

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

RESOURCES AND PERFORMANCE PANEL

**Minutes from the Meeting of the Resources and Performance Panel held on
Tuesday, 23rd February, 2016 at 7.10 pm in the Committee Suite, King's
Court, Chapel Street, King's Lynn**

PRESENT: H Humphrey (Chairman)
Councillors P Colvin, G Hipperson (Vice-Chairman), G Middleton, A Morrison,
D Tyler and G Wareham

Officers:

Lorraine Gore, Assistant Director
Ray Harding, Chief Executive
Becky Box, Personnel Services Manager

RP114 APOLOGIES

Apologies were received from Councillors B Anota, I Devereux, P Hodson and I Gourlay.

RP115 MINUTES

The Minutes of the Resources and Performance Panel held on 26 January 2016 were agreed as a correct record and signed by the Chairman.

RP116 DECLARATIONS OF INTEREST

There were no declarations of interest.

RP117 URGENT BUSINESS UNDER STANDING ORDER 7

There was no urgent business.

RP118 MEMBERS PRESENT PURSUANT TO STANDING ORDER 34

There were no Members present under Standing Order 34.

RP119 CHAIRMAN'S CORRESPONDENCE (IF ANY)

There was no Chairman's correspondence.

RP120 MATTERS REFERRED TO THE COMMITTEE FROM OTHER

COUNCIL BODIES AND RESPONSES MADE TO PREVIOUS COMMITTEE RECOMMENDATIONS/REQUESTS

The Panel noted the responses made by Cabinet at its meeting held on 2 February 2016 to the recommendations made by the Resources and Performance Panel at its meeting held on 26 January 2016 in respect of the following items:

- Budget 2016/2017.
- Capital Programme 2015/2020.

RP121 DEVELOPING THE NEW CORPORATE BUSINESS PLAN

The Panel received a presentation from the Personnel Services Manager. A copy is attached to the minutes.

RESOLVED: The Panel noted the contents of the presentation.

a Corporate Business Plan Presentation

RP122 2015/2016 Q3 PERFORMANCE MONITORING REPORT

The Personnel Services Manager explained that the report contained information on the corporate performance monitoring undertaken during Q3 2015/2016.

Members were reminded that the indicators monitored were reported in full on the Performance Monitoring Q3 report. The report included a summary of the performance levels achieved for the 'status' and 'trend' categories. It was hoped therefore that this provided Members with a useful 'snapshot' at the start of the report.

The Personnel Manager explained that at the meeting held on 24 November 2015, the Panel requested additional performance figures to be incorporated into the Action Report to highlight any trends. To address the request an additional column had been added to display the quarterly figure as a 'snapshot', as well as the cumulative performance for year to date.

Following a query arising from the Q2 2015/16 report, the Panel made a request to compare the number of long term vacant dwellings for the Norfolk District Councils. The graph at section 3.1 of the report showed a breakdown of the number of long term vacant dwellings from 2004 to 2014. It was noted that a benchmarking exercise had also been undertaken by Performance and Efficiency to gather the Q2 2015/16 vacant dwellings data for the Norfolk authorities.

The Panel's attention was drawn to the following sections of the report:

- Change to 2015/16 target figure for Indicator EP1a – Percentage of appeals lost against total number of major applications determined over a two year rolling period.
- Key points from the Q3 2015/16 Monitoring Report.
- CE11 – Supplier invoices paid within 30 days. Due to continued focus on this indicator the wording at section 5.3 had been provided by the Group Accountant.
- Overview of performance by Portfolio.
- Overall Conclusion.
- Appendix 1: Action Report Q2 2015-16.
- Appendix 2.

The Panel was invited to ask questions/comment, a summary of which is set out below.

Councillor Wareham referred to page 9, indicator EP1a – Percentage of appeals lost against total number of major applications determined over a two year rolling period and asked why no charts or figures had been provided. In response, the Personnel Services Manager explained that this indicator had been included for information to keep Members updated as to the changes which would be applied in future reports received by the Panel. The Chairman, Councillor Humphrey referred Councillor Wareham to page 18 which provided information on the planning applications and gave an indication on how Appeals had impacted/not impacted upon the Council.

The Chairman, Councillor Humphrey commented that he welcomed the additional columns which had been included to enable Members to identify any trend and gave examples of indicators CC6, CC7 and EP1b.

In response to comments made by Councillor Morrison regarding indicator CE4: Affordable housing units built as a % of the total number of new build dwellings completed in the Borough, the target being 15% as opposed to 20%, the Chief Executive explained that although 20% was the level normally requested the amount of affordable housing required was not set at 20% throughout the Borough. He added that the figure was lower in King's Lynn than the remainder of the Borough. The Panel was informed that in 2014/2015 grants were available from the Homes and Community Agency to fund affordable housing. However, this funding had now ceased and the Borough Council would rely on contributions from Section 106 Agreements. The Chief Executive outlined the requirement affordable housing in rural and urban areas. If an element of affordable housing was not viable in a development a money contribution would be made which would be used at the Borough Council's discretion.

In response to questions from the Chairman, Councillor Humphrey regarding indicator CE16 - % of Council Tax collected against target, the Assistant Director explained that the Council was on track to meet the target. She explained that the summons had been sent out slightly later than previously and so had skewed the figures. Members were

informed that the details would be included in the Budget Monitoring Report.

RESOLVED: The Panel noted the Council's Q3 2015/16 Performance Monitoring Report and agreed the actions outlined within the Action Report.

RP123 **MEMBERS TRAINING**

Members were invited to forward any suggestions for future training.

RP124 **WORK PROGRAMME 2015/2016 AND FORWARD DECISIONS LIST**

The Panel noted the Work Programme for 2015/2016.

RP125 **DATE OF NEXT MEETING**

The next meeting of the Resources and Performance Panel would take place on Tuesday 22 March 2016.

The meeting closed at 7.42 pm



Delivering the new Corporate Business Plan

Becky Box



Six New Priorities

- **Priority 1:** Provide important local services within our available resources
- **Priority 2:** Drive local economic and housing growth
- **Priority 3:** Work with our communities to ensure they remain clean and safe
- **Priority 4:** Celebrate our local heritage and culture
- **Priority 5:** Stand up for local interests within our region
- **Priority 6:** Work with our partners on important services for the borough



18 New Objectives

Eg. Priority 1: Provide important local services within our available resources

- we will deliver our 'channel shift' programme
- we will continue to seek new and effective ways of working
- we will take opportunities to generate income and draw in grant funding where it helps us achieve our priorities



How Priorities Cascade

Corporate Business Plan



Directorate Plans



Service Plans/Objectives (within Directorate Plans)



Individual Targets

= everyone working towards the Council's corporate priorities



Changes to Directorate Plans

Directorate Plans outline our higher priority objectives that are either of significant importance to the authority, or cut across more than one service / team

Changes for 2016/17.....

- Will show a clear link to one of the 6 corporate priorities
- Will include as standard an initial objective around working within our resources
- Drafts will be produced by 1st March 2016 – these will be reviewed corporately to ensure the links to the CBP are clear

Directorate level priorities / cross cutting issues

Directorate level priority / Cross Cutting Issue		Milestones / actions to achieve the objective	Est. compl. date	Responsible Officer	Portfolio Holder	Corporate Priority
		•				



Changes to Service Plans

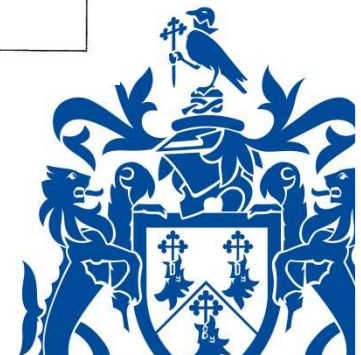
Service plans contain key objectives that each service will work on over the coming year

Changes for 2016/17....

- Will show a clear link to one of the 6 corporate priorities
- At least one entry may be around the purpose of the service / 'business as usual', but that others may be based around projects / initiatives / key areas the team(s) will be working on in 2016/17.

Service level priorities

Projects / Initiatives for 2016/17		Milestones / actions to achieve	Est. compl. date	Responsible Officer	Portfolio Holder	Corporate Priority



Employee Performance Targets

JOB SPECIFIC TARGETS				
NO	KEY RESULT AREA AND PERFORMANCE STANDARD			RATING
1	Target:			Partially met <input type="checkbox"/>
				Met <input type="checkbox"/>
				Exceeded <input type="checkbox"/>
	How Assessed:			
	Link to Service Plan Objective:		Target Date:	



Performance Indicators

Proposed new format:

- Introduce c. 10 new 'corporate performance indicators' linked to the six new corporate priorities (*April '16*)
- Review, revise, update and rename existing indicators as 'operational performance indicators' (*May '16*)



Revised Operational PI's

Performance Monitoring Q3 2015-16



Status	Indicator has not met the target	25%	Indicator is on target	56%	New 2015-16 indicator	23%
Trends	The value of this indicator has improved	33%	The value of this indicator has worsened	28%	The value of this indicator has not changed	9%

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

Chief Executive Services

Ref	Name	Good Performance	2014/15 Full year perf.	Q3 2015/16 target	Q3 2015/16 cumulative performance	Q3 2015/16 status	Versus this time last year	Note
CE1	Percentage of known licensable HMO's with a current licence	Aim to maximise	100.0%	100.0%	100.0%			
CE2	Percentage of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.03%	1.10%	1.09%			
CE3	Number of unintentional priority homeless acceptances	Aim to minimise	99	83	91			The number of people who we deem homeless, and 'homeless in priority need' are increasing. There is an increasing number of vulnerable people in this cohort, including people suffering mental ill-health. Increases in this measure of homelessness is being seen in many areas of the country.
CE4	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough (net gain)	Aim to maximise	20.2%	15.0%	-	-	-	Reported annually
CE5	Number of households living in Temporary Accommodation	Aim to minimise	34	40	37			
CE6	% of freedom of information requests given final response within deadline	Aim to maximise	95.7%	95.0%	98.5%			
CE7	No of residential houses built - NORA	Aim to maximise	-	60	54			The Council has experienced holdups with the utilities connections and this has had a knock-on effect with achieving the Q3 target.
CE8	No of residential house sales completed - NORA	Aim to maximise	-	59	52			



CBP Monitoring Report

- Will retain current format overall, including:
 - One page executive summary
 - Colour coded key to detail progress to date
- Will be updated to reflect new priorities and objectives
- Will set out the actions that are being undertaken against each of the 18 objectives
- Will continue to be reported to Members quarterly



CBP Monitoring Report

Propose inclusion of new page to monitor progress of corporate PI's:

Corporate Performance Indicators

As part of the monitoring of the Corporate Business Plan, ten corporate performance indicators have been created to monitor the progress achieved towards our priorities.

Ref	Name	Priority	2014/15 Full year perf.	Q4 2015/16 target	Q4 2015/16 cumulative performance	Q4 2015/16 status Keep/Delete?	Versus this time last year Keep/Delete?	Note
Corp1								
Corp2								
Corp3								
Corp4								
Corp5								
Corp6								
Corp7								
Corp8								
Corp9								
Corp10								









CBP Monitoring Report

- 'In progress' actions from the 'old' corporate business plan have been mapped against the new priorities and transferred across to the new plan
- New actions will be added from the 2016/17 Directorate and Service Plans



Current CBP Format

Detailed progress by Corporate Business Plan outcomes

Key to status					
	Progress is on track		Progress is slightly behind schedule		Activity has been cancelled for the reasons stated
	Progress is significantly behind schedule		The action has been completed		Data/progress update is awaited


Note:

- **Progress** is derived either from completion of key milestones or is a subjective judgement by the relevant senior manager.
- **Target dates** do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached, or it may reflect the overall target date for completion. This is a judgement and decision made by the relevant senior manager.

Priority 1 - Provide important local services within our available resources

1. We will: Deliver our 'channel-shift' programme

Cabinet Member: Cllr N Daubney

Status	Key Action	Progress	Target Date	Comment
	Implement the cross service reviews element of the cost reduction programme	Ongoing	End of March 2017	<p>Major Housing – work on the new road and the draining of the pond at Lynnsport has now commenced. The houses constructed during the first phase at the NORA site have all been sold and work on the 2nd phase has started.</p> <p>Asset rationalisation – the CCG have agreed the space required on the ground floor and office relocations to accommodate this have taken place.</p> <p>Channel Shift – contracts have now been signed to start a development partnership with IEG4 for OneVu – an online customer account. Changes to service delivery in the 3 CIC offices are subject to a Cabinet report in November 2015. Work</p>



How it all links together

Draft map of how it all fits together.....

Corporate Business Plan Delivery Map (Template)

Corporate Priority	Corporate Objective	Corporate PI's	Operational PI's	Directorate Plan Objectives	Service Plan Objectives	Corporate Business Plan Actions		Link to Financial Plan
						Live	Completed	
1. Provide important local services within our available resources	1							
	2							
	3							
2. Drive local economic and housing growth	4							
	5							
	6							
3. Work with our communities to ensure they remain clean and safe	7							
	8							
	9							
4. Celebrate our local heritage	10							
	11							
	12							
5. Stand up for local interest within our region	13							
	14							
	15							
6. Work with our partners on important services for the Borough	16							
	17							
	18							

