

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



# **Corporate Performance Panel**

## **Agenda**

**Monday, 22nd October, 2018**  
at 6.00 pm

in the

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



If you require parts of this document in another language, large print, audio, Braille or any alternative format please contact the Council Information Centre on 01553 616200 and we will do our best to help.

#### **LATVIAN**

Ja Jums nepieciešamas daļas no šī dokumenta citā valodā, lielā drukā, audio, Braila rakstā vai alternatīvā formātā, lūdzu, sazinieties ar Padomes informācijas centru (Council Information Centre) pa 01553 616200 un mēs centīsimies Jums palīdzēt.

#### **RUSSIAN**

Если вам нужны части этого документа на другом языке, крупным шрифтом, шрифтом Брайля, в аудио- или ином формате, обращайтесь в Информационный Центр Совета по тел.: 01553 616200, и мы постараемся вам помочь.

#### **LITHUANIAN**

Jei pageidaujate tam tikros šio dokumento dalies kita kalba, dideliu šriftu, Brailio raštu, kitu formatu ar norite užsisakyti garso įrašą, susisiekite su Savivaldybės informacijos centru (Council Information Centre) telefonu 01553 616200 ir mes pasistengsime jums kiek įmanoma padėti.

#### **POLISH**

Jeśli pragną Państwo otrzymać fragmenty niniejszego dokumentu w innym języku, w dużym druku, w formie nagrania audio, alfabetem Braille'a lub w jakimkolwiek innym alternatywnym formacie, prosimy o kontakt z Centrum Informacji Rady pod numerem 01553 616200, zaś my zrobimy, co możemy, by Państwu pomóc.

#### **PORTUGUESE**

Se necessitar de partes deste documento em outro idioma, impressão grande, áudio, Braille ou qualquer outro formato alternativo, por favor contacte o Centro de Informações do Município pelo 01553 616200, e faremos o nosso melhor para ajudar.



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

12<sup>th</sup> October 2018

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 22nd October, 2018 at 6.00 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

**AGENDA**

**1. Apologies**

**2. Minutes (Pages 6 - 27)**

To approve the minutes from the Corporate Performance Panel held on 10 September 2018.

**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. Cabinet response to the Panel's Recommendation**

At the Cabinet meeting held on 2 October 2018 the following response was made to the Corporate Performance Panel meeting held on 10 September 2018, on the following item:

**Council Tax Discounts 2018/2019 and 2019/2020**

**Panel Response:** “RESOLVED: That Cabinet be advised that the Panel recommend to Cabinet:

- 1) The Panel supports the proposal to remove the one month 100% discount for empty and unfurnished properties from 1 April 2019.
- 2) The Panel supports the maximum increases to the long term empty property premises starting from 1 April 2019.
- 3) The Panel supports the introduction of the Care Leavers’ discount on the criteria listed above.

**Cabinet Response:** “The Cabinet fully supported the comments from the Corporate Performance Panel regarding the disregarding of care leavers moving into properties.”

**8. Refit - Update Report - Exempt Report (To Follow)**

**9. 2017/2019 Q1 Performance Monitoring Report and Action Report (Pages 28 - 36)**

**10. Formal Complaints against the Borough Council 1 April 2017 to 31 March 2018 (Pages 37 - 41)**

**11. Annual Sickness Report 2017 to 2018 (Pages 42 - 52)**

**12. Panel Work Programme 2018/2019 (Pages 53 - 56)**

To note the Panel's Work Programme for 2018/2019.

**13. Cabinet Forward Decision List** (Pages 57 - 60)

**14. Date of Next Meeting**

To note that the date of the next meeting of Corporate Performance Panel will be held on Tuesday 27 November 2018 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

To:

**Corporate Performance Panel:** B Ayres, P Beal, J Collop, G Howman, H Humphrey (Chairman), P Kunes, C Manning, J Moriarty, A Morrison, D Pope, T Tilbrook and D Tyler

**Portfolio Holders:**

Councillor P Hodson – Portfolio Holder for Performance and Economic Development  
Councillor B Long – Leader of the Council

**Management Team Representatives:**

Debbie Gates, Executive Director Head of Central & Community Services  
Lorraine Gore, Executive Director  
Ray Harding, Chief Executive

**Appropriate Officers:**

Becky Box, Policy, Performance and Personnel Manager  
Ged Greaves, Senior Policy and Performance Officer  
Neil Gromett, Chief Operating Officer Alive Management

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**CORPORATE PERFORMANCE PANEL**

**Minutes from the Meeting of the Corporate Performance Panel held on Monday, 10th September, 2018 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor H Humphrey (Chairman)  
Councillors B Ayres, P Beal, R Bird, I Devereux, G Howman, J Moriarty,  
A Morrison, D Pope, T Tilbrook and J Westrop (substitute)

**Portfolio Holders**

Councillor A Beales – Corporate Projects and Assets  
Councillor Mrs E Nockolds – Culture, Heritage and Health

**Officers:**

Chris Bamfield, Executive Director Commercial Services  
Becky Box, Policy, Performance and Personnel Manager  
Nikki Patton, Housing Strategy Officer  
Joanne Stanton, Revenues and Benefits Manager

**Observing:**

Councillor I Devereux, Portfolio Holder for Environment

**Under Standing Order 34:**

Councillor R Bird for CP37

**By invitation:**

Mr T Devenish – Representative from Hunstanton Sailing Club for CP36

CP29 **APOLOGIES**

Apologies for absence were received from Councillors J Collop, B Long and D Tyler.

CP30 **MINUTES**

The minutes of the meeting held on 17 July 2018 were agreed as a correct record and signed by the Chairman.

CP31 **DECLARATIONS OF INTEREST**

Councillors J Moriarty and T Tilbrook declared a personal interest in Item 8 – Council Tax Discounts 2018/2019 and 2019/2020 as landlords.

CP32 **URGENT BUSINESS UNDER STANDING ORDER 7**

## **Cabinet Report 18 September 2018 – Accelerated Construction Programme**

**RESOLVED:** The press and public be excluded from the meeting under Section 100A of the Local Government Act 1972 for consideration of the appendices for the Accelerated Construction Scheme item on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosure the information.

The Housing Strategy Officer presented the report on the Accelerated Construction Programme (ACP) which would be considered by Cabinet on 18 September 2018.

The report provided information on the funding offered to the Borough Council in August 2018 through the ACP. The Panel was informed that the programme had been established by Central Government to support Local Authorities to unlock barriers to delivery on public sector land on which housing could be delivered.

Members were advised that the Council had been offered grant funding on seven sites subject to final negotiation and acceptance of terms by the Council. The purpose of the report is to seek approval to accept the grant on each of the seven sites and inform the Cabinet of the requirements of the grant funding.

The Portfolio Holder – Corporate Projects and Assets and the Housing Strategy Officer responded to questions from the Panel.

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

- 1) The Council formally accepts the total sum of £9,814,567 (minimum amount offered could be subject to change) offered to the Council by Homes England under the Accelerated Construction Programme.
- 2) Cabinet delegates to the Chief Executive in consultation with the Housing and Community Portfolio Holder and the Corporate Projects and Assets Portfolio Holder:
  - a) The Authority to negotiate and agree the final terms of contract with Homes England under which the grant will be accepted.
  - b) Authority to negotiate and agree with the College of West Anglia (COWA) a development option/agreement to deliver

the COWA site in conjunction with the adjacent Council owned site.

- c) Spend of the Accelerated Construction Programme grant in accordance with the terms of the contract with Homes England.
- d) The Authority to the Legal Services Manager to agree and complete any necessary and relevant legal documentation.

### **RETURNED TO OPEN SESSION**

**CP33 MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor R Bird for CP33 – Hunstanton Lawn Tennis Courts.

**CP34 CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was no Chairman's correspondence.

**CP35 EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:** 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 paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Act.

**CP36 EXEMPT REPORT: HUNSTANTON SAILING CLUB - UPDATE REPORT**

Mr T Devenish from Hunstanton Sailing Club provided the Panel with an update report and responded to questions and comments from the Members.

**RESOLVED:** That update report be noted and a further update report be given to the Panel in six months' time.

### **RETURNED TO OPEN SESSION**

**CP37 HUNSTANTON LAWN TENNIS COURTS**

At the invitation of the Chairman, Councillor Humphrey, Councillor Bird provided an overview as to why he had requested that the item be considered by the Corporate Performance Panel.



Councillor Bird provided an overview of the Hunstanton recreation grounds and the lawn tennis courts and explained that the residents of Hunstanton were paying £30 per household as special expenses for facilities that they infrequently, or ever used. The Panel was informed that the issue had been constantly reviewed over the past decade. Councillor Bird provided details of the income and expenditure for the recreation ground and lawn tennis courts.

The Executive Director, Commercial Services referred to the presentation circulated with the Agenda and drew Members' attention to the 2018/2019 Hunstanton Recreation Ground charges. The Panel was advised that the Hunstanton lawn tennis courts were not charged against special expenses.

The Executive Director, Commercial Services outlined the available options as set out below:

- Continue current arrangements.
- Look at opportunities to increase tennis access.
- Discuss Hunstanton Town Council taking responsibility for management and maintenance of the Pavilion and Recreation ground including the tennis.

The Panel was informed that discussions had been held with Hunstanton Town Council regarding taking over responsibility for management and maintenance of the pavilion and recreation ground including the tennis, who had agreed in principle to take the proposal forward.

Members were invited to ask questions, a summary of which is set out below.

The Chairman, Councillor Humphrey asked if the Lawn Tennis Association could assist in keeping the courts to the standard required and added that an online booking system would be worthwhile and proposed that the Executive Director, Commercial Services and relevant officers continue discussions with Hunstanton Town Council to which the Panel agreed.

In response to questions, the Executive Director, Commercial Services explained that the Lawn Tennis Association had developed coaching schemes and advised that discussions with the Town Council had involved the whole site and included the bowls and croquet club.

Councillor Morrison commented on the proposal for Hunstanton Town Council to take over responsibility and maintenance and highlighted the importance of both the national and county tournaments and that residents should be proud to host the tournaments. He added that Hunstanton currently had no tennis club and further commented that the residents should look to promote tennis.

Councillor Nockolds, Portfolio Holder for Culture, Heritage and Health provided background information relating to the lawn tennis courts which were open to the public and provided an overview of the booking arrangements. The Portfolio Holder added that since Alive Leisure had taken over no sports development work had been undertaken. Members were advised that the Portfolio Holder had had discussions with the Lawn Tennis Association and their Development Officer (T Devenish) to consider establishing a scheme to encourage tennis in Hunstanton.

At the invitation of the Chairman, Councillor Bird addressed the Panel and explained that both residents and Councillors had done their best to promote sporting activities on the recreation ground and that he supported the opportunity to see the recreation ground run locally for the benefit of the local community and businesses and added that he was confident the Town Council could take over the responsibility for the management and maintenance.

**RESOLVED:** 1) The proposal for Hunstanton Town Council taking responsibility for management and maintenance of the pavilion and recreation ground including the tennis be discussed in detail with Hunstanton Town Council.

2) An update report and Business Plan be presented to the Panel on 27 November 2018.

CP38 **COUNCIL TAX DISCOUNTS 2018/2019 AND 2019/2020**

The Revenues and Benefits Manager presented the report which covered three proposed changes to Council Tax discounts for 2018/2019 and 2019/2020. The first is a review of the one month, 100% discount for empty and unfurnished properties. The second is the increased premiums payable for long term empty properties. The third is the introduction of a 100% discount for care leavers. The first two changes were proposed to take effect commencing from 1 April 2019, with the Care Leavers' discount commencing from 1 April 2018.

The Panel was advised that the Council could decide to do nothing and keep the discounts as they are, to make the recommended changes for 2018/2019 and 2019/2020, or to implement only some of the recommendations.

In response to questions to the percentage of rates not being collected and increasing the liability of non-payment, the Revenues and Benefits Manager explained that the Borough Council collection rates were above the national average. Members were advised that the Borough Council also had a hardship fund to assist with payment. The Revenues and Benefits Manager confirmed that the premium did not apply to any empty property while waiting for probate to be granted or where the owner was in a care home.

Following questions on identifying empty properties, the Revenues and Benefits Manager outlined the Council's current procedure and added that with some current cases the Borough Council had been successful in obtaining a charge order against a property.

The Revenues and Benefits Manager provided clarification on the definition of an empty property.

In response to further questions, the Revenues and Benefits Manager provided an overview of the reasons why a property could be left empty of a period of time.

Councillor Mrs Westrop commented that she supported the recommendation relating to the Care Leavers discount, but commented that it indicated that when a carer leaver lived with a household not normally receiving a discount then it might be considered to extend a care leaver discount to that residence and that Cabinet be asked to consider this when determining the decision.

**RESOLVED:** The Panel recommend to Cabinet:

- 1) The Panel supports the proposal to remove the one month 100% discount for empty and unfurnished properties from 1 April 2019.
- 2) The Panel supports the maximum increases to the long term empty property premises starting from 1 April 2019.
- 3) The Panel supports the introduction of the Care Leavers' discount on the criteria listed above.

## CP39 **ANNUAL EQUALITIES UPDATE**

In providing the Panel with an annual update via a Powerpoint presentation (copy attached to the minutes), the Policy, Performance and Personnel Manager reminded Members that the Council's Equality Policy was reviewed during 2017 and a new policy was agreed by Cabinet and Council in January 2018. As part of the review progress, it was agreed that an annual equalities update should be reported to the Corporate Performance Panel. This is therefore the first annual update and covered the following points:

- A re-cap on the new Equality Policy.
- An overview of the actions undertaken to implement the new policy.
- An update on the work of the Officer Equality Working Group in the year to date.
- A re-cap of the Council's six equality objectives.
- A review of progress against each of the equality objectives.

There were no questions or comments from the Panel.

**RESOLVED:** That the annual update report be noted.

CP40 **CABINET FORWARD DECISIONS LIST**

The Panel received and noted the Forward Decisions List.

CP41 **PANEL WORK PROGRAMME 2018/2019**

The Chairman invited Members to forward any items for inclusion on the Panel work Programme.

CP42 **FOR INFORMATION ONLY - ANNUAL EMPLOYMENT MONITORING REPORT 2017/2018**

The Panel noted the Annual Employment Monitoring Report for 2017/2018.

The Policy, Performance and Personnel Manager responded to questions relating to:

- The number of disciplinary procedures relating to female and male employees.
- Data collection regarding age profile.
- The number of applicants for employment re gender.

CP43 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on Monday 22 October 2018 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 7.58 pm**

# Annual Equalities Update 2018

Becky Box, Policy, Performance and Personnel Manager

Borough Council of  
King's Lynn &  
West Norfolk



# Background

- New corporate Equality Policy developed during 2017
- Policy approved by:
  - Cabinet 9<sup>th</sup> January 2018
  - Full Council 25<sup>th</sup> January 2018

# Implementation of new Policy

Actions have included:

- Updates to website and Insite
- Articles in Internal Affairs
- Briefing note to Service Managers
- Updates to induction programme

# Equality Working Group

- Met January, March and June
- Developed implementation plan for new policy
- Developed work plan for 18/19
- Updated terms of reference
- Reviewed group membership
- Agreed actions to support equality objectives
- Update report to Management Team

11  
16



# The Public Sector Equality Duty

The Equality Act 2010 placed a requirement on all Local Authorities to comply with the Public Sector Equality Duty. The Equality Duty aims to promote and protect the dignity of all persons in society, and covers all nine protected characteristics.

17  
12

# Equality Act 2010 (Specific Duties) Regulations

- Came into force in September 2011
- Are designed to help authorities meet the general duty
- Place a requirement for public bodies to:
  - publish information to demonstrate their compliance with the general equality duty, including information relating to people who share a protected characteristic who have been affected by its policies and practices,
  - Set specific, measurable equality objectives. These objectives must be published in a manner which is accessible to the public

# Equality Objectives 2017 to 2020 - Services

1. We will use fair and evidence based decision making when reviewing Council policies, services and functions, including ensuring equality implications are taken into consideration
2. We will improve the quality of life for people in West Norfolk through improved access to information and services
3. We will ensure the Council's approach to equalities issues are regularly reviewed and promoted

19  
14

# Equality Objectives 2017 to 2020 - Employment

1. We will maintain a diverse workforce that reflects the community that we serve
2. We will maintain a working environment that is inclusive and where all staff are treated fairly
3. We will ensure all our employment policies, practices and procedures comply with equalities legislation

# Service Objective 1 - Use fair and evidence based decision making

Examples of agreed actions:

- Review Equality Impact Assessment toolkit
- Refresh Service Managers on need to complete EIA's
- Undertake post implementation reviews of key EIA's



# Service Objective 2 - Improved access to information and services

Examples of agreed actions:

- Undertake web accessibility training
- Ensure online services are available and accessible for all
- Offer face to face appointments to customers who request this service

## **Service Objective 3 - Equality issues regularly reviewed and promoted**

Examples of agreed actions:

- Ensure equality information on website is clear and up-to-date
- Ensure officer equality working group meets on a regular basis
- Ensure CPP receives an annual update on progress with equality objectives



# Employment Objective 1 – Maintain a diverse workforce

Examples of agreed actions:

- Undertake a review of employment monitoring criteria
- Undertake annual workforce and recruitment monitoring



# Employment Objective 2 – Maintain an inclusive working environment

Examples of agreed actions:

- Continue to review harassment policy in light of legislation and best practice
- Provide annual update training to harassment advisers
- Ensure provision of training to employees and Elected Members

# Employment Objective 3 – Ensure policies remain compliant

Examples of agreed actions:

- Meet the Council’s obligations with regards to gender pay gap reporting
- Ensure compliance with the “Code of Practice on the English Language requirements for Public Sector Workers”

# Thank you....

..... Any questions?

27 22

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	22 October 2018		
TITLE:	Corporate Performance Monitoring Q1 2018/19		
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**

<b>PURPOSE OF REPORT/SUMMARY:</b>
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 Q1 2018/19.
<b>KEY ISSUES:</b>
Performance indicators for 2018/19 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 Q1 2018/19 monitoring report shows that 52% of targets have been met, and performance has improved against target for 18 indicators.
<b>OPTIONS CONSIDERED:</b>
Not applicable.
<b>RECOMMENDATIONS:</b>
The Panel is asked to: <ul style="list-style-type: none"> <li>i. Review the performance monitoring report</li> <li>ii. Agree the actions outlined in the Action Report.</li> </ul>
<b>REASONS FOR RECOMMENDATIONS:</b>
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. Environment and Community and Regeneration and Development also receive reports for indicators within their remits.
- 1.2 The indicators monitored are reported in full on the Q1 2018/19 corporate performance monitoring report. 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

### Key points from the corporate performance monitoring report – Q1 2018/19

- 2.1 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 The number of indicators which will be monitored for 2018/19 has increased to 50, however 20 of these will either:-
- be reported annually in the full year report; or
  - have no target and will be monitored for 2018/19 to enable data to be collected to assist in the setting of a target for 2019/20.

		Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19
Performance has improved		14 (33%)	20 (50%)	17 (39%)	16 (37%)	18 (36%)
Performance has not improved		8 (19%)	7 (18%)	8 (19%)	12 (28%)	9 (18%)
Performance has met and continues to meet target		7 (17%)	2 (5%)	4 (9%)	3 (7%)	3 (6%)
Performance remains unchanged and below target		0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Other:						
• reported annually		13 (31%)	11 (27%)	14 (33%)	12 (28%)	20 (40%)
• new indicator						
• monitor only						
Total number of indicators		42	40	43	43	50

- 2.3 The percentage of indicators that have not met the target for Q1 2018/19 has improved considerably and reduced to 6% from 30%, actions are in place for the 3 indicators as shown in the Action Report.

	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19
Performance target met 	22 (52%)	25 (62%)	22 (51%)	21 (49%)	26 (52%)
Performance target not met 	8 (19%)	7 (18%)	10 (23%)	13 (30%)	3 (6%)
Other: <ul style="list-style-type: none"> <li>• annual figure reported</li> <li>• no quarterly target</li> <li>• monitor only</li> </ul>	12 (29%)	8 (20%)	11 (26%)	9 (21%)	21 (42%)
Total number of indicators	42	40	43	43	50

- 2.4 The following tables provide an overview of 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	12	4	1	7
Corporate Projects and Assets	10	5	2	3
Culture, Heritage & Health	1	0	0	1
Development	8	7	0	1
Environment	4	2	0	2
Facilities and ICT	3	2	0	1
Housing and Community	12	6	0	6
Performance	0	0	0	0
<b>Total</b>	<b>50</b>	<b>26</b>	<b>3</b>	<b>21</b>

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	7	1	0	6
Central and Community Services	10	6	0	4
Commercial Services	14	7	2	5
Environment and Planning	9	8	0	1
Finance Services	10	4	1	5
<b>Total</b>	<b>50</b>	<b>26</b>	<b>3</b>	<b>21</b>

### 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 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 Q1 2018-19




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










This report highlights indicators that have not met target for Q1 2018-19 and is a supporting document to the Performance Monitoring Q1 2018-19 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

<b>Status</b>	 This indicator has not met the target.
---------------	--

## Performance Indicators Q1 2018-19









Ref	Name	2018/19 Target	Q1 2018/19 cumulative performance	Q1 2018/19 (Apr-Jun) performance	Status	Notes	Actions
CO4	% of rent arrears on industrial estates	4.00%	4.36%	Reduced by -3.38% from Q4		The seasonal arrangement currently in place with a tenant is creating issues in relation to the invoice process, and a late payment received for ground rent will be reflected in the Q2 figures.	Property Services to liaise with Financial Services to resolve the issues in relation to the seasonal payment plan.
CO5	% of rent achievable on retail units	95.00%	87.25%	Reduced by -5.20% from Q4		Q1 has seen a further reduction due to another retail unit becoming vacant in Norfolk Street.	Interest has been received for 12 Norfolk Street which could be occupied from September.
CSFS	% of Council Tax collected against target	29.12%	28.64%	28.64%		This target is regularly monitored and figures for July show the dip in the Q1 collection figure has now been recovered.	Several vacant posts are due to be filled in the coming weeks which will bring resources back to the usual level.









<b>Status</b>	 Indicator has not met the target	6%	 Indicator has met target	52%	 New 2018-19 indicator	34%
<b>Trends</b>	 The value of this indicator has improved	36%	 The value of this indicator has worsened	18%	  The value of this indicator has not changed	6%

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	2017/18 full year perf.	2018/19 target	Q1 2018/19 cumulative performance	Q1 2018/19 status	Versus this time last year	Note
CE1	2	No of suspected licensable HMOs that are inspected and/or licensed	Aim to maximise	-	100	30	-		
CE2	2	No of people presenting to Housing Options team for a service	Aim to minimise	-	-	436	-		Monitor only
CE3	2	No of unintentional priority homeless acceptances	Aim to minimise	64	-	7	-		Monitor only
CE4	2	No of new affordable housing completions	Aim to maximise	-	225	-	-		Reported annually
CE5	2	Spend on bed and breakfast accommodation	Aim to minimise	£16,641	-	£4,921	-		Monitor only
CE6	1	% of freedom of information requests given final response within deadline	Aim to maximise	97.0%	95.0%	95.0%			
CE8	4	% of residents who take part in sport and physical activity as measured by the Sport England Active Lives Survey	Aim to maximise	65.2%	-	-	-		Monitor only, reported annually

### Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 full year perf.	2018/19 target	Q1 2018/19 cumulative performance	Q1 2018/19 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	9.99%	-	3.27%	-		Monitor only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	8.88	2.00	1.33			
CC3	1	% of short term sickness	Aim to minimise	47%	-	41%	-		Monitor only
CC6	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	79.0%	85.0%	94.1%			

# Performance Monitoring Q1 2018-19

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 full year perf.	2018/19 target	Q1 2018/19 cumulative performance	Q1 2018/19 status	Versus this time last year	Note
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	35.4	35.0	31.0			
CC8a	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	23.0	20.0	19.0			
CC8b	6	Time taken (in weeks) from first visit to completion of work on Adapt grant means-tested cases with a value under £6,000	Aim to minimise	–	35.0	–	–		The monitoring of this indicator will commence in Q2 if the Private Sector Housing Policy is agreed by Cabinet in August.
CC9	1	% of customer satisfaction with digital services (website, webchat, e-forms, MyAccount)	Aim to maximise	–	80%	82%			
CC10	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%			
CC11	1	Reduction in the percentage of telephone calls for core services where digital service are in place	Aim to minimise	–	–	17%	–		Monitor only

## Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 full year perf.	2018/19 target	Q1 2018/19 cumulative performance	Q1 2018/19 status	Versus this time last year	Note
CO1a	3	Average response time for removal of fly-tips (days)	Aim to minimise	0.7	1.0	1.0			
CO1b	3	Number of flytipping incidents recorded	Aim to minimise	1,512	–	444	–		Monitor only
CO2	3	Total of waste recycled and composted (tonnage)	Aim to maximise	27,580	27,850	8,294	–		
CO3	1	% of rent achievable on industrial estates	Aim to maximise	88.68%	90.00%	92.60%			
CO4	1	% of rent arrears on industrial estates	Aim to minimise	7.74%	4.00%	4.36%			The seasonal arrangement currently in place with a tenant is creating issues in relation to the invoice process, and a late payment received for ground rent will be reflected in the Q2 figures.
CO5	1	% of rent achievable on retail/general units	Aim to maximise	92.45%	95.00%	87.25%			Q1 has seen a further reduction due to another retail unit becoming vacant in Norfolk Street.
CO6	1	% of rent arrears on retail/general units	Aim to minimise	2.29%	4.00%	1.09%			





# Performance Monitoring Q1 2018-19

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 full year perf.	2018/19 target	Q1 2018/19 cumulative performance	Q1 2018/19 status	Versus this time last year	Note
CO7	3	No of brown bins in use for composting	Aim to maximise	26,648	27,000	28,121			
CO8a	3	No of residential houses commenced - NORA	Aim to maximise	-	50	50			
CO8b	3	No of residential house sales completed - NORA	Aim to maximise	-	38	0	-		
CO9a	3	No of residential houses commenced - Marsh Lane	Aim to maximise	-	130	130			
CO9b	3	No of residential houses sales completed - Marsh Lane	Aim to maximise	-	86	10	-		
CO10a	3	No of residential houses commenced - Lynnsport 4/5	Aim to maximise	-	89	89			
CO10b	3	No of residential houses sales completed - Lynnsport 4/5	Aim to maximise	-	39	0	-		

## Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 full year perf.	2018/19 target	Q1 2018/19 cumulative performance	Q1 2018/19 status	Versus this time last year	Note
EP3a	2	Processing of <b>major</b> development applications	Aim to maximise	100.0%	60.0%	100.0%			
EP3b	2	Processing of <b>non-major</b> development applications	Aim to maximise	84.2%	70.0%	91.0%			
EP3c	2	% of decisions on applications for <b>major</b> development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	2.3%	10.0%	2.0%			
EP3d	2	% of decisions on applications for <b>non-major</b> development that have been overturned at appeal, measured against total number of non-major applications determined	Aim to minimise	0.6%	10.0%	0.7%			
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	96.5%	95.0%	96.4%			

# Performance Monitoring Q1 2018-19

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 full year perf.	2018/19 target	Q1 2018/19 cumulative performance	Q1 2018/19 status	Versus this time last year	Note
EP5	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			
EP6	2	% of applications refused	Aim to minimise	7.36%	10.00%	6.00%		–	
EP7	2	% of refused applications then appealed/lodged	Aim to minimise	26.41%	–	45.16%	–	–	Monitor only
EP8	2	% of appeals allowed	Aim to minimise	35.71%	35.00%	14.28%		–	

## Finance Services

Ref	Link to Corporate Priority	Name	Good Performance	2017/18 full year perf.	2018/19 target	Q1 2018/19 cumulative performance	Q1 2018/19 status	Versus this time last year	Note
FS1	1	% of capital receipts where legal instructions have been issued	Aim to maximise	–	90%	–	–		Reported annually
FS2	1	% of supplier invoices paid within 30 days	Aim to maximise	96%	94%	95%			
FS3	1	% of local supplier invoices paid within 10 days	Aim to maximise	83%	–	75%	–		Monitor only
FS4	1	No of days to process new benefit claims	Aim to minimise	17	21	15			
FS5	1	No of days to process changes of circumstances	Aim to minimise	11	12	11			
FS6	1	% of Council Tax collected against target	Aim to maximise	97.69%	29.12%	28.64%			This target is regularly monitored and figures for July show the dip in the Q1 collection figure has now been recovered.
FS7	1	% of Business Rates collected against target	Aim to maximise	99.14%	29.36%	30.45%			
FS8	1	No of residential dwellings subject to Council Tax	Aim to maximise	72833	–	72919	–		Monitor only
FS9	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	49596	–	49761	–		Monitor only
FS10	1	Income from business rates for Renewable Energy projects	Aim to maximise	–	–	–	–		Estimated income £1,234,440 - monitor only, reported annually

## POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	22 <sup>nd</sup> October 2018		
TITLE:	Complaints against the Borough Council of King's Lynn and West Norfolk 1 April 2017 – 31 March 2018		
TYPE OF REPORT:	<i>For information</i>		
PORTFOLIO(S):	Cllr Brian Long, Cllr Peter Hodson		
REPORT AUTHOR:	Ray Harding		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

SUMMARY:
<p>This report is produced on an annual basis for the period 1 April 2017 to 31 March 2018 and sets out the breakdown of MP Enquiries, Corporate and Ombudsman complaints; it is presented to Members for information only.</p>
ANALYSIS:
<p><u>MP Enquiries</u></p> <p>In total, 160 MP Enquiries were dealt with during 2017/18, compared with 152 during the previous year. Those for 2017/18 were broken down by service area with Commercial Services (26), Planning (28), Central Services (18) and Chief Executive (88).</p> <p><u>Corporate Complaints</u></p> <p>54 Corporate Complaints were received during 2017/18, compared with 30 during the previous year. Of these complaints during 2017/18, 8 were considered to be justified and 2 were partly justified at stage 1 of the complaints process.</p> <p>Of the 54 Corporate Complaints which were received, 17 went to an Appeal to the Chief Executive (Stage 2) and out of those 17 appeals, 2 were considered to be justified and 1 partly justified.</p> <p><u>Ombudsman Complaints</u></p> <p>In total, 17 complaints were received by the Local Government and Social Care Ombudsman but 5 cases out of the 17 were referred back for local resolution which is generally because the Ombudsman deems that the complainant hasn't exhausted the Council's complaints procedure.</p> <p>Attached at <b>Appendix A</b> is the Ombudsman Annual Report for 2017/18 for information. Of these 17 complaints, 0 were upheld</p>
OPTIONS CONSIDERED:
N/A

RECOMMENDATIONS:
There are no recommendations; it is an annual report for Members to note.
REASONS FOR RECOMMENDATIONS
N/A

18 July 2018

*By email*

Ray Harding  
Chief Executive  
King's Lynn & West Norfolk Council

Dear Ray Harding,

### **Annual Review letter 2018**

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGSCO) about your authority for the year ended 31 March 2018. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

#### **Complaint statistics**

In providing these statistics, I would stress that the volume of complaints does not, in itself, indicate the quality of the council's performance. High volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems. Low complaint volumes can be a worrying sign that an organisation is not alive to user feedback, rather than always being an indicator that all is well. So, I would encourage you to use these figures as the start of a conversation, rather than an absolute measure of corporate health. One of the most significant statistics attached is the number of upheld complaints. This shows how frequently we find fault with the council when we investigate. Equally importantly, we also give a figure for the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. Both figures provide important insights.

I want to emphasise the statistics in this letter reflect the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside an annual review of local government complaints. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

### **Future development of annual review letters**

Last year, we highlighted our plans to move away from a simplistic focus on complaint volumes and instead turn focus onto the lessons that can be learned and the wider improvements we can achieve through our recommendations to improve services for the many. We have produced a new corporate strategy for 2018-21 which commits us to more comprehensively publish information about the outcomes of our investigations and the occasions our recommendations result in improvements to local services.

We will be providing this broader range of data for the first time in next year's letters, as well as creating an interactive map of local authority performance on our website. We believe this will lead to improved transparency of our work, as well as providing increased recognition to the improvements councils have agreed to make following our interventions. We will therefore be seeking views from councils on the future format of our annual letters early next year.

### **Supporting local scrutiny**

One of the purposes of our annual letters to councils is to help ensure learning from complaints informs scrutiny at the local level. Sharing the learning from our investigations and supporting the democratic scrutiny of public services continues to be one of our key priorities. We have created a dedicated section of our website which contains a host of information to help scrutiny committees and councillors to hold their authority to account – complaints data, decision statements, public interest reports, focus reports and scrutiny questions. This can be found at [www.lgo.org.uk/scrutiny](http://www.lgo.org.uk/scrutiny) I would be grateful if you could encourage your elected members and scrutiny committees to make use of these resources.

### **Learning from complaints to improve services**

We share the issues we see in our investigations to help councils learn from the issues others have experienced and avoid making the same mistakes. We do this through the reports and other resources we publish. Over the last year, we have seen examples of councils adopting a positive attitude towards complaints and working constructively with us to remedy injustices and take on board the learning from our cases. In one great example, a county council has seized the opportunity to entirely redesign how its occupational therapists work with all of its districts, to improve partnership working and increase transparency for the public. This originated from a single complaint. This is the sort of culture we all benefit from – one that takes the learning from complaints and uses it to improve services.

### **Complaint handling training**

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2017-18 we delivered 58 courses, training more than 800 people. We also set up a network of council link officers to promote and share best practice in complaint handling, and hosted a series of seminars for that group. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

Yours sincerely,



Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England



**Local Authority Report:** King's Lynn & West Norfolk Council  
**For the Period Ending:** 31/03/2018

For further information on how to interpret our statistics, please visit our website:  
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	2	1	0	3	0	0	11	0	17

41

## Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
0	0	5	6	2	0	0%	13

### Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.  
 The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

### Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
0	0

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	22 <sup>nd</sup> October 2018		
TITLE:	Annual Sickness Absence Report 2017/18		
TYPE OF REPORT:	Monitoring – <b>FOR INFORMATION ONLY</b>		
PORTFOLIO(S):	Leader		
REPORT AUTHOR:	Becky Box, Policy, Performance and Personnel Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
<p>The purpose of this report is to provide Panel Members with an overview of the Council’s key sickness absence related data for the 2017/18 year.</p> <p>The report includes headline data in relation to:</p> <ul style="list-style-type: none"> <li>• overall sickness absence rates</li> <li>• an analysis of the most commonly occurring absences</li> <li>• a comparison with other Norfolk Authorities</li> <li>• an overview of sickness absence costs and</li> <li>• an overview of identified trends</li> </ul> <p>Please note, this reports has historically been produced and presented by the Safety and Welfare Adviser post holder. Responsibility for employee welfare issues, including sickness absence, transferred to the Policy, Performance and Personnel Manager’s service with effect from June 2018. This report is based on information compiled by the former Safety and Welfare Adviser prior to his departure from the Council’s employment and an earlier version of this report has been presented to the Joint Safety and Welfare Committee.</p>
<b>KEY ISSUES:</b>
<p>The report highlights that overall sickness absence rates have decreased during the 2017/18 financial year with key data as follows:</p> <ul style="list-style-type: none"> <li>• The total number of FTE days sickness absence decreased by 14.5%</li> <li>• The average days absence per FTE employee decreased by 14.2%</li> <li>• The number of FTE days of short term absence decreased by 8%</li> <li>• The number of FTE days of long term absence decreased by 21%</li> <li>• The number of accidents rose by 130% (from 3 to 7) with an increase in the number of days lost due to accidents increasing by 250% (from 36 to 90)</li> </ul>
<b>OPTIONS CONSIDERED:</b>
N/A – Monitoring report
<b>RECOMMENDATIONS:</b>
N/A – Monitoring report
<b>REASONS FOR RECOMMENDATIONS:</b>
N/A – Monitoring report

## **Annual Sickness Absence Report 2017/18 – Full Report**

### **1 Introduction**

1.1 The following facts are provided to aid understanding of the information contained within this report:

- Sickness absence is categorised by short term, long term and industrial injury.
- Short term absence relates to absences lasting less than 20 days.
- Long term absence relates to absences lasting 20 days or more.
- Absences are categorised into thirteen categories of sickness, to match benchmarking standards.
- Long term absences are shown as the total number of day's absence with the number of individuals involved.
- Industrial injuries are shown by the number of day's absence and the number of accidents.
- All absences are calculated as full time equivalent (FTE) days.

1.3 The report is supported by five appendices which give more detailed information on the following:

Appendix A - Shows absences by all categories and by service area with a summary column and comparison with other Norfolk authorities on the final page

Appendix B - Shows comparisons between full time and part time employees

Appendix C - Shows a breakdown of absence by service area and individual category by percentage

Appendix D - Provides a costings summary

Appendix E - Provides information on five year trends

### **2. Absence Rates**

2.1 As evidenced in the total column of Appendix A, the total number of FTE days lost for all absences fell from 4559.26 in 2016/17 to 3898.22 in 2017/18. This equates to a reduction of 14.5%.

The total number of FTE days lost due to short term absence decreased to 1749.07 from 1911.62 – this equates to a decrease of 8.5%.

The average number of days lost due to short term absence per FTE employee decreased from 4.34 to 3.98 – this equates to a decrease of 8%.

The total number of FTE days lost due to long term absence decreased to 2058.76 from 2611.64 – this equates to a decrease of 21%.

The average number of days per long term absence per FTE employee fell from 5.93 to 4.69 – this equates to a decrease of 21%.

Last year saw a reduction in FTE staffing by just over one from 440.34 to 439.18.

2.2 The number of accidents increased to 7 from 3 (this represents a 130% increase) and this change also saw the total number of days lost to Industrial injury increase from 36 to 90, clearly a marked increase (an increase of 250%).

2.3 Appendix B shows that absences rates decreased by 6% for part time employees, (having previously decreased by 18% in the 16/17 year). The absence rate for full time employees decreased by 15.5% during 2017/18 (compared to an increase of 23% in 2016/17).

- 2.4 Appendix C shows the most common occurring absences by percentage during the 2017/18 year, which were (figures in brackets relate to the 2016/17 year):
- a) 23% (26%) – Stress/Anxiety/Depression
  - b) 16% (12%) - Viral, colds/flu etc. (reflects mainly short term absence)
  - c) 14% (13%) - Musculoskeletal
  - d) 12% (14%) – Chest-Asthma/Bronchitis
  - e) 9% (10%) - Stomach, Liver etc.
  - f) 6% (2%) – Heart.
  - g) 5% (6%) – Back problems
  - h) 4% (5%) – For both categories Disability and Other

### **3.0 Most Common Occurring Absences**

- 3.1 Two of the three most common absence reasons remain as Stress/Anxiety/Depression and musculoskeletal.

Stress/Anxiety/Depression is nationally considered as the highest reason for absence and an increasing problem; this is reflected in our statistics. There are some instances where it may be that work was a contributory factor but on balance the majority of absences were due to personal issues.

It must be appreciated that stress can manifest itself in many other categories of absence not least musculoskeletal disorders that are now viewed as a significant derivative of stress. Significantly musculoskeletal remained high, with the two groups combined accounting for 37% of overall absences – closely matching their combined figure for last year.

During 2017/18 there was a 4% increase in absence under the category “Viral Colds/Flu”. This was due to the high levels of winter illness in the last 2 quarters of 17/18 and therefore this figure is to be expected, and is reflected in the short term absence figures.

- 3.2 However, overall the figures continue to be biased to a large degree by the inclusion of long term cases. In 2017/18 there were twelve individuals whose long term absence cases accounted for 1,196 days (1,180 FTE days) of the overall figure which accounts for 57% of the long term sickness and 30% of the overall sickness figure.

- 3.3 Of the twelve long term cases, there were five cases under the category of Stress/Depression and Mental Health, two cases under chest/respiratory and two other cases of other musculoskeletal problems.

By the end of the 2017/18 year six of these individuals had made a successful return to work. Three individuals had left the authority, two voluntarily and one unfortunately dismissed on capability grounds. One other of these individuals was one of the two ‘Death in Service’ cases mentioned below.

At the end of the 2017/18 year only two of the twelve individuals were still off. At the time the data for this report was compiled one employee had returned to work, the other was about to commence alternative employment.

- 3.3 Whilst it would not be good practice to ‘discount’ these cases it is worth noting that excluding these twelve cases, the remaining sickness of 2717 days, taken by 427 other employees would correspond to an average FTE sickness of 6.36 days per employee.

#### **4.0 Comparisons**

- 4.1 Each year we collate data to enable a comparison of our own sickness absence rates to those of the other Norfolk Authorities. This comparison is shown on page 2 of Appendix A.

#### **5.0 Sickness Absence Costs`**

- 5.1 The salary paid during sickness absence decreased by 15.8% during 2017/18, totalling £371,070 (compared to £440,715 in 2016/17). These are the visible costs; the invisible costs are likely to be significantly higher including in some cases the cost of temporary cover and overtime to cover absence etc.

A breakdown of costs by service area is provided at Appendix D. The five year picture of overall costs is given as appendix E.

#### **6.0 Counselling Referrals**

- 6.1 The total cost of referrals to the counselling support service during this reporting period was £9,450 (compared to £5,600 in 2016/17).

#### **7.0 Flu Vaccinations**

- 7.1 A total of 230 staff (compared to 232 in 2016/17) requested the flu vaccination last year at a cost of £1,590 (a cost of £1,610 in 2016/17).

#### **8.0 Physiotherapy Referrals**

- 8.1 This year there has been a low number of referrals, of just 4 referrals costing £889 compared to 6 referrals (at a cost of £1,279) in 2016/17.

#### **9.0 Ill Health Retirements**

- 9.1 There were no ill health retirements during this reporting period.

#### **10.0 Deaths in Service**

- 10.1 There were two deaths in service during this reporting period.

#### **11.0 Conclusion**

- 11.1 The headline rate of the average days absence per FTE employee decreased by 14.2% from 10.35 days in 2016/17 to 8.88 days in 2017/18.

The total overall number of FTE days sickness absence decreased by 14.5% from 4559 days in 2016/17 to 3898 days in 2017/18.

Within this figure, the number of FTE days of short term absence decreased by 8%.

Long Term absence fell by a greater margin of 21%

- 11.2 The overall reduction in sickness absence is welcomed, particularly as the figure has been made worse by the 'carry over' of long term sickness cases from the 2016/17 financial year.

- 11.3 The exception to the general improvement has been in relation to the number of 'industrial injury' cases, where there were a greater number of cases and protracted absences gave rise to the figure of 90 days absence.

- 11.4 It is worth noting that while long term, short term, overall figures and the corresponding costs have been rising steadily over the last four years, the figures for 2017/18 are at their lowest level since 2013/14.

This is despite the figures being affected by a small number of very long term cases. Each of these individual long term cases has been managed and reviewed so as to arrive at the best solution for both the individual concerned and the authority, as outlined in section 3.2 above.

- 11.5 The salary costs of absence decreased by 15.8% during this reporting period totalling £371,070 (against £440,715 last year).

## **2.0 Financial Implications**

- 12.1 As stated within the report.

## **13.0 Policy Implications**

- 13.1 Sickness Absence Management  
During the year 2018/19 the Authority is trialling a revised Sickness Absence Policy, the effect, if any, of this policy revision will be reported on in the 2018/19 annual report.

## **14.0 Consultations**

- 14.1 Accountancy, Management Team, Joint Safety and Welfare Committee

## **15.0 Access to Information**

- 15.1 Information from other Norfolk Authorities

## SICKNESS ABSENCE ANALYSIS APRIL 2017 - MARCH 2018

P/T – Part Time F/T - Full Time FTE - Full Time Equivalent	CHIEF EXECUTIVE			CENTRAL & COMMUNITY SERVICES			COMMERCIAL SERVICES			ENVIRONMENT & PLANNING			FINANCE SERVICES			TOTALS	
	No DAY ABSENCE			No DAY ABSENCE			No DAY ABSENCE			No DAY ABSENCE			No DAY ABSENCE			2017-18 TY	2016-17 LY
<b>SHORT TERM ABSENCE (UP TO 20 DAYS)</b>	F/T	P/T	ALL	F/T	P/T	ALL	F/T	P/T	ALL	F/T	P/T	ALL	F/T	P/T	ALL		
NO OF FTE DAYS	118.50	18.57	137.07	274.50	142.14	416.64	517.00	121.47	638.47	178.50	81.84	260.34	216.00	80.55	296.55	<b>1749.07</b>	<b>1911.62</b>
NO FTE EMPLOYEES	18.00	3.61	21.61	80.00	26.43	106.43	138.00	34.51	172.51	47.00	17.78	64.78	54.00	19.85	73.85	<b>439.18</b>	<b>440.34</b>
AVERAGE ST ABSENCE PER FTE EMPLOYEE	6.58	5.14	6.34	3.43	5.38	3.91	3.75	3.52	3.70	3.80	4.60	4.02	4.00	4.06	4.02	<b>3.98</b>	<b>4.34</b>
<b>LONG TERM ABSENCE (OVER 20 DAYS)</b>	F/T	P/T	ALL	F/T	P/T	ALL	F/T	P/T	ALL	F/T	P/T	ALL	F/T	P/T	ALL		
NO FTE DAYS	40.00	0	40.00	327.00	16.22	343.22	1226.00	254.00	1480.00	105.00	15.54	120.54	75.00	0	75.00	<b>2058.76</b>	<b>2611.64</b>
AVERAGE LT ABSENCE PER FTE EMPLOYEE	2.22	0.00	1.85	4.09	0.61	3.22	8.88	7.36	8.58	2.23	0.87	1.86	1.39	0.00	1.02	<b>4.69</b>	<b>5.93</b>
<b>INDUSTRIAL INJURY</b>	F/T	P/T	ALL	F/T	P/T	ALL	F/T	P/T	ALL	F/T	P/T	ALL	F/T	P/T	ALL		
NO OF F.T.E DAYS	0	0	0	0	4.39	4.39	76.00	0	76.00	10.00	0	10.00	0	0	0	<b>90.39</b>	<b>36.00</b>
NO OF ACCIDENTS	0	0	0	0	1	1	5	0	5	1	0	1	0	0	0	<b>7</b>	<b>3</b>
<b>TOTAL</b>	<b>158.50</b>	<b>18.57</b>	<b>177.07</b>	<b>601.50</b>	<b>162.75</b>	<b>764.25</b>	<b>1819.00</b>	<b>375.47</b>	<b>2194.47</b>	<b>293.50</b>	<b>97.38</b>	<b>390.88</b>	<b>291.00</b>	<b>80.55</b>	<b>371.55</b>	<b>3898.22</b>	
<b>TOTAL FTE DAYS LOST</b>	<b>8.81</b>	<b>5.14</b>	<b>8.19</b>	<b>7.52</b>	<b>6.16</b>	<b>7.18</b>	<b>13.18</b>	<b>10.88</b>	<b>12.72</b>	<b>6.24</b>	<b>5.48</b>	<b>6.03</b>	<b>5.39</b>	<b>4.06</b>	<b>5.03</b>	<b>8.88</b>	
TOTAL 2016 - 2017	147.50	15.39	162.89	1015.80	168.64	1184.44	1959.00	282.9	2241.87	306.50	107.30	413.80	396.00	160.26	556.26	4559.26	
TOTAL FTE DAYS LOST 2016 - 2017	7.38	4.78	7.02	12.24	6.19	10.74	14.30	8.94	13.29	6.01	7.48	6.33	7.47	8.06	7.63	10.35	

<b>Sickness absence Comparison</b>					
<b>Authority</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
<b>Great Yarmouth</b>	9.47	8.89	11.16	9.31	10.74
<b>Breckland</b>	7.2	11.23	11.7	8.56	8.26
<b>Broadland</b>	6.7	6.2	5.6	5.4	6.7
<b>North Norfolk</b>	6.77	6.76	6.05	6.35	5.2
<b>South Norfolk</b>	7.33	7.99	8.65	8.65	3.97*
<b>Norwich</b>	8.73	9.29	8.99	10.33	? **
<b>King's Lynn</b>	7.57	9.69	9.10	10.35	8.88

\* information provided by South Norfolk for 2017/18 year relates to short term absence only

\*\* Information for the 207/18 year has not been provided by Norwich City



## SICKNESS ABSENCE COMPARISON FULL TIME &amp; PART TIME 2017-18

All calculations in Full Time Equivalents (FTE)	FULL TIME EMPLOYEES					PART TIME EMPLOYEES				
SERVICE AREA	No of Employees	S/T abs	L/T abs	Ind Inj	Average Per Employee	Staff	S/T abs	L/T abs	Ind Inj	Average Per Employee
Chief Executive	18.00	118.50	40.00	0.00	8.81	3.61	18.57	0.00	0	5.14
Central & Community Services	80.00	274.50	327.00	0.00	7.52	26.43	142.14	16.22	4.39	6.16
Commercial Services	138.00	517.00	1226.00	76.00	13.18	34.51	121.47	254.00	0	10.88
Environment & Planning	47.00	178.50	105.00	10.00	6.24	17.78	81.84	15.54	0	5.48
Finance Services	54.00	216.00	75.00	0.00	5.39	19.85	80.55	0.00	0	4.06
<b>TOTAL</b>	<b>337.00</b>	<b>1304.50</b>	<b>1773.00</b>	<b>86.00</b>	<b>9.39</b>	<b>102.18</b>	<b>444.57</b>	<b>285.76</b>	<b>4.39</b>	<b>7.19</b>
2016-2017	344.00	1504.30	2284.50	36.00	11.12	96.34	407.32	327.14	0	7.62

## ABSENCE BY SICKNESS CODES 2017-18

All calculations in Full Time Equivalent (FTE)	Back problems	Musculo-Skeletal	Stress / Depression	Viral-Colds/Flu	Headache/Migraine	Eye / Ear / Nose / Mouth / Dental / Sinus	Genito / Urinary	Pregnancy Related	Stomach / Liver etc	Heart	Chest-Asthma /Bronchitis	Other	Disability	Industrial	Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Chief Executive	14.00	18.65	30.92	36.50	0.00	48.00	0.50	0.00	6.50	0.00	1.50	20.50	0.00	0.00	<b>177.07</b>
Central & Community Services	99.92	46.82	167.82	149.31	11.97	9.54	20.42	5.27	84.84	2.00	65.05	3.20	93.68	4.39	<b>764.23</b>
Commercial Services	71.47	419.93	507.46	204.76	7.37	10.12	12.78	14.85	188.52	216.04	348.12	74.05	43.00	76.00	<b>2194.47</b>
Environment & Planning	7.50	43.54	123.45	89.95	13.73	23.92	14.95	0.00	27.05	0.00	30.64	6.15	0.00	10.00	<b>390.88</b>
Finance Services	16.00	12.49	58.95	135.63	15.80	19.57	3.88	4.50	28.76	11.21	11.50	53.28	0.00	0.00	<b>371.57</b>
<b>TOTAL</b>	<b>208.89</b>	<b>541.43</b>	<b>888.6</b>	<b>616.15</b>	<b>48.87</b>	<b>111.15</b>	<b>52.53</b>	<b>24.62</b>	<b>335.67</b>	<b>229.25</b>	<b>456.81</b>	<b>157.18</b>	<b>136.68</b>	<b>90.39</b>	<b>3898.22</b>
2016-2017	273.37	578.64	1185.9	555.05	55.51	119.82	87.71	32.59	447.27	96.53	625.00	238.86	226.96	36.00	4559.24
% 2017-2018	5%	14%	23%	16%	1%	3%	1%	1%	9%	6%	12%	4%	4%	2%	100%
% 2016-2017	6%	13%	26%	12%	1%	3%	2%	1%	10%	2%	14%	5%	5%	1%	100%

## SICKNESS ABSENCE COSTING SUMMARY APRIL 2017 - MARCH 2018

All calculations in Full Time Equivalents (FTE)	No of Employees	S/T Absence less than 20 days £	L/T absence more than 20 days £	Industrial Injury £	<b>Total Cost £</b>
Chief Executive	21.61	18153	7390	0	<b>25543</b>
Central & Community Services	106.43	48742	34493	475	<b>83710</b>
Commercial Services	172.51	54693	113821	844	<b>169358</b>
Environment & Planning	64.78	31654	17121	4855	<b>53630</b>
Finance Services	73.85	32143	6686	0	<b>38829</b>
<b>TOTAL</b>	<b>439.18</b>	<b>185385</b>	<b>179511</b>	<b>6174</b>	<b>371070</b>
2016- 17	440.34	201298	236790	2627	440715

## CORPORATE SICKNESS

	2017-2018	2016-2017	2015-2016	2014-2015	2013-2014
Long Term Absence – FTE Days Lost	2059	2612	2162	2181	1830
Short Term Absence – FTE Days Lost	1749	1912	1868	2226	2328
Industrial Injury – FTE Days Lost	90	36	34	70	59
Total FTE Days Lost	3898	4560	4064	4477	4158
Average Absence per FTE Employee	8.88	10.35	9.1	9.69	7.57
Cost	£371,070	£440,715	£403,493	£446,869	£370,532

## CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2018/2019

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
21 May 2018	OneVu - Update	Update	H Howell	To provide the Panel with an update report.
21 May 2018	Exempt Report: Major Project – King’s Court Accommodation	Post Evaluation of Project	M Henry	
21 May 2018	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
17 July 2018	Performance Indicator C02 Total of waste recycled and composted (tonnage).	Monitor	B Brandford	The Panel at their meeting on 5 April identified Performance Indicator C02 as a presentation from the relevant officer.
17 July 2018	2017/2018 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.
17 July 2018	Corporate Performance Monitoring – Target Setting for 2018/2019	Monitoring	B Box	To review and suggest any new targets.
17 July 2018	2018/2019 Q4 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2016/2017 Corporate Business Plan Monitoring Report.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
17 July 2018	Review of effect of closure of Downham Market and Hunstanton Area Offices	Review	H Howell	
10 September 2018	Hunstanton Lawn Tennis Courts		C Bamfield	Item requested by Councillor R Bird
10 September 2018	Council Tax Discounts – Empty Property Premium 2019/2020		J Stanton	
10 September 2018	Equalities Update	Update	B Box	The Panel to receive an annual update.
10 September 2018	Employment Monitoring Figures – Annual Report	To note only	B Box	
10 September 2018	<b>Exempt Report:</b> Update on Hunstanton Sailing Club	Update	Borough Council's Representative – Councillor Paul Beal	At their meeting on 19 December 2017 the Panel resolved to receive a further update.
22 October 2018	Q1 2018/2019 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.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
22 October 2018	Refit	Update	N Gromett	
22 October 2018	Annual Sickness Monitoring Report	Annual	B Box	
22 October 2018	Formal Complaints against the Borough Council 1 April 2017 – 31 March 2018	Annual	R Harding	Report to be published on the Borough Council's Website/Insite
27 November 2018	Council Tax Support: Final Scheme for 2019/2020	Policy Development	J Stanton	Update following consultation period. To agree the final Council Tax Support Scheme for 2018/2019.
27 November 2018	Hunstanton Recreation Group and Lawn Tennis Courts - Update	Update	C Bamfield	To provide an update report following discussions with Hunstanton Town Council.
27 November 2018	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.
27 November 2018	Budget		L Gore	
30 January 2019	Town Hall Bar Proposal		C Bamfield	
30 January 2019	2018/2019 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.

30 January 2019	2018/2019 Q2 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2018/2019 Corporate Business Plan Monitoring Report.
19 February 2019	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.
3 April 2018	<b>Exempt Report:</b> Update on Hunstanton Sailing Club	Update	Borough Council's Representative – Councillor Paul Beal	At their meeting on 10 September 2018 the Panel resolved to receive a further update (six months)
3 April 2019	Presentation on retail units in King's Lynn Town Centre/ To include performance indicators relating to industrial and commercial portfolio	Update	M Henry	To provide the Panel with an update.
3 April 2019	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.

### **Forthcoming items to be programmed**

Monitoring of Corporate Projects/Evaluation:

- Procurement Strategy (Cabinet on 17 April 2018 – That the Corporate Performance Panel be invited to consider monitoring the performance of the policy going forward).
- IDOX Project – H Howell



**FORWARD DECISIONS LIST**

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
13 November 2018						
	Strategic Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
57	Custom & Self Build Policy	Non	Council	Development Exec Dir – G Hall		Public
	Gambling Act 2005 Statement of Licensing Policy Review (Statement of Principles)	Non	Council	Housing and Community Exec Dir – G Hall		Public
	Nelson Quay King’s Lynn - Planning and Delivery	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Major Housing Phase 3 – Enabling Work for Lynnsport 1	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the

						business affairs of any person (including the authority)
	The Council as a landlord	Key	Council	Leader Chief Executive		Public
	South East King's Lynn Strategic Growth Area / West Winch Relief Road	Key	Cabinet	Development Exec Dir - G Hall		Public
	Corn Exchange Cinema	Non	Cabinet	Culture, Heritage and Health Exec Dir – C Bamfield		Exempt
	Joint Health and Wellbeing Strategy	Non	Council	Culture, Heritage and Health Exec Dir – D Gates		Open

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
8 January 2019	Council Tax Support	Key	Cabinet	Leader Deputy Chief Executive		Public
5/8	Financial Assistance Scheme – Changes to Criteria	Non	Cabinet	Culture, Heritage and Health Deputy Chief Executive		Public
	Difficult to Deliver Site – Hunstanton – Housing With Care	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Management Re-Structure	Non	Cabinet	Leader Chief Executive		Private - Contains exempt Information under para 1 – information relating to the business affairs of

						any person (including the authority)
	Potential Property Development/Investment	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
59	West Norfolk Property Ltd – Business Plan	Non	Cabinet	Housing & Community Chief Executive		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Proposed Enforced Sales case & future procedures	Non	Cabinet	Development Exec Dir – G Hall		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Development Options - Hunstanton	Key	Council	Performance and Economic Development		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

	Hunstanton Coastal Management Plan	Key	Cabinet	Environment Exec Dir – G Hall		Open
--	------------------------------------	-----	---------	----------------------------------	--	------

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
5 February 2019						
	Budget	Key	Council	Leader Deputy Chief Executive		Public
	Re-Fit Proposals	Key	Council	Leader Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
09	Lynnsport Community Facilities	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Public

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
26 March 2019						