

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



Corporate Performance Panel

Agenda

Tuesday, 21st March, 2017
at 6.00 pm

in the

**Committee Suite
King's Court
Chapel Street
King's Lynn
PE30 1EX**



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King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
Fax: 01553 691663

13 March 2017

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 21st March, 2017 at 6.00 pm** in the **Committee Suite, King's Court, Chapel Street, King's Lynn** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

2. Minutes (Pages 6 - 45)

To approve the minutes from the Corporate Performance Panel held on 20 February 2017.

3. Declarations of Interest

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

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

4. Urgent Business Under Standing Order 7

To consider any business which, by reason of special circumstances, the

Chairman proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act 1972.

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the 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. Chairman's Correspondence (if any)

7. 2016/2017 Q3 Performance Monitoring and Action Report (Pages 46 - 55)

Please be advised that Matthew Henry, Property Services Manager will be present to answer any questions relating to rent arrears on industrial estates/retail/general units.

Duncan Hall, Housing Services Manager will be present to give a presentation and answer any questions on Homes in Multiple Occupation.

8. Safeguarding Policy (Pages 56 - 57)

9. Committee Work Programme 2017/2018 (Pages 58 - 60)

To note the Committee's Work Programme for 2017/2018.

10. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will take place on Wednesday 7 June 2017 at 6.00 pm.

To:

Corporate Performance Panel: B Anota, B Ayres, P Beal (Vice-Chairman), J Collop, G Hipperson, Lord Howard, H Humphrey, J Moriarty, A Morrison, D Tyler and G Wareham (Chairman)

Portfolio Holders:

Councillor N Daubney, Portfolio Holder for Resources

Councillor Mrs K Mellish, Portfolio Holder for Human Resources, Facilities and Shared Services

Management Team Representatives:

Debbie Gates, Executive Director Head of Central & Community Services

Lorraine Gore, Assistant Director

Ray Harding, Chief Executive

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

- Item 7: Becky Box, Policy, Performance and Personnel Manager
 Matthew Henry, Property Services Manager
 Duncan Hall, Housing Services Manager
- Item 8: Becky Box, Policy, Performance and Personnel Manager

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

Minutes from the Meeting of the Corporate Performance Panel held on Monday, 20th February, 2017 at 6.00 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn

PRESENT: Councillor G Wareham (Chairman)
Councillors B Ayres, P Beal, J Collop, G Hipperson, A Morrison, D Pope and D Tyler

Portfolio Holder:

Councillor Mrs Nockolds, Culture, Heritage and Health

Observing:

Councillors I Devereux, B Long and P Kunes

By Invitation:

Councillor C Joyce

Under Standing Order 34:

Councillor P Rochford for CP80

Officers:

Debbie Gates, Executive Director Head of Central & Community Services

Lorraine Gore, Assistant Director

Becky Box, Policy, Performance and Personnel Manager

Those present held a minutes' silence for the late Councillor Ian Gourlay

CP74 **APOLOGIES**

Apologies for absence were received from Councillors R Bird, N Daubney, Lord Howard.

CP75 **MINUTES**

The minutes from the Corporate Performance Panel held on 19 December 2016 were agreed as a correct record and signed by the Chairman.

CP76 **DECLARATIONS OF INTEREST**

Councillor B Long declared a non-pecuniary interest as he was a Trustee of Marshland St James and District Community and Sports Centre for which he received no remuneration. Councillor Long advised that he was observing the Panel meeting only.

CP77 URGENT BUSINESS UNDER STANDING ORDER 7

To consider passing the following resolution:

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

**Exempt Report: Cabinet Members Delegated Decision:
Temporary Loan to support Marshland St James and District
Sports and Community Centre Project**

The Chairman explained that the above item had been called in. However, the Chief Executive was unable to up hold the call in request, but had asked that this decision taken be added as a late item to the agenda for consideration and discussion.

The Chairman invited Councillor Joyce to ask any questions/or to raise any points which required clarification.

The Portfolio Holder, Culture, Heritage and Heath and the Assistant Director responded to questions from Councillor Joyce and the Panel relating to:

- The Equality Impact Assessment.
- Value of asset secured against the loan.
- Professional fees.
- Interest rate of the loan.
- Loans to other similar organisations.
- Borough Council's return on loan.
- Other community projects being made aware of applying for a loan from the Borough Council.

Councillor Pope wished it to be recorded that the Chairman, Councillor Wareham refused his request to speak.

RETURNED TO OPEN SESSION

CP78 MEMBERS PRESENT PURSUANT TO STANDING ORDER 34

Councillor P Rochford for CP80 Improving Attainment in West Norfolk.

CP79 CHAIRMAN'S CORRESPONDENCE (IF ANY)

None.

CP80 **IMPROVING ATTAINMENT IN WEST NORFOLK**

Under Standing Order 34, Councillor Rochford was present for this item.

The Panel received a presentation from Neil Groves, Adviser from the Education Achievement Services at Norfolk County Council and Becky Box – Policy, Performance and Personnel Services Manager (copies of which is attached to the minutes).

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

- Progress 8 – assessment of pupils – systems/grades/qualifications changing from letters (8 Levels) to numbers (9 levels) which would allow the top performing pupils to be differentiated.
- Complexity of measuring test results/efforts put into teaching pupils.
- Curriculum offer – relevant performance measures to enable pupils to pass tests/cope with life balances regardless of ability.
- West Norfolk/Norfolk/National comparison of results.
- Accountability in schools/how schools compared with similar sized schools both in Norfolk and nationally.
- Transition of primary or secondary school into an Academy.
- Multi Agency Academy – a network established to enable sharing of best practice.
- Visits to Asian countries to study methods of education. An example was given of a visit to Shanghai to observe the teaching methods for maths.
- Specific smaller scale projects undertaken to assist schools achieving their outcomes, examples given of projects at Heacham Junior, Tilney St Lawrence, West Walton, Terrington St John, Walpole Highway and the recent Uni Challenge. It was explained that all projects were monitored and evaluated to look at how the identified projects had made an improvement.
- Primary Head Teachers Network.
- Potential crisis in West Norfolk – lack of skills/aspirations in West Norfolk.
- Transition of pupils from Primary to Secondary school.
- Key Stage 2 pupils being 4% below the national average.
- Outcomes for schools - % secondary phase schools judged good or better
- Ofsted inspection regime.
- Range of mental health issues in schools.
- 16 – 18 year olds in West Norfolk below Norfolk and National average.
- How the Borough Council measured projects/impact on local attainment.

The Panel commented that they would like to seek more detailed information on mental health issues in schools in the next annual update report in 2018.

RESOLVED: The Panel would continue to receive an annual update report.

CP81 **PANEL WORK PROGRAMMES 2016/2017 AND 2017/2018**

The Panel noted with Work Programmes for 2016/2017 and 2017/2018.

CP82 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on Tuesday 21 March 2017.

The meeting closed at 7.48 pm



Improving Attainment in West Norfolk

Becky Box,
Policy, Performance and Personnel Manager



Context

In West Norfolk there are:

- 70 primary schools – for approx. 11,000 pupils
- 8 secondary schools – for approx. 9,500 students
- The College of West Anglia

(source ONS mid 2013)



Background

- Active interest in educational attainment for around 6 years
- Co-ordinate the 'Improving Attainment Steering Group'
- Remains one of our corporate priorities
- Very 'West Norfolk' focused
- Funded via second homes money



Previous Initiatives

- Research and developing a cohesive approach to tackling attainment
- Establishment of the Steering Group, priority issues:
 - Best practice and leadership development (e.g. middle & senior leaders, visits, coaching & mentoring)
 - Raising aspirations/knowledge of options
 - 'Achievement for all' project (£100k funding)
- General focus on Secondary schools



Current Focus – 2016/17

- Engagement with a wider range of schools (including primaries)
- Attainment in Maths and English
- Small projects which target specific areas of need, linked to identified priorities
- Support for mental health related initiatives
- Transition



Performance Data

Neil Groves

Adviser, Education Achievement Service,
Norfolk County Council

15 876



Achievements in 2016/17

- Establishment of a primary heads network
- Support for a range of small projects which have delivered real improvement in schools
- Supported schools to develop a response to mental health issues
- WN University Challenge conference and mock GCSE's



Examples – Our Norfolk Adventure

Heacham Juniors

- <https://www.youtube.com/watch?v=le8g2K6EqZM>



Example 2 – The Windmill Warbler



Happy Birthday Ma'am

Archie (TSL) and Thomas (WW)

Friday the 10th June was the Queen's official 90th birthday. To celebrate, The Windmill Primary Federation held street parties – to mark the occasion.

At Walpole Highway, the dining room was set up with long tables and the hall was decorated with bunting made by the children. At the start of lunch, the children sang the National Anthem. Following this, the children enjoyed an afternoon of regal activities, including a bouncy Windsor Castle!

At the West Walton street party, the weather was glorious. Food was provided by the School Association for the whole community to enjoy. The

children got into the spirit by painting their faces and wearing crowns. At the end of the afternoon, in honour of Her Majesty, the children sang the National Anthem.

At Terrington St John, one big table was set up in the playground for the children to eat at. The playground was decorated with bunting and the children enjoyed playing with their friends. Following this, the children sang the National Anthem before bowing or curtsying to Princess Pursglove.

At Tilney St Lawrence, tables were set up on the field; there was lots of different food to enjoy, including cucumber sandwiches and cupcakes topped with royal icing. All of the children had a fantastic time and they are already looking forward to celebrating the Queen's 100th Birthday.



Example 3 – Changing Attitudes to Maths

Heacham Infant & Nursery School

‘Pupils ‘mathematical skills have improved further as a result of the work focussed on the new curriculum and involved maths diaries and workshops for parents and staff. Standards remain above the national average for reading, writing and mathematics at the end of year 2.’

Ofsted 2016



Mental Health Project

In an average class of 30 15 year old pupils:

- 3 could have a mental illness
- 10 are likely to have witnessed their parents separate
- 1 could have experienced the death of a parent
- 7 are likely to have been bullied
- 6 may be self harming

Public Health England, 2015



Mental Health Project

- September 2015 – Ofsted inspection framework revised to include judgement on ‘personal development, behaviour and welfare’
- January 2016, Department of Education: Every school should have a teacher trained in Mental Health First Aid to ensure that teachers and support staff are aware of the issues and have the knowledge, skills and support to address mental health issues in their pupils.



Mental Health Project

- ‘Mental Health First Aid Light’ courses
- ‘Mental Health in Young People’ courses
- Analysing feedback from training
- Supporting small projects within specific schools



University Challenge - Conference



23 884



Looking Forward to 2017/18

- Projects which support Maths and English
- Development of mental health project
- Support for transition
- Targeted projects to support areas of need identified by schools (individually or collectively)



Closing Remarks

- Education is not our statutory duty – but we have a responsibility for young people in West Norfolk
- Educational attainment will help secure the long term economic future of the borough
- Very unusual – in fact unheard of! – for a district Council to participate in education in this way

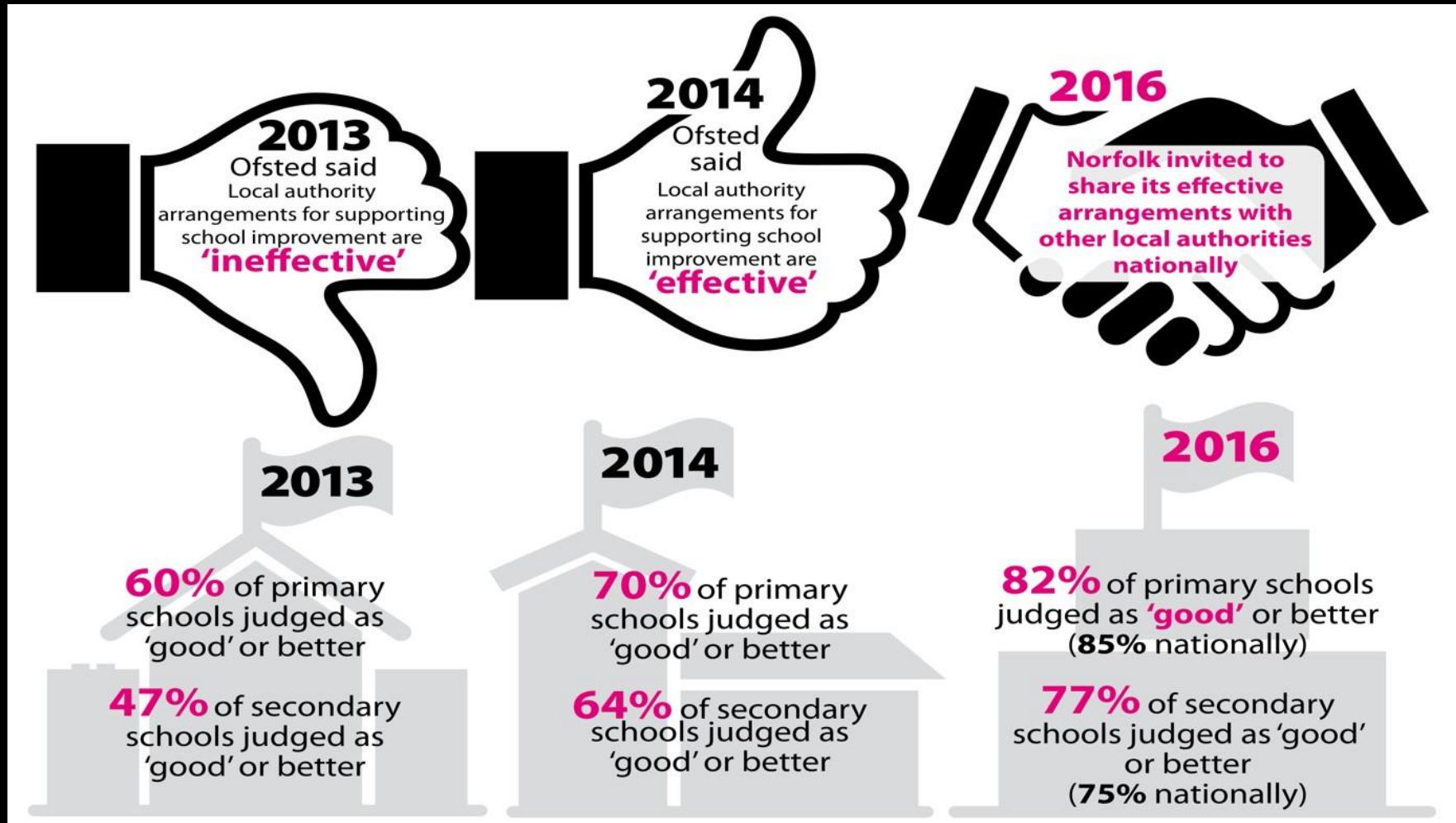


- Opportunity to ask questions.....



EDUCATION ACHIEVEMENT SERVICE**Neil Groves**

OUTCOMES FOR SCHOOLS



OUTCOMES FOR SCHOOLS

	Latest Norfolk	KL & West	Latest National
% Schools judged Good or Outstanding	89%	88%	89%
% Primary phase schools judged good or better	90%	90%	91%
% Secondary phase schools judged good or better	84%	60%	79%
% Special schools judged good or better	91%	100%	94%

OUTCOMES FOR PUPILS — THE HEADLINES

EYFS outcomes — in line with national averages

Key Stage 2 — closing the gap — but below the national average

Key Stage 4 — above the national for Progress 8

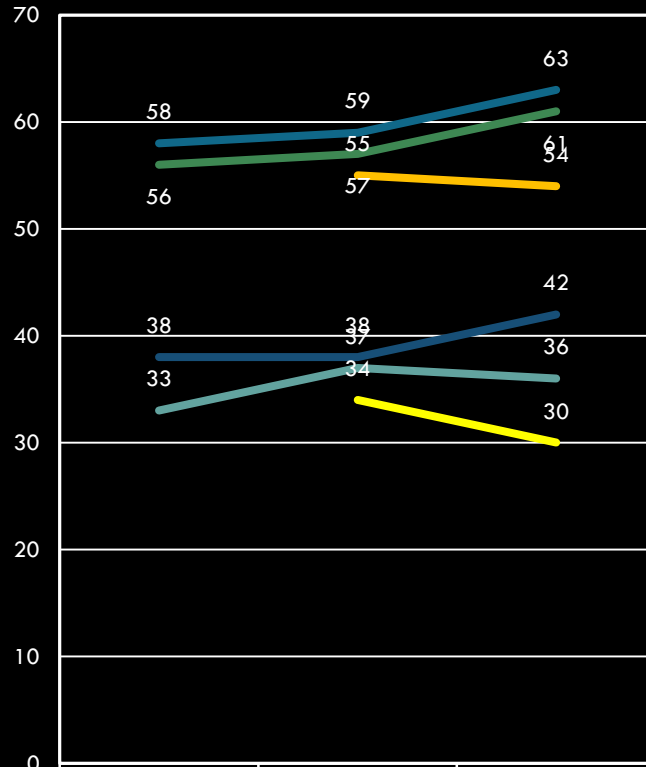


PROGRESS 8 EXPLAINED

KEY STAGE 4

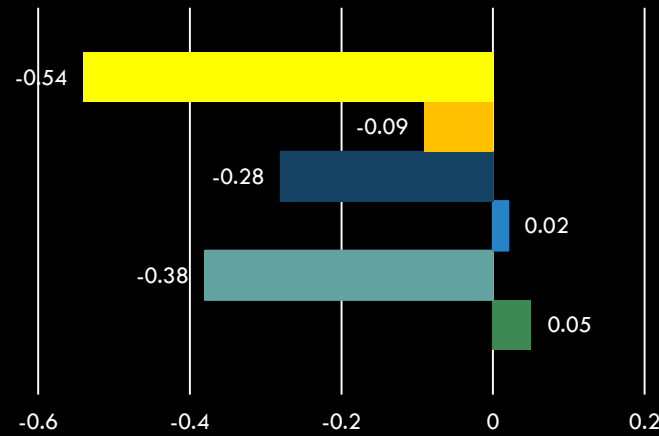
- Norfolk
- National
- Nfk Disadvantaged
- Nat Disadvantaged
- KL & West
- KL & West DisAdv

GCSE % C+ English and Mathematics

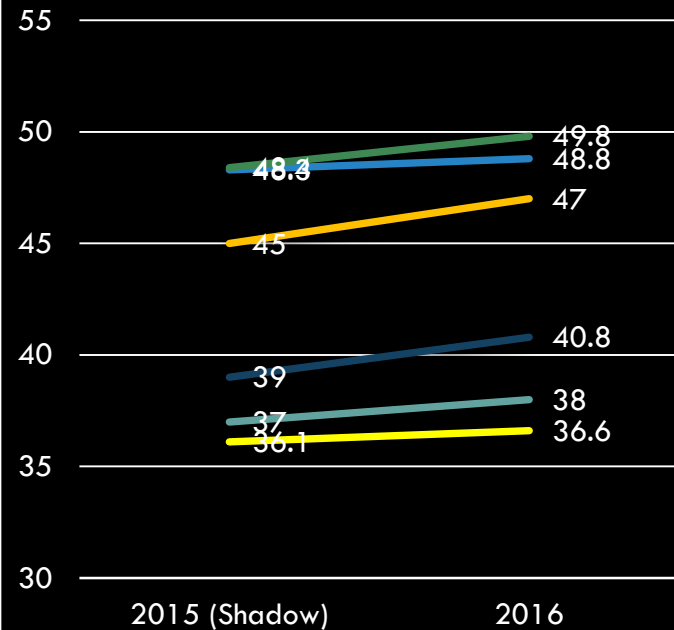


	2014	2015	2016
Norfolk	56	57	61
Nfk Disadvantaged	33	37	36
National	58	59	63
Nat Disadvantaged	38	38	42
KL & West	55	55	54
KL & West DisAdv	34	34	30

Progress 8

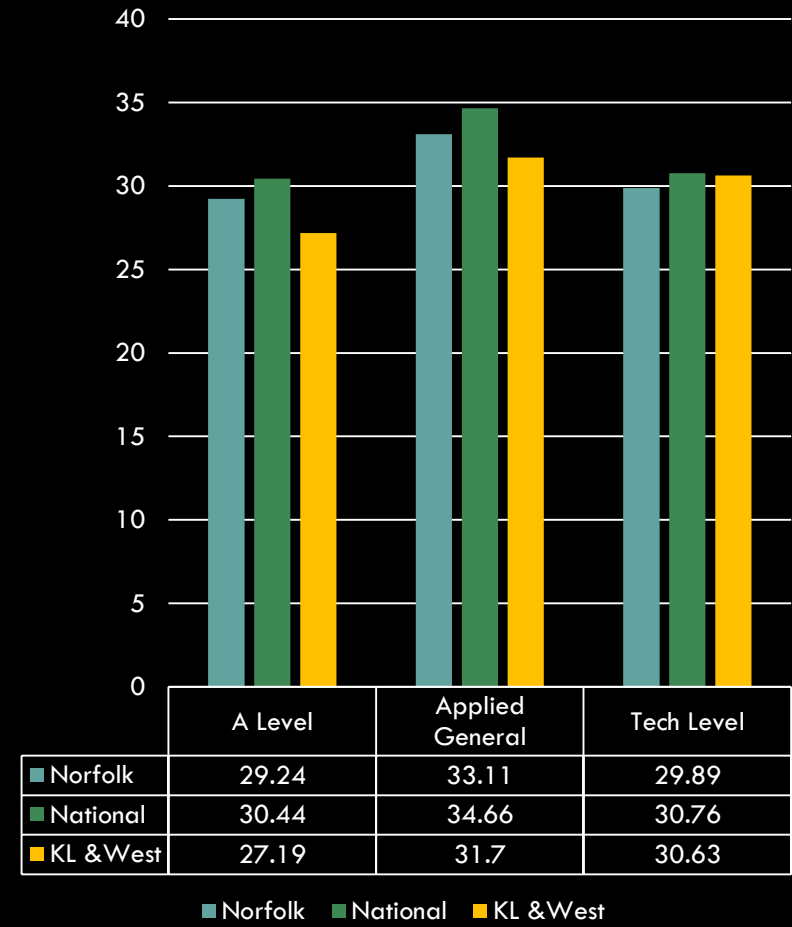


Attainment 8



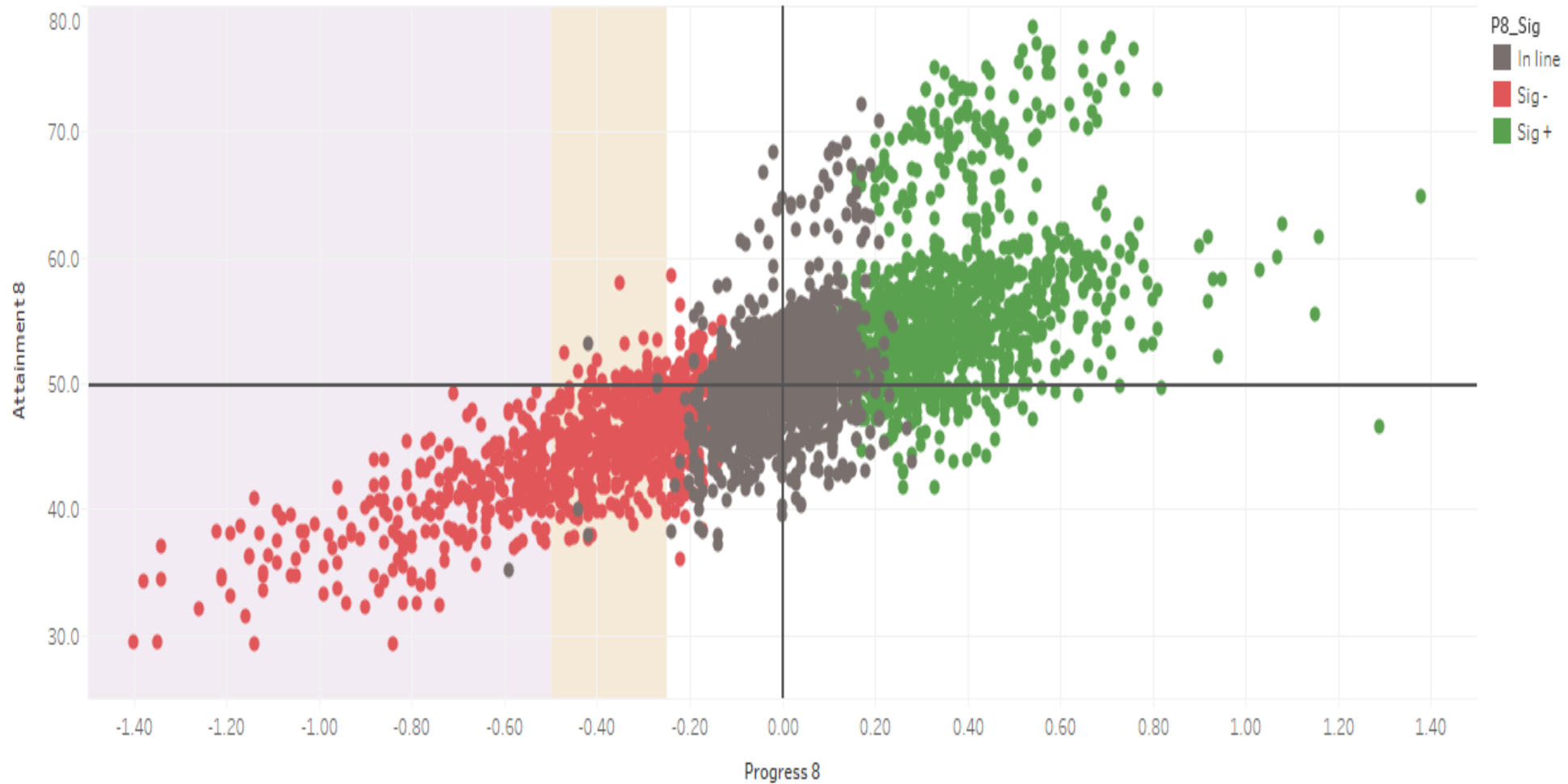
Post 16

16 – 18 Level 3 Average Points Per Entry



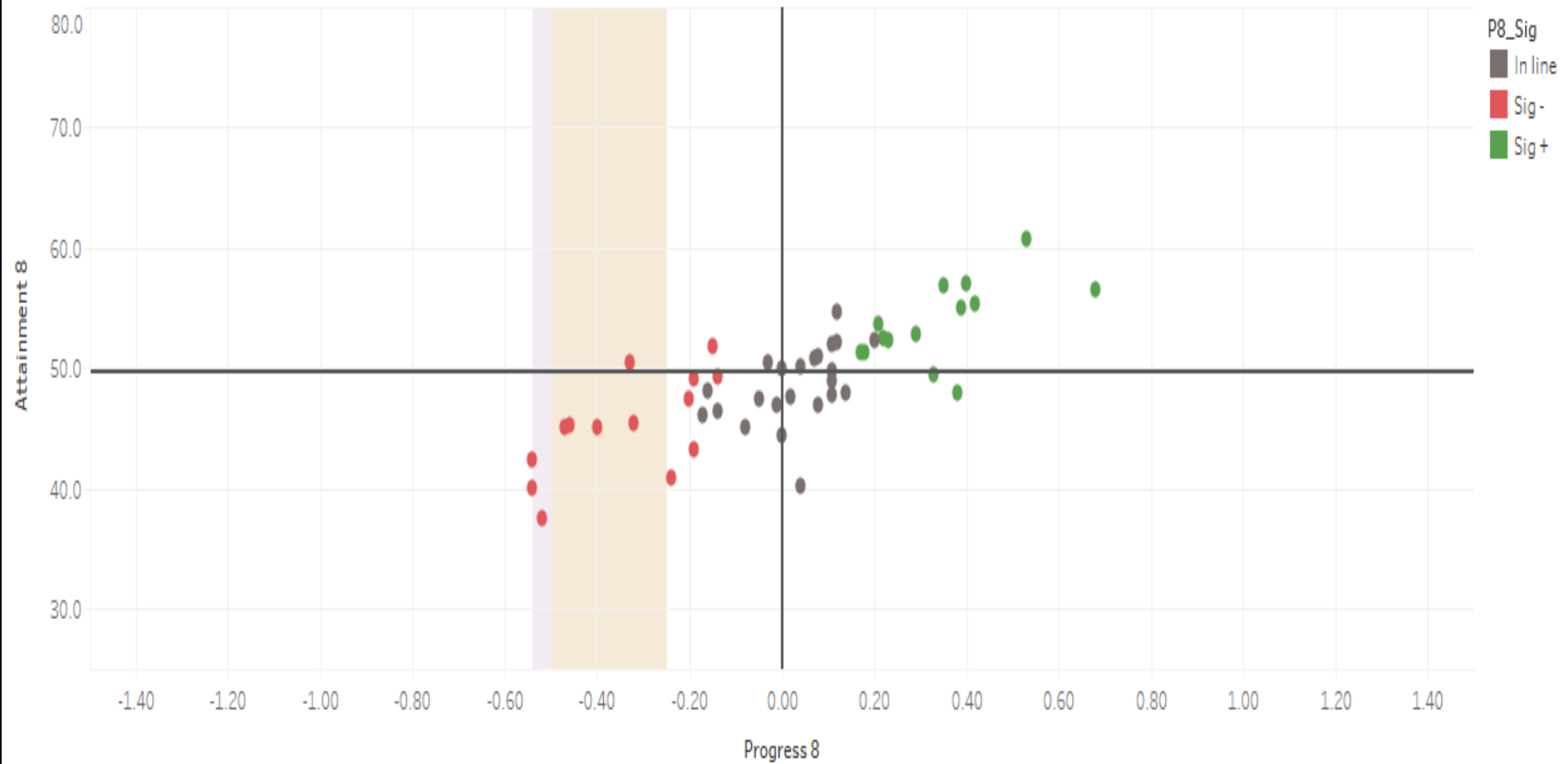
NATIONAL

Scatterplot



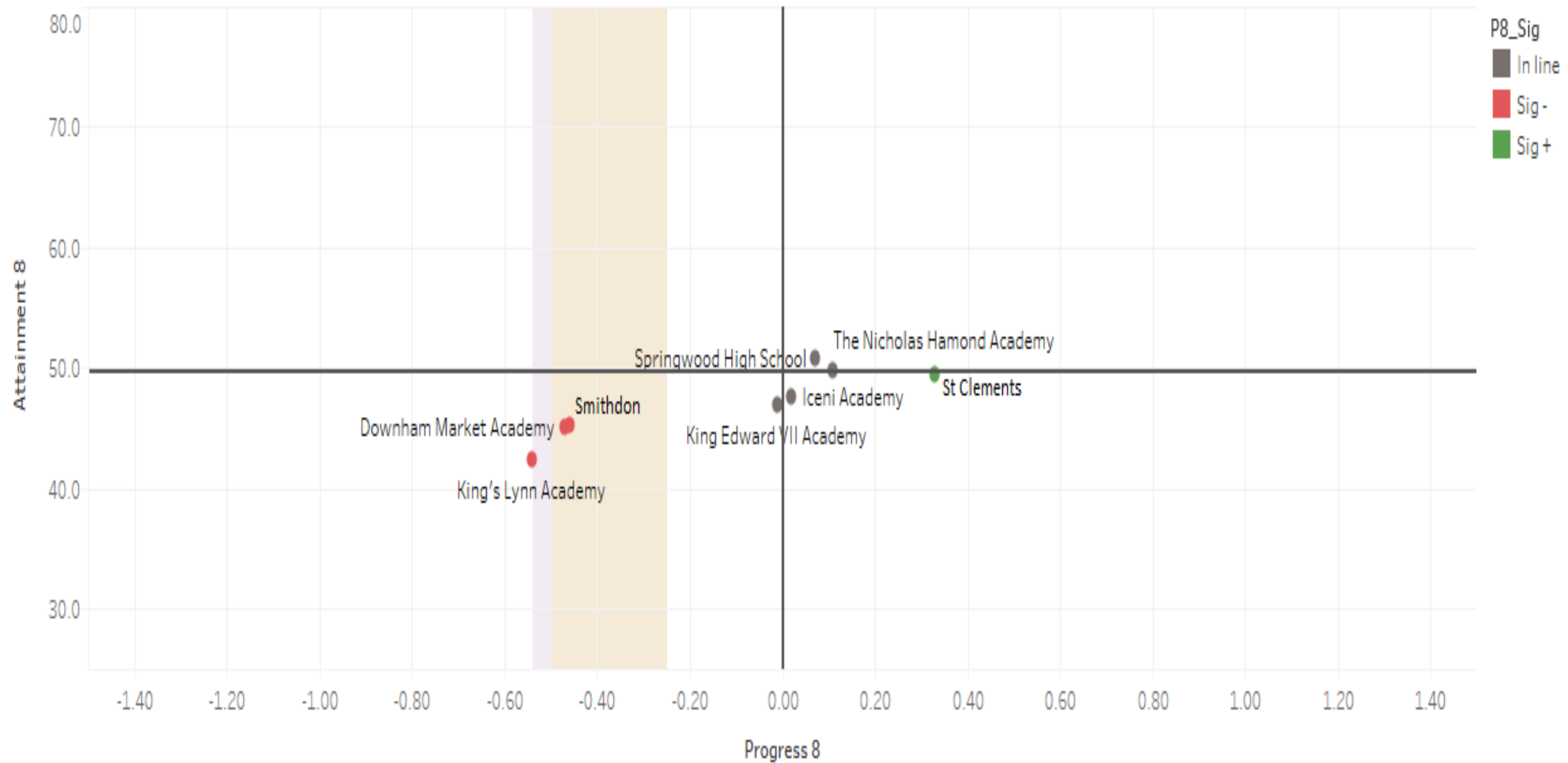
NORFOLK

Scatterplot



KL & WEST

Scatterplot



KEY STAGE 4

Planned NSEL Raising Achievement Group meeting cancelled this term

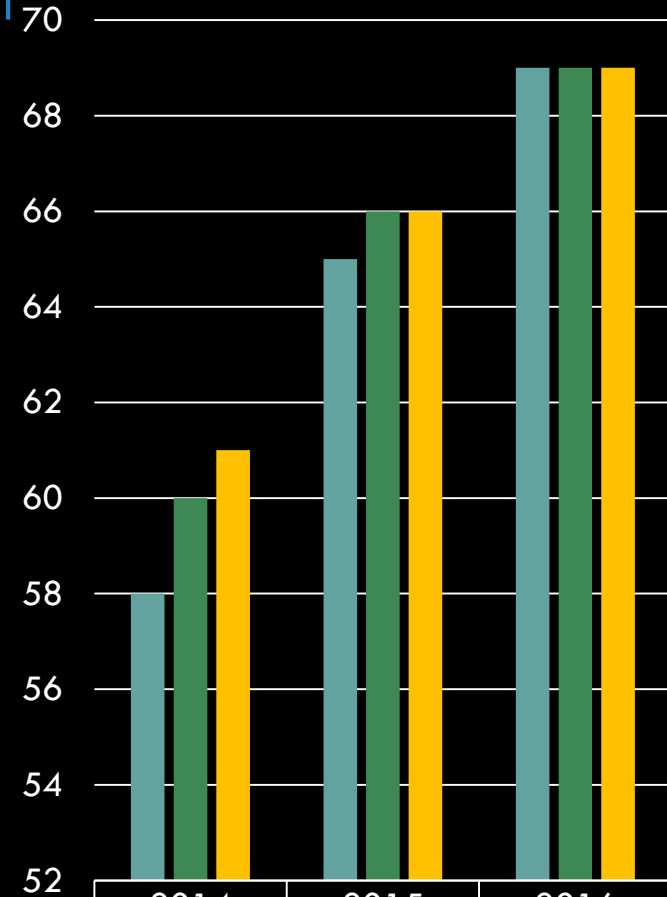
- Focus on Data Sharing project

Could link in with similar projects – Mathematics:

- Identify range of scores on each tier
- Supporting informed entry choices
- Question Level Data being used to inform curriculum and intervention

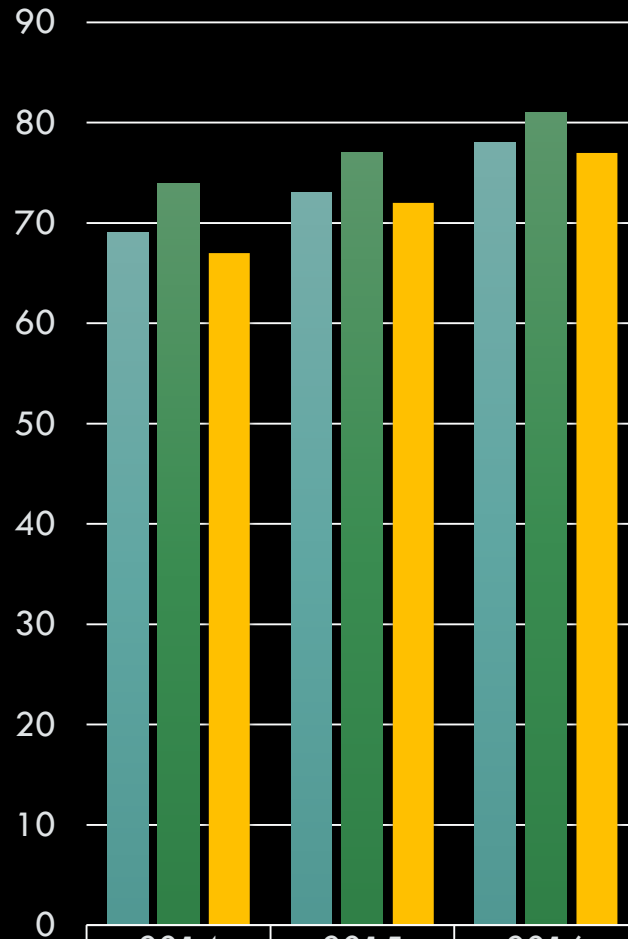
EARLY YEARS AND KEY STAGE 1

Early Years Good Level of Development



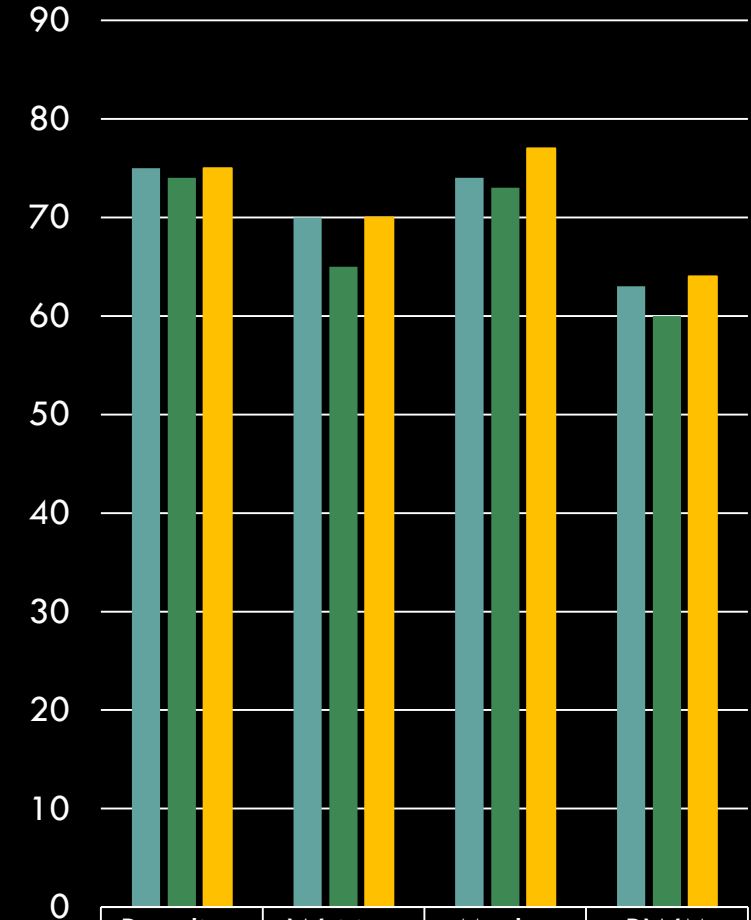
Norfolk	58	65	69
National	60	66	69
KL & West	61	66	69

Year 1 Phonics



Norfolk	69	73	78
National	74	77	81
KL & West	67	72	77

% Achieving the Expected Standard

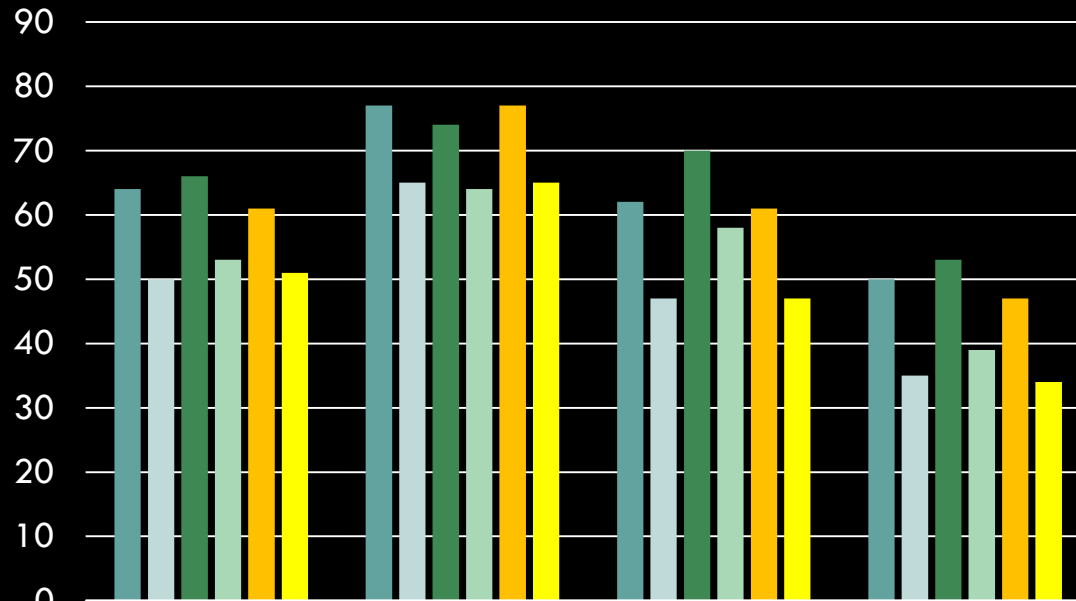


Norfolk	75	70	74	63
National	74	65	73	60
KL & West	75	70	77	64

PRIMARY PERFORMANCE MEASURES EXPLAINED

KEY STAGE 2

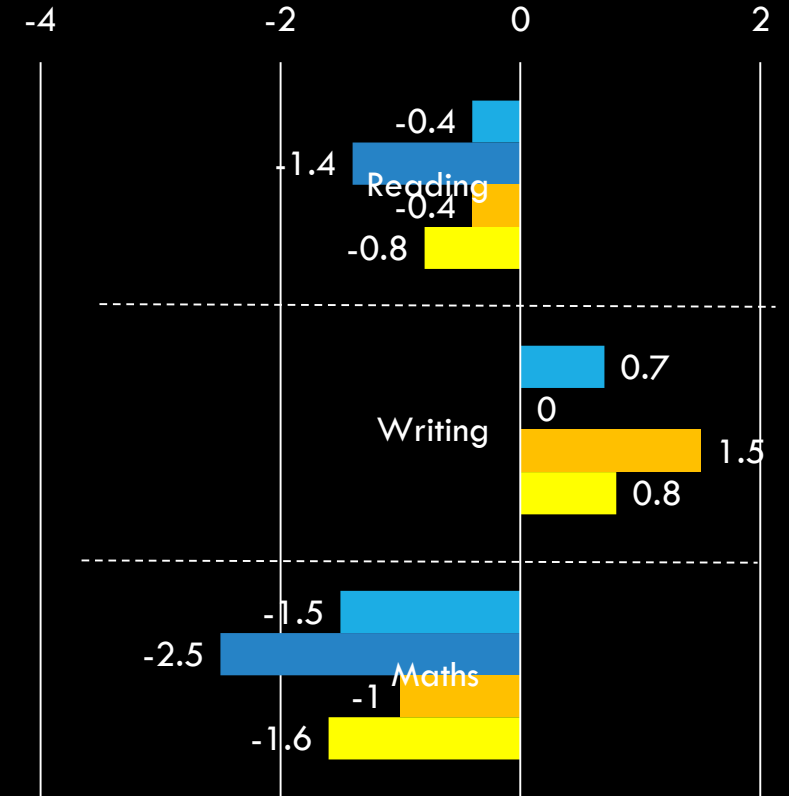
% Achieving the Expected Standard



	Reading	Writing	Maths	RWM
Norfolk	64	77	62	50
Nfk DisAdv	50	65	47	35
National	66	74	70	53
Nat DisAdv	53	64	58	39
KL & West	61	77	61	47
KL & W DisAdv	51	65	47	34

■ Norfolk ■ Nfk DisAdv ■ National ■ Nat DisAdv ■ KL & West ■ KL & W DisAdv

Average Progress KS1 - KS2



■ All Pupils ■ Nfk DisAdv
 ■ KL & West ■ KL & W DisAdv

KL & West is the best performing Norfolk district for progress in Reading and progress in Maths

KS2 MATHEMATICS QLA

Autumn term, using 2016 mathematics test

1126 pupil sample –

- targeted 30 schools – most engaged
- many others able to join

LARGEST NORFOLK - NATIONAL GAPS ARE ON PAPER 1 - ARITHMETIC

$$12 - 6.01$$

$$54 \times 23$$

$$3016 \div 13$$

$$95\% \text{ of } 240$$

$$234897 - 45996$$

$$17 \times 1\frac{1}{2}$$

$$20 - 4 \times 2$$

$$\frac{2}{5} \div 2$$

$$1\frac{1}{5} - \frac{1}{4}$$

$$\frac{3}{4} \div 2$$

- Pupils need quick mental fluency

LARGEST WITHIN SAMPLE VARIATION

Table – time / money difference (3 questions)

Algebra (2 questions)

$$3^2 + 10$$

2 digit multiplication

$$1320 \div 12$$

2 step reasoning money problem

$$725 \div 29$$

$$12456 - 11999 \text{ (4\% to 89\%)}$$

CHALLENGES

- ❑ Key Stage 2 outcomes – especially in mathematics
- ❑ Outcomes at primary & secondary for disadvantaged pupils
- ❑ Significant changes in accountability frameworks & qualifications at both KS2 & KS4
- ❑ Insufficient places for complex needs pupils – expansion in the medium term
- ❑ Rise in school exclusions / overspend on High Needs Block
- ❑ V11th form provision / Academisation
- ❑ EHCP completion
- ❑ Fragmentation of the ‘system’ – effective collaborations & transition

NO RELIABLE PREDICTIONS UNTIL 2022?

	2016	2017	2018	2019	2020	2021
Current Year Group	12	11	10	9	8	7
Point Scores	1-8	1-9				
GCSE Reform	None	English and Maths	EBacc + some popular GCSEs	Most	All	
KS2 Baseline	Old NC English / Maths	Old NC Reading / Maths				New NC Reading / Maths

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	21 March 2017		
TITLE:	Corporate Performance Monitoring Quarter 3 2016-17		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Becky Box		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
The corporate performance monitoring report is in place to monitor progress against agreed performance indicators for the year. The report contains information on the corporate performance monitoring undertaken during Q3 2016/17.
KEY ISSUES:
42 performance indicators for 2016/17 have been agreed by Portfolio Holders and Executive Directors as the key performance measures for the year; they cover all Directorates. The monitoring report highlights specific performance issues; where indicators have not met agreed targets they are drawn out into an Action Report, which provides additional detail on what actions are being taken to correct performance that has a variance to target. The Quarter 3 monitoring report shows that 48% of targets have been met, and performance has improved against target for 12 indicators during the quarter.
OPTIONS CONSIDERED:
Not applicable.
RECOMMENDATIONS:
The Panel is asked to <ul style="list-style-type: none"> i. Review the performance monitoring report and ii. Agree the actions outlined in the Action Report.
REASONS FOR RECOMMENDATIONS:
To demonstrate that the Council monitors and puts in place appropriate actions to correct performance that has a variance to the set target, to assist us in meeting our statutory duty to try and secure continuous improvement.

1. Introduction





- 1.1 The Council's Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Corporate Performance Panel and is available to all Councillors and Portfolio Holders for information on the Council's intranet, Insite.
- 1.2 The indicators monitored are reported in full on the corporate performance monitoring report – Q3 2016/17. The report includes a summary of the performance levels achieved for the 'status' and 'trend' categories. It is hoped this provides Members with a useful 'snapshot' at the start of the report.
- 1.3 Following the collation of the full report, those indicators that have not met their target are drawn out into an Action Report. This report is designed to focus attention on adverse performance. In addition to the notes shown on the full report, senior managers provide information on the actions being taken to bring performance in line or reasons why this cannot happen.

2. Monitoring Report



2.1 Key points from the corporate performance monitoring report– Q3 2016/17

The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters. This enables comparison to previous quarters.

- 2.2 During Q3 the percentage of indicators where performance has improved against the target has decreased for the second consecutive quarter. The percentage of indicators that have not improved against the target remains at 45%, an increase of 17% compared to Q3 2015/16.

		Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17
Performance has improved against target		14 (33%)	16 (37%)	16 (39%)	13 (31%)	12 (28%)
Performance has not improved against target		12 (28%)	12 (28%)	13 (31%)	19 (45%)	19 (45%)
Performance has met and continues to meet target		3 (7%)	4 (9%)	4 (10%)	3 (7%)	4 (10%)
Performance remains unchanged and below target		1 (2%)	1 (2%)	0 (0%)	0 (0%)	0 (0%)
Other: <ul style="list-style-type: none"> • reported annually • new indicator • monitor only 		13 (30%)	10 (24%)	8 (20%)	7 (17%)	7 (17%)
Total number of indicators		43	43	41	42	42

- 2.3 Performance levels have declined throughout 2016/17, actions are in place for the 13 indicators that have not met the target for Q3.

		Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17
Performance target met 		24 (56%)	24 (56%)	23 (56%)	23 (55%)	20 (48%)
Performance target not met 		11 (25%)	14 (32%)	7 (17%)	10 (24%)	13 (31%)
Other: <ul style="list-style-type: none"> • reported annually • figure not available • monitor only (no target set) 		8 (19%)	5 (12%)	11 (27%)	9 (21%)	9 (21%)
Total number of indicators		43	43	41	42	42

- 2.4 The opportunity has also been taken to review the performance indicators by Portfolio and by Directorate.

i) **Overview of performance by Portfolio**

Portfolio	No of PIs	Performance target met	Performance target not met	Other
Leader	8	4	0	4
Housing and Community Development	11	4	5	2
Corporate Projects and Assets	6	4	2	0
Systems and Economic Development	6	3	3	0
HR, Facilities and Shared Services	5	2	2	1
Culture, Heritage & Health Environment	4	1	1	2
	0	0	0	0
	2	2	0	0
Total	42	20	13	9

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	18	7	5	6
Central and Community Services	11	4	4	3
Commercial Services	6	4	2	0
Environment and Planning	7	5	2	0
Total	42	20	13	9

3. Issues for the Panel to Consider

Members should review the attached analysis of achievement of the agreed performance indicators for the year. The Action Report should then be reviewed to ensure areas which have not been met target are appropriately addressed.

4. Corporate Priorities

Performance indicators are developed to monitor key activities many of which directly underpin the achievement of the Council's Corporate Business Plan.

5. Financial Implications

None

6. Any other Implications/Risks

None

7. Equal Opportunity Considerations

None

8. Consultation

Management Team, senior officers and Portfolio Holder

9. Conclusion

Management Team actively monitors this information on a regular basis and uses the information highlighted on the action report to gain an understanding of the reasons for the levels of performance that have been reported. Members should use the report to assess the actions outlined in the action report which the panel is asked to agree.


10. Background Papers

Corporate Business Plan 2015/16 – 2019/20







Performance Monitoring Action Report Q3 2016-17



This report highlights indicators that have not met target for Q3 2016-17 and is a supporting document to the Performance Monitoring Q3 2016-17 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

Status	 This indicator has not met the target.
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Performance Indicators Q3 2016-17








Ref	Name	Q3 2016/17 Target	Q3 2016/17 cumulative performance	Q3 2016/17 (Oct-Dec) performance	Status	Notes	Actions
CE1	% of known licensable HMO's with a current licence	100%	98.9%	100.0%		The issue involving one licence in Q2 has now been resolved however, the drop in performance will impact on the 2016/17 cumulative figure.	No further action.
CE5	No of households living in Temporary Accommodation	40	47	increased by 2 households		A shortage of suitably sized accommodation both in the social and private sector for people on a low income or benefits is contributing to the continued increased figures for this indicator.	Work with the housing association to manage houses in multiple occupation (HMO). Continue to influence the new build market for more affordable accommodation.
CE6	% of freedom of information requests given final response within deadline	95.00%	81.20%	95.40%		The poor performance in Q1 will impact on the 2016/17 cumulative figure. Monthly figures achieved for Q3: Oct 96% Nov 97% Dec 93%	Continued monthly monitoring by Management Team.
CE8	No of residential house sales completed - NORA	35	21	13		Although a number of sales have not completed by the end of Q3 to meet the target of 35, only 4 properties remain unreserved. The 2016/17 overall target is the completions of 47 sales.	Issues with the Help to Buy Scheme held up the sale of 11 properties this has now been resolved and the properties should complete in either January or February 2017.
CE14	No of days to process new benefit claims	17	22	18		The target set for 2016/2017, although improving each quarter, will not be achieved. As part of the cost reduction measures staffing resources allocated to benefits have been reduced. This is partly due to the move to submission of electronic claims, but also due to posts not being filled when people leave to allow for a reduction in resources for Universal Credit when needed. Resources are now being re-directed to administering and collection of Council Tax and Business Rates.	Previously the target number of days to process new claims was set at a level which provided a higher service standard and aimed for continual improvement year on year, this can no longer be sustained and the 2017/18 target will be set in line with the national average.
CC2	Average no of working days lost due to sickness absence per FTE employee	6.00	6.99	3.14		The number of days has increased by 6% on this time last year, this has been down to several very long term cases, all of which have been closely managed.	A review of sickness absence management, both long and short term, will be brought to Management Team to consider. Members should note that short term sickness absence, which is more manageable, remains below target.

Performance Monitoring Action Report Q3 2016-17

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































Ref	Name	2016/17 Target	Q3 2016/17 cumulative performance	Q3 2016/17 (Oct-Dec) performance	Status	Notes	Actions
CC6	% of Careline alarms installed within 10 days from date of enquiry	85.0%	67.3%	56.7%		Due to staff shortages we have been using contactors to install some of the alarms. These are mainly the ones based in North Norfolk or furthest away from King's Lynn.	Contractors and postal service to be used to assist with workload issues. Continued monthly monitoring by Management Team.
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	20	21	24		The number of assessments currently being received has increased, which is having an impact on completion dates.	Training will be provided to allow the design work element of the process to be undertaken by contractors to help keep assessments on track.
CC11	% reduction of telephone calls to CIC	10.0%	0.0%	0.0%		The CIC has received 23,496 calls in Q3 2016/17 compared to 22,591 calls in Q3 2015/16. In April 2016, the CIC counters closed and the opening hours at the Hunstanton and Downham Market offices were reduced. This action encouraged customers to access our services differently and will have contributed to an increase in telephone calls. We have successfully 'shifted' people from face-to-face to telephone, which is a more effective option.	CIC advisors continue to encourage customers to complete online forms, and use web chat. OneVu has recently launched, which will allow customers to access a range of personalised information for Council Tax and Benefits as well as frequently answered questions.
CO4	% of rent arrears on industrial estates	3.00%	7.72%	increased by +2.26%		Issues with specific tenants continue particularly with late payments.	Management Team have agreed to civil enforcement action being introduced. Tenants will be issued a final reminder letter to the effect that if payment is not made, bailiffs will be instructed.
CO6	% rent arrears on retail/general units	3.00%	5.29%	increased by +0.61%			
EP1c	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	10%	11%	0%		This indicator is calculated over a two year period 01/04/2014 – 31/03/2016 + 9 months to allow for appeals on decisions within this period.	No further action.
EP2c	Processing of planning applications - Other	82%	81%	83%		82% is a local target we have set and the cumulative performance is only marginally below this at 81%.	Performance level has increased by 8% during Q3, continued monitoring will be undertaken.

Status	 Indicator has not met the target	31%	 Indicator is on target	48%	 New 2016-17 indicator	12%
Trends	 The value of this indicator has improved	28%	 The value of this indicator has worsened	45%	  The value of this indicator has not changed	10%







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














Chief Executive Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CE1	2	% of known licensable HMO's with a current licence	Aim to maximise	100.0%	100.0%	98.9%			The issue involving one licence in Q2 has now been resolved however, the drop in performance will impact on the 2016/17 cumulative figure.
CE2	2	% of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.2%	1.1%	1.1%			
CE3	2	Unintentional priority homeless acceptances per 1,000 households	Aim to minimise	0.39	–	Q2 0.52	–		New indicator - data will be available one quarter in arrears. 2015/16 data - Q1 0.31 Q2 0.54 Q3 0.55 Q4 0.39
CE4	2	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough	Aim to maximise	13.0%	13.0%	–	–	–	Reported annually
CE5	2	No of households living in Temporary Accommodation	Aim to minimise	39	40	47			A shortage of suitably sized accommodation both in the social and private sector for people on a low income or benefits is contributing to the continued increased figures for this indicator.
CE6	1	% of freedom of information requests given final response within deadline	Aim to maximise	95.5%	95.0%	81.2%			The poor performance in Q1 will impact on the 2016/17 cumulative figure. Monthly figures achieved for Q3: Oct 96% Nov 97% Dec 93%
CE7	2	No of residential houses built - NORA	Aim to maximise	53	58	58			
CE8	2	No of residential house sales completed - NORA	Aim to maximise	53	35	21			Although a number of sales have not completed by the end of Q3 to meet the target of 35, only 4 properties remain unreserved. The 2016/17 overall target is the completions of 47 sales.
CE9	1	% of capital receipts received (excluding house sales)	Aim to maximise	53.5%	100.0%	–	–	–	Reported annually
CE11	1	% of supplier invoices paid within 30 days	Aim to maximise	93%	93%	95%			
CE12	1	% of local supplier invoices paid within 10 days	Aim to maximise	81%	–	81%	–		Monitor only during 2016/17 - under review as part of the current LEAN project









Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CE14	1	No of days to process new benefit claims	Aim to minimise	17	17	22			The target set for 2016/2017, although improving each quarter, will not be achieved. As part of the cost reduction measures staffing resources allocated to benefits have been reduced. This is partly due to the move to submission of electronic claims, but also due to posts not being filled when people leave to allow for a reduction in resources for Universal Credit when needed. Resources are now being re-directed to administering and collection of Council Tax and Business Rates.
CE15	1	No of days to process changes of circumstances	Aim to minimise	6	12	12			
CE16	1	% of Council Tax collected against target	Aim to maximise	97.60%	84.34%	85.90%			
CE17	1	% of Business Rates collected against target	Aim to maximise	98.54%	82.43%	83.09%			
CE18	1	No of residential dwellings subject to Council Tax	Aim to maximise	72045	-	72325	-		For monitoring purposes only
CE19	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48218	-	48593	-		For monitoring purposes only
CE20	1	Income from business rates for Renewable Energy projects	Aim to maximise	£731,189	£755,610	£1,103,343			





Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	9.78%	-	7.00%	-		For monitoring purposes only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	9.10	6.00	6.99			The number of days has increased by 6% on this time last year, this has been down to several very long term cases, all of which have been closely managed.
CC3	1	% of short term sickness	Aim to minimise	47%	-	45%	-		For monitoring purposes only
CC4	1	Telephone satisfaction rates	Aim to maximise	99%	98%	99%			













Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CC6	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	82.5%	85.0%	67.3%			
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	37.0	35.0	28.0			
CC8	6	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	Aim to minimise	20.0	20.0	21.0			The number of assessments currently being received has increased, which is having an impact on completion dates.
CC9	1	% of customer satisfaction with on-line forms	Aim to maximise	97.0%	80.0%	87.0%			
CC10	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%			
54 CC11	1	% reduction of telephone calls to CIC	Aim to maximise	-	10.0%	0.0%			The CIC has received 23,496 calls in Q3 2016/17 compared to 22,591 calls in Q3 2015/16. In April 2016, the CIC counters closed and the opening hours at the Hunstanton and Downham Market offices were reduced. This action encouraged customers to access our services differently and will have contributed to an increase in telephone calls. We have successfully 'shifted' people from face-to-face to telephone, which is a more effective option.
CC12	1	No of customers registered for OneVu account	Aim to maximise	-	5,000	-	-		The launch of OneVu is due in February 2017 which will allow customers to access a range of personalised information and frequently answered questions 24 hours a day.

Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CO1	3	Average response time for removal of fly-tips (days)	Aim to minimise	0.5	1.0	0.6			
CO2	3	% of household waste recycled and composted	Aim to maximise	44.30%	45.00%	Q2 47.70%			Q3 2016/17 data to follow.
CO3	1	% of rent achievable on industrial estates	Aim to maximise	86.34%	90.00%	91.81%			
CO4	1	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	7.72%			Issues with specific tenants continue particularly with late payments.

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CO5	1	% rent achievable on retail/general units	Aim to maximise	93.10%	96.00%	96.29%			
CO6	1	% rent arrears on retail/general units	Aim to minimise	2.79%	3.00%	5.29%			Issues with specific tenants continue particularly with late payments.

Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
EP1b	2	% of Minor, Other and Planning Enforcement decisions lost at appeal	Aim to minimise	41%	33%	13%			
EP1c	2	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	-	10%	11%			This indicator is calculated over a two year period 01/04/2014 – 31/03/2016 + 9 months to allow for appeals on decisions within this period.
EP2a	2	Processing of planning applications - <u>Major</u>	Aim to maximise	82%	60%	74%			
EP2b	2	Processing of planning applications - <u>Minor</u>	Aim to maximise	86%	70%	72%			
EP2c	2	Processing of planning applications - <u>Other</u>	Aim to maximise	93%	82%	81%			82% is a local target we have set and the cumulative performance is only marginally below this at 81%.
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	95.4%	95.0%	96.3%			
EP5	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	21 st March 2017		
TITLE:	Safeguarding Policy		
TYPE OF REPORT:	Policy development		
PORTFOLIO(S):			
REPORT AUTHOR:	Becky Box, Policy, Performance and Personnel Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:

In the spring of 2016 Cabinet agreed an update to the Child Protection Policy which was required to ensure the Council continued to meet its statutory responsibilities with regards to safeguarding children and young people from potential harm and abuse, as well as protecting itself, its staff and elected members.

As part of that Cabinet report it was noted that a review of the potential to introduce an overarching ‘Safeguarding’ policy, incorporating elements of both child and adult protection, would be undertaken. This work has now been completed, and as a result a new Safeguarding Policy is being drafted for consideration by Cabinet in April 2017.

The purpose of this report/presentation is to provide the Panel with the opportunity to review the work that has been undertaken, to gain an appreciation of the proposed content of the new policy and to ensure that Members are content that all relevant factors have been taken into consideration in the drafting of the new policy.

KEY ISSUES:

The key factors taken into consideration during the review were:

- relevant legislation, in particular, the need to reflect the introduction of the Care Act 2014 which governs adult safeguarding
- any changes to process/best practice
- Members wish to ensure that the Council’s duty to safeguard and promote the welfare of children is appropriately reflected in contracts, leases and licences

OPTIONS CONSIDERED:

At the start of this review there were two options:

1. To create a combined Safeguarding Policy – covering both child and adult protection issues
2. To create a new ‘Adult Safeguarding Policy’ to operate alongside the existing Child Protection Policy

As a result of the review undertaken, the decision has been to produce one combined ‘Safeguarding Policy’. This is because the range of topics to be covered for both areas is broadly the same

The advantages of this approach are:

- to simplify the communication of information to Elected Members and Employees via one document

- to avoid duplication of processes/procedures which could be confusing
- to ensure consistency of approach when dealing with both child and adult safeguarding issues
- to minimise the administration/upkeep of policies
- to ease signposting of Elected Members and employees when dealing with safeguarding issues/concerns

The disadvantages of this approach are:

- the need to communicate clearly to Elected Members and employees that 'Safeguarding' will cover both child and adult protection issues (as people are familiar with the Council having a 'child protection' policy)

RECOMMENDATIONS:

A short presentation will be given to the panel to outline the background to the review and the proposed structure and content of the new Safeguarding Policy.

I will lead Members through this presentation, seeking input on areas of potential concern to Members to ensure that these are addressed within the new Policy. I will also seek Members feedback on their need for further briefing/training on their roles and responsibilities with regards safeguarding.

REASONS FOR RECOMMENDATIONS:

Feedback from the Panel meeting will help inform the final content of the new Safeguarding Policy and the implementation plan developed to help embed the Policy within the Council.

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2017/2018

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
7 June 2017	Nomination to Outside Bodies and Partnerships – Hunstanton Sailing Club Development Sub-Committee	Annual		To nominate a Councillor on an annual basis to serve on the Hunstanton Sailing Club Development Sub-Committee
7 June 2017	Council Tax Support: Development of the Draft Scheme for Consultation for 2018/2019	Policy Development	J Stanton	To review and develop the Council Tax Support Scheme for 2018/2019.
7 June 2017	Private sector Housing Policy	Policy Development	J Russell	
7 June 2017	2016/2017 Full Year Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
7 June 2017	2016/2017 Q4 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2016/2017 Corporate Business Plan Monitoring Report.
7 June 2017	Corporate Performance Monitoring – Target Setting for 2017/2018	Monitoring	B Box	To review and suggest any new targets
17 July 2017	Council Tax Support: Development of the Draft Scheme for Consultation 2018/2019 (update if required)	Policy Development	J Stanton	Update following meeting of 7 June 2017 if required.

30 August 2017	2017/2018 Performance Monitoring and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
30 August 2017	Formal Complaints against the Borough Council 1 April 2015 – 31 March 2016	To note only	R Harding	Report to be published on the Borough Council's Website/Insite
9 October 2017	Hunstanton Sailing Club Progress Report	Exempt Annual Report	O Paparega/ J Curtis	To examine the progress made by the Hunstanton Sailing Club and provides an opportunity for the Panel to ask questions of representatives from the Sailing Club.
9 October 2017	Non-Domestic Rates – Review and Update of Discretionary Relief Policy	Policy Development	J Stanton	To review and update the existing Discretionary Relief Policy following the 2017 Revaluation and to tidy up the existing policy.
9 October 2017	Annual Communications Update	Annual Update	S Clifton H Howell A Howell	To provide the Panel with an annual update and an opportunity to ask questions.
13 November 2017	Council Tax Support: Final Scheme for 2018/2019	Policy Development	J Stanton	Update following consultation period. To agree the final Council Tax Support Scheme for 2018/2019.
18 December 2017	2017/2018 Q2 Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the

				Action Report.
18 December 2017	2017/2018 Q2 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2016/2017 Corporate Business Plan Monitoring Report.
19 February 2018	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.
5 April 2018	2017/2018 Q3 Performance Monitoring and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.