

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, 21st July, 2015 at 7.10 pm in the Committee Suite, King's Court,
Chapel Street, King's Lynn**

PRESENT: Councillor H Humphrey (Chairman)
Councillors B Anota, R Blunt, J Collop, N Daubney, I Devereux, I Gourlay,
G Hipperson, P Hodson, G Middleton, A Morrison, D Tyler and G Wareham

Portfolio Holder: Councillor N Daubney, Leader

RP23 APOLOGIES

Apologies for absence were received from Councillors A Beales and J Collop.

RP24 MINUTES

The minutes of the Resources and Performance Panel held on 23 June 2015 were agreed as a correct record and signed by the Chairman.

RP25 DECLARATIONS OF INTEREST

There were no declarations of interest.

RP26 URGENT BUSINESS UNDER STANDING ORDER 7

There was no urgent business.

RP27 MEMBERS PRESENT PURSUANT TO STANDING ORDER 34

There were no Members present under Standing Order 34.

RP28 CHAIRMAN'S CORRESPONDENCE (IF ANY)

There was none.

**RP29 MATTERS REFERRED TO THE COMMITTEE FROM OTHER
COUNCIL BODIES AND RESPONSES MADE TO PREVIOUS
COMMITTEE RECOMMENDATIONS/REQUESTS**

None.

RP30 **PRESENTATION FROM THE PROPERTY SERVICES MANAGER**

The Property Services Manager gave a Powerpoint presentation which provided an overview of the work undertaken within Property Services.

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

Councillor Gourlay asked where the list of assets could be viewed on the Council's website. In response, the Property Services Manager explained that the information could be viewed on the Transparency Agenda section on the Website.

In response to questions from Councillor Hodson on the waterfront area, including the buildings, the Property Services Manager explained that the site referred to had recently been acquired by the Council and a broader scheme was being looked at to bring this important area back into use.

Following comments from Councillor Devereux on a strategy for developing this area, the Leader advised that the development of the waterfront had been interrupted in 2008 when there had been a bank crisis, however the Borough Council now wished to progress developing this important strategic site not only to attract visitors, but to improve the quality for the residents.

The Chief Executive commented that local authorities were in a better position to look at the long term view of a particular area and gave the Southgates roundabout as an example of being a key point of entry to the town which required upgrading.

The Chairman, Councillor Humphrey thanked the Property Services Manager for an informative and interesting presentation.

RESOLVED: That the content of the presentation be noted.

RP31 **CORPORATE PERFORMANCE MONITORING - TARGET SETTING 2015/2016**

In presenting the report, the Personnel Services Manager explained that the Council's Performance Management Framework included quarterly monitoring and reporting of performance. Each quarterly performance report was presented to the Resources and Performance Panel.

It was noted that at the Resources and Performance Panel meeting on 2 June 2015, Members considered a report showing the full year performance for 2014/2015. During discussions Members expressed an interest in understanding the process that was adopted to set

performance targets for the year end, in particular, to understand why certain targets had been set.

The Personnel Services Manager explained that this report had been produced to provide an overview of the corporate performance monitoring indicators and associated targets which had been set for the 2015/2016 year. The report also outlined the process that had been followed to agree these with Portfolio Holders.

The Panel was informed of the key changes to Indicators for the 2015/16 year as set out below:

- The first key change to note in the presentation of the targets was that the 'RE' targets which were held by the former Deputy Chief Executive had now been merged into other Directorates (mainly the Chief Executives, and a smaller number of Commercial Services) to reflect the Council's revised management structure.

Chief Executive's Directorate

The main changes from the 2014/2015 year were:

- To include new indicators to monitor the Major Housing Project (CE7 and CE8) with a corresponding revision to CE9 (formerly RE1) which related to capital receipts.
- To include a new indicator relating to corporate savings (CE10).
- To include revised indicators in relation to the processing of benefit claims (CE13 was new and CE14 (formerly RE10) was revised) to enable Management Team and Members to monitor the take up of new on-line methods of processing benefits claims that had been introduced this financial year.
- To introduce a new target (CE20) relating to income from business rates for renewable energy projects.

Central and Community Services Directorate

The main change was a new target (CC9) to monitor customer satisfaction with the use of the revised on-line system for processing benefits claims mentioned above.

Commercial Services

The decision had been taken to cease to monitor a former indicator relating to the waiting time for cremation bookings, as this indicator had consistently met the target for some time and therefore Management Team felt monitoring was no longer required.

Environment and Planning Directorate

The key changes were:

- To revise the indicator which related to food premises food hygiene law to reflect changes in legislation.
- To cease to monitor indicator EP3 which related to response times to certain types of planning applications, as the indicator simply monitored response times of an internal function.

Members were reminded that the targets for each of the agreed indicators were also shown in Appendix A.

Councillor Devereux expressed concern that all the financial performance indicators were not included in this one report. He asked if there were any plans in place for a performance management system for the whole Council to include elected Members, employees and partners to raise the level of performance. In response, the Assistant Director explained that the performance indicators for finance included business rates and council tax collection rates and would be detailed in a separate budget monitoring report for June 2015 which was to be circulated shortly.

The Personnel Services Manager explained that the Council had a corporate performance framework and explained that the performance indicators set out in the Corporate Business Plan were cascaded down from Executive Director level to Directorate Service Plans and employees individual performance targets. Every employee received an annual appraisal and set targets to achieve. Councillor Devereux commented that it would therefore be useful to receive information on the corporate performance management framework. The Chief Executive suggested that this would be added to the Panel's Work Programme.

In response to questions from Councillor Gourlay regarding indicator EP1a - % of appeals lost against total numbers of majors determined over a two year rolling period, the Chief Executive explained that the previous year had been exceptional year and was unlikely to be repeated. The Chief Executive referred to a discussion with the Leader on the appeals process and performance indicators and gave an example of a planning application that had gone to appeal and different decisions determined by two inspectors.

The Chairman, Councillor Humphrey commented that it would be useful to have a target for the % of staff who received an appraisal each year. In response, the Personnel Service Manager advised that all employees were subject to an annual appraisal and a robust monitoring process was in place. However, it was **agreed** that an indicator to monitor this, with a 100% target would be added.

The Vice-Chairman, Councillor Hipperson commented that not all targets were directed to finance.

RESOLVED: The Panel noted and commented on the Council's proposed performance indicators and targets for the 2015/16 year. Performance against those targets will be reported to the panel via the quarterly Performance Monitoring report and associated Action Report.

RP32 **EMPLOYMENT ANNUAL MONITORING REPORT**

In presenting the report, the Personnel Services Manager explained that for a number of years Elected Members had considered an annual 'Employment Monitoring report' which reviewed equalities based information on the Council's employment practices.

The report supported the requirements of the Equality Act 2010 with regards to workforce monitoring and also provided evidence of the Council's commitment to achieving its equality objectives for employment, which had also been developed in line with the requirements of the Equality Act.

Appendix 1 showed the summary information and key indicators which Members and Managers should note. The Panel was advised that in considering the report and the associated Appendix, Members should note the change in employees within the scope of the monitoring information collated, as outlined in the background section.

The Personnel Manager provided background information and explained that the Council had undertaken monitoring of its recruitment and selection procedures since 1996 and of its workforce since 2000, with findings reported to Elected Members and Senior Managers over this period. It was highlighted that where possible, information for the most recent year, plus the previous years, had been included.

Councillor Devereux referred to the previous meeting of the Panel when the annual sickness report had been received and asked why the report was not summarised as part of the key indicators. In response, the Personnel Services Manager explained that the Employment Monitoring report supported the requirements of the Equality Act 2010. She advised that there was a robust separate process for monitoring sickness absence but there was an option to provide a breakdown of those figures in the Employment Monitoring Report, and she would include these in future years.

Following further comments from Councillor Devereux on employment monitoring if it was not a legislative requirement, the Personnel Services Manager explained that the information was collated not only to comply with legislation, but also to enable the Council to look at trends and compare figures year on year. The report provided a snapshot at a particular time. The key areas were reviewed on an annual basis and areas of concern would be investigated further and raised with Management Team.

In response to questions from Councillor Blunt on the Council's recruitment process, the Personnel Services Manager advised that candidates should not canvass Councillors or officers when applying for a vacancy. However, details of all job advertisements were circulated to all employees and employees could utilise a 'forwarding' message to send details to people outside the organisation.. The Council was required to ensure that the best candidate was appointed based on the criteria agreed. Any candidate would be required to specify if they were related to an officer or Councillor.

Following further questions from Councillor Blunt on Ethnic Group "Undefined", the Personnel Manager explained that people's view had to be respected and that an individual may not wish to be categorised into the ethnic groups reported.

In response to questions from Councillor Gourlay on internal only promotions, the Personnel Services Manager explained that if candidates were unsuccessful they received feedback as to why they had not met the specified criteria. The feedback could then lead to a discussion on future development and training needs in order to give the candidate a better opportunity for a future internal promotion.

In response to questions from Councillor Hipperson as to employees suffering a detriment as a result of performance assessment, the Personnel Services Manager reminded the Panel of the Performance Related Pay Scheme and explained that if an employee had only partially met their targets that they would not be progressed through the grade, so the "detriment" was not receiving a pay award.

Following questions from Councillor Middleton on the performance assessment and targets not being met, the Personnel Services Manager explained that if an employee's performance was significantly below the required standard there were separate procedures which would be followed to deal with the unsatisfactory performance.

Councillor Blunt asked how many employees the Council had. In response, the Personnel Services Manager advised there were approximately 500 permanent employees. There were however, Live Management and joint employees as well as seasonal and casual staff.

Following further questions from the Panel, the Chief Executive advised that the Performance Management Scheme was the Borough Council's own scheme and not a national one. The Personnel Services Manager informed Members that the maximum number of appraisals by a Manager would be 10, although many had far fewer.

RESOLVED: (1) The Panel noted the contents of the report and confirmed its wish for the information to be reported to the panel on an annual basis.

(2) That the report be published on the Council's web-site and be circulated within the Council.

RP33 **WORK PROGRAMME 2015/2016 AND FORWARD DECISIONS LIST**

The Panel noted the work programme.

The meeting closed at 8.10 pm