were for the following statutory purpose: for the purpose of protecting public health	0	31/12/2023	

Public Authority URN	Question URN	Question	Return	Year	Comments
244	DS002f	For each authorised application, how many were for the following statutory purpose: for the purpose of assessing or collecting any tax, duty, levy or other imposition, contribution or charge payable to a government department	0	31/12/2023	
244	DS002g	For each authorised application, how many were for the following statutory purpose: any other purpose made by an order by a Secretary of State	0	31/12/2023	
244	DS003	The number of Directed Surveillance authorisations issued in an urgent case?	0	31/12/2023	
244	DS004	The number of Directed Surveillance authorisations issued, likely or intended to result in the acquisition of knowledge of confidential material (not including items of legal privilege)?	0	31/12/2023	
244	DS005	The number of Directed Surveillance authorisations issued where legally privileged items will or may be obtained?	0	31/12/2023	

IPCO

Authorisation & Oversight

PO Box 29105, London
SW1V 1ZU

Ms Lorraine Gore
Chief Executive
Borough Council of Kings Lynn and West Norfolk
By email

2nd August 2024

Dear Chief Executive,

Thank you for providing IPCO with your response to the matters identified at points 1 to 10 of my Inspector's letter dated 11th June 2024. I am also grateful for the subsequent engagement with my Inspector by Mr Jamie Hay – Senior Internal Auditor, who provided further required information.

I am satisfied that your reply provides your assurance that ongoing compliance with RIPA 2000 and the Investigatory Powers Act 2016 will be maintained. As such, your Council will not require further inspection this year.

I note that training has been completed, and your RIPA policy has been updated.

I further note the use of a Covert Human Intelligence Source (CHIS) to investigate illegal taxi activity. My Inspector reviewed this CHIS application and authorisation (URN BCKLWN-C00001) which he found to have been well formed, and with appropriate attention paid to the associated risks when deploying the CHIS.

I am aware that you have safeguards in place to ensure that only those eligible, can utilise the internet for investigations. This is an expanding and developing area and one which will no doubt produce good dividends. However, the use of the internet needs to be audited by your managers to ensure the activity undertaken, once permitted by your ICT Department, does not stray into the territory whereby a RIPA authorisation would need to be considered.

I would ask that you ensure that the key compliance issues continue to receive the necessary internal governance and oversight through yourself and your Senior Responsible Officer: policy refreshes; annual updates to your Elected Members; ongoing training and awareness raising; internal compliance monitoring by lead managers within their business areas; and the retention, review and destruction (RRD) of any product obtained through the use of covert powers (Records and Product Management in accordance with the Safeguards Chapters of the relevant Codes of Practice).

Your Council will be due its next inspection in 2027, but please do not hesitate to contact my Office if IPCO can be of assistance in the intervening period.

Yours sincerely,

The Rt. Hon. Sir Brian Leveson
The Investigatory Powers Commissioner

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2024/2025

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
29 May 2024	Appointment of Vice-Chair for the Municipal Year 2024/2025			To appoint a Vice-Chair for the Municipal Year 2024/2025.
	Call-in (if any)	Standing Item		
	Memberships of Task Groups and Informal Working Groups	Operational		To consider the Task Groups and Informal Working Groups set up by the Panel and their Membership
	Nominations to Outside Bodies	Operational		To nominate a Member to sit as an observer on Hunstanton Sailing Club. Nomination to be presented to Full Council.
	Annual Communications Update	Annual Update	J Hillard T Baldwin P Sillis A Howell	B Box to introduce update.
	Portfolio Holder Question and Answer Session			Questions to be submitted in advance of the meeting.
	Cabinet Report – Data Protection Policy Review	Cabinet Report	Laura Botten	To consider the report and make any appropriate recommendations to Cabinet
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
17 July 2024	Call-in (if any)	Standing Item		

	Cabinet Report – Productivity Plan	Cabinet Report	Honor Howell	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Reports – Revenue and Capital Outturn Reports 2023-2024	Cabinet Report	Michelle Drewery	To consider the reports and make any appropriate recommendations to Cabinet.
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
	2023-2024 Full Year Performance Management Report		Debbie Ess and Honor Howell	
4 September 2024	Call-in (if any)	Standing Item		
	KLIC Performance Update	Update	Matthew Henry	To provide the Panel with an update. Previous update was provided in January 2023.
	Portfolio Holder Question and Answer Session	Standing Item		Extended session, with all Cabinet Members invited to provide the Panel with the opportunity to ask questions to identify future items which can be considered by the Panel at an early stage.
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.

16 October 2024	Call-in (if any)	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
	Council Tax Support – Final Scheme for 2025/2-26	Cabinet Report	Jo Stanton	To consider the report and make any appropriate recommendations to Cabinet.
	Q1 2024-2025 Corporate Performance Management Report	Performance Monitoring	Honor Howell and Debbie Ess	To Monitor Performance.
30 October 2024 – Additional Meeting	Initial Report of the Constitution Informal Working Group	Informal Working Group Report	Alexa Baker	To consider the recommendations from the Informal Working Group and make recommendations to Cabinet.
27 November 2024	Call-in (if any)	Standing Item		
	Q2 2024-2025 Corporate Performance Management Report	Performance Monitoring	Honor Howell and Debbie Ess	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
	Update on Cycle Hire Scheme at Lynnsport	Panel Member Request	Tommy Goode	As requested by the Panel at their meeting in September. To receive an update on the performance of the scheme.
	Report of the Taxi Testing	Informal	Oliver Judges	To receive the findings from the Taxi

	Informal Working Group	Working Group Report		Testing Informal Working Group.
	January 2023 to December 2023 Report on use, or non-use of RIPA Powers	Update Report	Jamie Hay	To receive the annual statistics return for the period January 2023 to December 2023.
7 January 2025	Call-in (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Portfolio Holder Question and Answer Session	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
	Annual Complaints Monitoring Report	Monitoring	Honor Howell	To receive the Annual Monitoring report.
	Cabinet Report – Transformation	Cabinet Report	Kate Blakemore	To consider the report and make any appropriate recommendations to Cabinet.
26 February 2025	Call-in (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Portfolio Holder Question and Answer Session	Standing Item		

	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
2 April 2025	Call-in (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Portfolio Holder Question and Answer Session	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.



Forthcoming Items to be scheduled

Report of the Informal Working Group – Taxi Testing Contract

Report of the Informal Working Group - Constitution

Update on the Performance of the Cycle Hire Scheme at Lynnsport

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
10 December 2024						
	Investment Options for Leisure Assets	Key	Cabinet	Deputy Leader Monitoring Officer		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
67	West Norfolk Economic Strategy	Non	Council	Business Asst Dir D Hall		Public
	Notice of Motion 15/23- Wash East Coast Management Strategy- Unit C- Technical Report	Key	Council	Environment and Coastal Asst Dir- S Ashworth		Public
	Audit Committee Terms of Reference	Non	Council	Leader Asst Director – M Drewery		Public
	Community Governance Review – Burnham Market	Non	Council	Leader Chief Executive		Public
	Q2 2024-25 Performance Management	Non	Cabinet	Leader Chief Executive		Public
	White Ribbon Campaign	Non	Cabinet	People and Communities Asst Dir B Box		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
14 January 2025						
	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)
	Review of Appointments to Outside Bodies	Non	Cabinet	Leader Chief Executive		Public
88	Housing Support Services Contract	Key	Cabinet	People and Communities Asst Dir - D Hall		Private Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Taxi Fees and Conditions		Council	Monitoring Officer		Public
	Social Value Policy	Non	Council	Leader Monitoring Officer		Public
	Procurement Policy and Contract Standing Orders	Non	Council	Finance Monitoring officer		Public
	Long-Term Plan for Towns	Key	Cabinet	Leader Asst Dir – D Hall		Public
	Change Management Policy and Redundancy Payments	Non	Council	Leader Asst Dir – B Box		Public

	Transformation Programme	Non	Cabinet	Leader Chief Executive		Public
	Conservation Areas Consultative Committee	Non	Cabinet	Planning & Licensing Asst Dir S Ashworth		Public
	Capital and Revenue Budget Monitoring Reports	Key	Cabinet	Finance Asst Dir M Drewery		Public
	Revenues & Benefits software extension	Key	Cabinet	Finance Asst Dir M Drewery		Exempt Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
90	Independent Review of Members Allowances	Non	Council	Leader		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
4 February 2025 (non budget items)						
	Local Plan	Key	Council	Planning & Licensing Asst Dir – S Ashworth		Public
	Annual Plan 2025-26	Key	Council	Leader Chief Executive		Public
	King's Lynn Cultural & Heritage Strategy		Council	Business Asst Dir D Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
5 February 2025 (Budget items)						
	Budget 2025-28	Key	Council	Finance Asst Dir – M Drewery		Public
	Treasury Management Strategy	Key	Council	Finance Asst Dir – M Drewery		Public
	Capital and Revenue Programme	Key	Council	Finance Asst Dir – M Drewery		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
4 th March 2025						
	2024-25 Q3 Performance Management	Non	Cabinet	Leader Chief Executive		Public
	Appointments Board/IDC Terms of Reference	Non	Council	Leader Asst Dir – A Baker		Public
	Planning Scheme of Delegation	Non	Council	Development and Licensing Asst Dir – S Ashworth		Public
	Planning Member Code of Good Practice	Non	Cabinet	Development and Licensing Asst Dir – S Ashworth		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
15 th April 2025						

	Local Nature Recovery Strategy	Key	Council	Ass Dir- S Ashworth		Public
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Items to be scheduled

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	People & Communities Asst Dir B Box		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		Public
71	Florence Fields – Tenure Mix	Non	Council	Deputy Leader Exec Director – O Judges		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – S Ashworth		Public
	Empty Homes Strategy Review	Key	Council	People and Communities Asst Dir M Whitmore		Public

SHAREHOLDER COMMITTEE FORWARD PLAN

Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
23 April 2024	Shareholder Committee Terms of Reference	Shareholder Committee	Leader Monitoring Officer – A Baker		Public
	Responses from WNH and WNP regarding Section 21 Notices	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder Council Companies Alexa Baker – Monitoring Officer		Public
	Financing of Housing Companies	Cabinet	Cllr Alistair Beales – Portfolio Holder Council Companies Michelle Drewery – Section 151 Officer David Ousby – Assistant Director Programme and Project Delivery		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
June 2024 <i>Meeting Postponed</i>	Service Level Agreement with WNPL	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer Duncan Hall/Karl Patterson – Housing Companies		
	Shareholder Agreement - WNPL	Shareholder Agreement	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer Duncan Hall/Karl Patterson – Housing Companies		

	Approval of Business plans for WNP WNH	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer Duncan Hall/Karl Patterson – Housing Companies		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Appointment of new Directors to WNPL	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer		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
11 Sept 2024	Appointing a Director to Alive Management Ltd.	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Honor Howell – Corporate Governance Manager		Open
	Update to Shareholder Committee on governance documents status	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Honor Howell – Corporate Governance Manager		Open
	West Norfolk Housing and West Norfolk Property Draft Business Plans	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business – Alexa Baker – Monitoring Officer Duncan Hall/Karl Patterson – West Norfolk Housing		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the

Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	authority) Public or Private Meeting
13 November 2024	Update on closure of Alive Management Limited	Shareholder Committee	Cllr Alistair Beales – Leader of the Council Honor Howell – Corporate Governance Manager		Public
	Update on insourcing of Alive West Norfolk Ltd	Shareholder Committee	Cllr Simon Ring – Portfolio Holder for Business and Culture Honor Howell – Corporate Governance Manager and Alive West Norfolk Client Officer		Public
	West Norfolk Property Shareholder Agreement	Shareholder Committee	Cllr Alistair Beales – Leader of the Council Karl Patterson – West Norfolk Property		Public
Date of Meeting	Report Title	Decision Maker	Cabinet Member Lead and Lead Officer	List of Background Papers	Public or Private Meeting
February 2025	6 monthly Assurance Report – West Norfolk Housing	Shareholder Committee	Cllr Alistair Beales – Leader of the Council Duncan Hall – Chair of West Norfolk Housing		Public
	6 monthly Assurance Report – West Norfolk Property	Shareholder Committee	Cllr Alistair Beales – Leader of the Council Duncan Hall – Chair of West Norfolk Housing		Public
	Update on insourcing of Alive West Norfolk Ltd	Shareholder Committee	Cllr Simon Ring – Portfolio Holder for Business and Culture		Public

			Honor Howell – Corporate Governance Manager and Alive West Norfolk Client Officer		
	Financing of Housing Companies	Cabinet	Cllr Alistair Beales – Leader of the Council Michelle Drewery – Section 151 Officer		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
May 2025					
August 2025					
November 2025					