

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



# **Corporate Performance Panel**

## **Agenda**

**Tuesday, 17th July, 2018**  
at 6.00 pm

in the

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



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

5<sup>th</sup> July 2018

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 17th July, 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 - 10)**

To approve the minutes from the previous meeting.

**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. Performance Indicator C02 - Total Waste Recycled and Composted (tonnage) (Verbal Report)**

Presentation from B Brandford

**8. Review of effect of closure of Downham Market and Hunstanton Area Offices (Verbal Report)**

Presentation by H Howell, Assistant Director

**9. Corporate Business Plan Monitoring Report Q4 2017/18 (Pages 11 - 29)**

**10. Corporate Performance Monitoring Full Year 2017/18 (Pages 30 - 40)**

**11. Corporate Performance Monitoring – Target Setting for 2018/19 (Pages 41 - 49)**

**12. Cabinet Forward Decision List (Pages 50 - 54)**

**13. Committee Work Programme 2018/2019 (Pages 55 - 58)**

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

**14. Date of Next Meeting**

To note that the date of the next meeting of the Corporate Performance Panel will take place on 10 September 2018 at 6 pm in the Council Chamber, Town Hall, King's Lynn.

To:

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

**Portfolio Holders:**

Councillor I Devereux – Portfolio Holder for Environment  
Councillor P Hodson – Portfolio Holder for Performance and Economic Development  
Councillor Mrs K Mellish – Portfolio Holder for Facilities and ICT

**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  
Barry Brandford – Waste and Recycling Manager  
Honor Howell – Assistant Director

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

**CORPORATE PERFORMANCE PANEL**

**Minutes from the Meeting of the Corporate Performance Panel held on Monday, 21st May, 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, J Collop, G Howman, A Morrison, D Pope and T Tilbrook

**Portfolio Holders:**

Councillor I Devereux, Environment  
Councillor P Hodson, Performance  
Councillor B Long, Leader  
Councillor Mrs K Mellish, Facilities and ICT

**Officers:**

Debbie Gates, Executive Director, Central and Community Services  
James Grant, Project Technician  
Matthew Henry, Property Services Manager  
Honor Howell, Assistant Director, Central and Community Services

CP1 **APPOINTMENT OF VICE CHAIRMAN FOR THE MUNICIPAL YEAR 2018 - 2019**

**RESOLVED:** Councillor P Beal be appointed Vice-Chairman for the Municipal Year 2018 – 2019.

CP2 **APOLOGIES**

Apologies for absence were received from Councillors J Moriarty, D Tyler and T Wing-Pentelow.

CP3 **MINUTES**

The minutes of the meeting of the Corporate Performance Panel held on 5 April 2018 were agreed as a correct record and signed by the Chairman, subject to CP90 being amended to read:

“That Councillor D Tyler be appointed Vice-Chairman for the meeting.”

CP4 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP5 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP6 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There were no Members present under Standing Order 34.

CP7 **CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was no Chairman's correspondence.

CP8 **ONEVU UPDATE**

The Panel received a presentation from the Assistant Director – Central and Community Services, a copy of which is attached to the Minutes.

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

In response to questions relating to fly tipping, the Assistant Director explained that when notification was received of fly tipping, the Clean-up Team aimed to take appropriate action within 24 to 28 hours.

Following questions on e-forms, the Assistant Director explained that forms had been drafted and agreed by relevant departments within the Council. At any time, the customer could track progress on any issue raised, an example was viewed on the screen.

The Assistant Director informed the Panel that she had undertaken research of other Councils and it was noted that in one case the telephone enquiries were open from 10 am to 4 pm in order to try and encourage customers to use the website to access the services required.

The Panel was invited to consider how customers could be encouraged to use the Borough Council's website to access services and how those changes could be driven forward and changes implemented.

In response to further questions, the Assistant Director advised that when a customer set up an account, it was possible to see all transactions created to enable the customer to keep a record. It was noted that a customer could access their account at any time and make any necessary amendments.

Following questions relating to the closure of the area offices, the Assistant Director explained that customers could access the Council's services via the website, by telephone or make an appointment. It was highlighted that if a customer visited the King's Court offices, a CIC

advisor would try to resolve the query or make an appointment to see a relevant officer within a week. Members were advised that the Council was committed to offering the best service it could and no customer would be turned away from the King's Court offices.

The Leader commented that Borough Councillors should encourage Parish Councils and their constituents to create an account in order that they could report fly tipping, etc direct to the Council rather than through their Ward Councillor.

The Chairman, Councillor Humphrey invited the Portfolio Holder to address the Panel. The Portfolio Holder explained that the introduction of digital services was both educational and challenging. She advised that with the increased use of digital services, it allowed customers to access Council services at their convenience and also out of normal office hours in the privacy of their own home. With regard to the closure of the area offices, comments were made in the first few weeks, but now customers were accessing services either by telephone, making an appointment or via the website. The Panel was invited to consider whether the Borough Council's telephone number should be published on the website.

The Portfolio Holder congratulated the Assistant Director and her team on the superb work which made the Council services easy to access and transact business with the authority.

The Leader and the Panel congratulated the Assistant Director and her team on the excellent work undertaken to date.

The Chairman thanked the Assistant Director for the update report.

CP9 **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:** That under Section 100(4)(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 Scheduled 12A to the Act.

CP10 **EXEMPT ITEM: POST EVALUATION OF KING'S COURT ACCOMMODATION PROJECT**

The Panel received an update report from the Property Services Manager and Project Technician.

The Project Technician and Property Services Manager responded to questions from the Panel relating to:

- Income generated by the renting of accommodation to other organisations/financial benefits



- Dedicated project team established.
- Benefits to staff.
- Service charges.
- Car parking provision.
- Lessons learned.

The Leader, Portfolio Holder, Chairman and the Panel congratulated the Property Services Manager/Project Technician and team on the project and the update report given to Members.

### **RETURNED TO OPEN SESSION**

#### **CP11 NOMINATIONS TO OUTSIDE BODIES AND PARTNERSHIPS - HUNSTANTON SAILING CLUB DEVELOPMENT SUB COMMITTEE**

The Panel was invited to nominate a representative to participate in the outside bodies and partnerships which fall within the Corporate Performance Panel's remit, Hunstanton Sailing Club Development Sub-Committee.

**RESOLVED:** Councillor P Beal be appointed as the Borough Council's representative on the Hunstanton Sailing Club Development Sub Committee.

#### **CP12 FORWARD DECISIONS LIST**

The Panel noted the Forward Decisions List

#### **CP13 PANEL WORK PROGRAMME 2018/2019**

The Chairman invited the Panel to put forward any items for inclusion on the Panel's Work Programme.

The following items were identified:

- Heritage Gardens Hunstanton – the Leader suggested that this item be referred to the Environment and Community Panel.
- Wall at the rear of the Princess Theatre - The Leader suggested that this item be discussed at the next Joint Panel Chairmen and Vice-Chairmen meeting to determine which Panel it should be considered by.

The Chairman, Councillor Humphrey reminded opposition Members that they had the right to place one item of business on each Panel Agenda.

#### **CP14 DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on Tuesday 17 July 2018, 6 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 7.34 pm**

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2018		
TITLE:	Q4 2017/18 Corporate Business Plan Monitoring Report		
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 Business Plan monitoring report has been developed to demonstrate progress against the Council's Corporate Business Plan. This report contains information on the progress made on the key actions up to the end of Quarter 4 2017/18.
<b>KEY ISSUES:</b>
There are currently 42 agreed actions being undertaken to progress the Council's Corporate Business Plan. The 2017/18 Q4 monitoring report indicates that 35 of the actions are progressing well, 7 new key actions have been added and 3 actions have been completed.  27 actions have been completed from Q4 2015/16 to Q4 2017/18.
<b>OPTIONS CONSIDERED:</b>
N/A monitoring report
<b>RECOMMENDATIONS:</b>
The Panel is asked to review the Q4 2017/18 Corporate Business Plan monitoring report and identify where further information/clarification on progress is required.
<b>REASONS FOR RECOMMENDATIONS:</b>
The Corporate Business Plan sets out the broad framework for the Council's work for the period 2015/16 to 2019/20. Members should use the information within the monitoring report to review progress on agreed actions and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule Members can seek additional information as to the reason(s) that work is behind schedule.

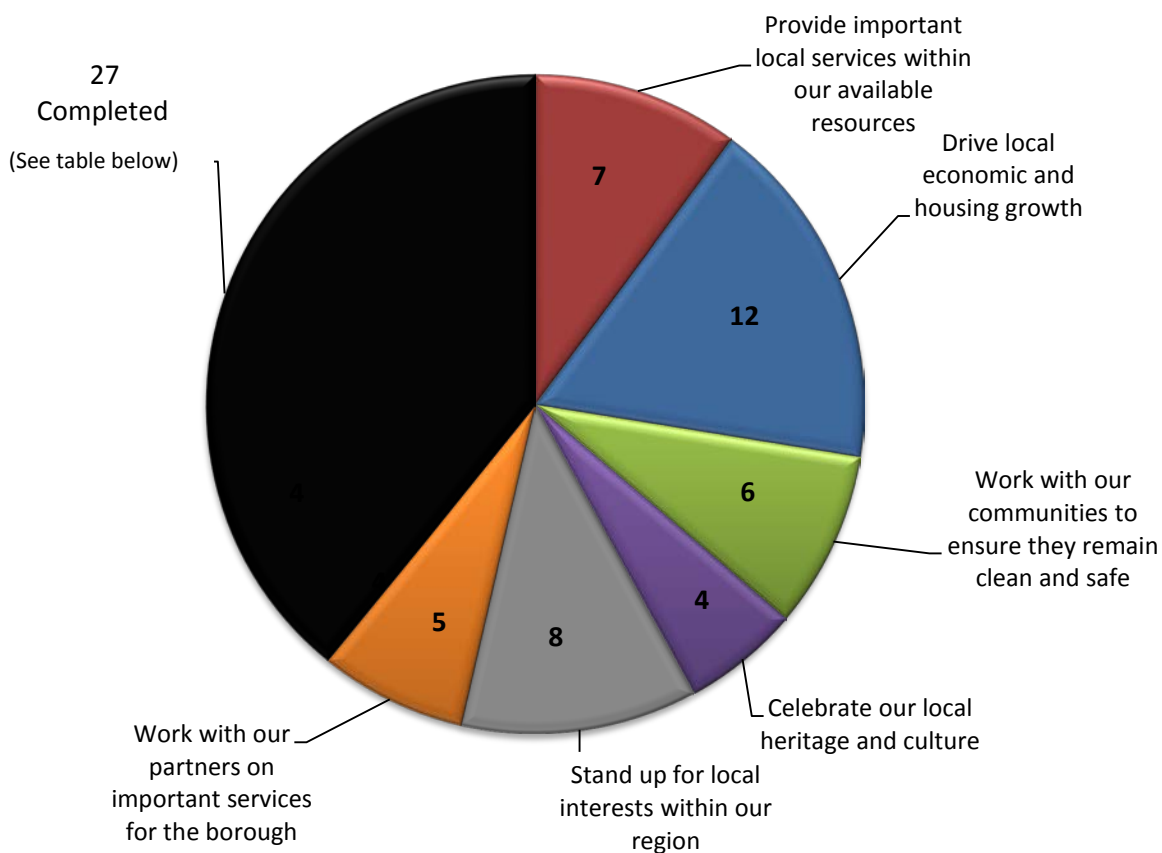
## **1. Introduction**

- 1.1 The Council's new Corporate Business Plan was adopted in January 2016. It sets out the broad framework for the Council's work for the period 2015-2019.
- 1.2 The six priority areas outlined in the Corporate Business Plan, underpinned by 18 corporate objectives, are:
  - . provide important local services within our available resources
  - . drive local economic and housing growth
  - . work with communities to ensure they remain clean and safe
  - . celebrate our local heritage and culture
  - . stand up for local interests in our region
  - . work with our partners on important services for the borough
- 1.3 The monitoring report is collated quarterly, and brought to the Corporate Performance Panel following the end of Quarters 2 and 4. Reports set out progress made against key actions – including details of any completed or new key actions. All quarterly reports are available to Members on the Council's Intranet, Insite.
- 1.4 The report contains an Executive Summary which provides an overview of progress against the six priorities. The information in the body of the report provides further detail.
- 1.5 Members should note that completed key actions will be removed from the report and added to a separate archive report [Completed Key Actions report 2016-2020](#) available on Insite.

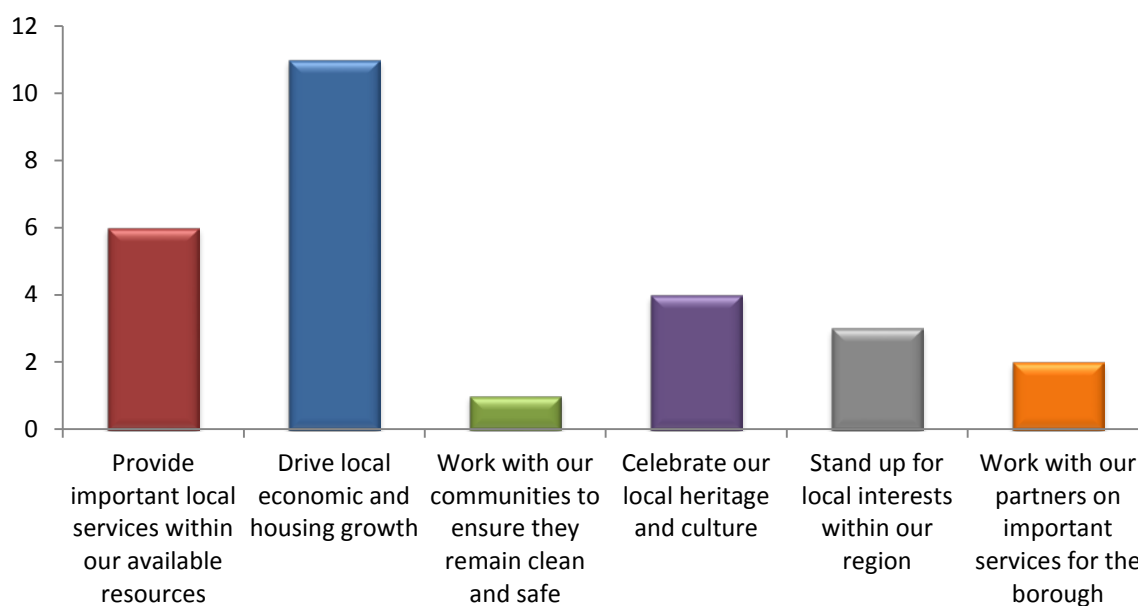
## **2. Monitoring Report**

- 2.1 The 2017/18 Quarter 4 report details progress on agreed actions as at the end of March 2018. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the 2018/19 Quarter 1 report (which will be available on Insite).
- 2.2 The Executive Summary for the 2017/18 Quarter 4 monitoring report indicates that 83% of the actions are progressing well and 17% are new key actions.
- 2.3 The chart below highlights the number of current key actions which underpin each corporate priority. Over the next four years the proportions of the chart will change at the end of each quarter, as key actions are completed or new key actions are added in reaction to specific corporate issues or priority areas.

2.4 Current key actions per corporate priority at the conclusion of Q4 2017/18



2.5 Breakdown of completed key actions by Priority



### **3. Issues for the Panel to Consider**

Members should review the full Corporate Business Plan monitoring report covering Q4 2017/18 (attached) noting the 'status' given for each key action, The 'comments' column provides details of specific actions which have been progressed during Q4 to enable Members to assess the work undertaken against each action during the specified quarter.

### **4. Corporate Priorities**

This report provides evidence of progress towards the achievement of the Council's corporate priorities.

### **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**

Members should use the Q4 Corporate Business Plan monitoring report to assess performance during the period January to March 2018.

### **10. Background Papers**

Corporate Business Plan 2015/16 – 2019/20



# Corporate Business Plan Monitoring Report

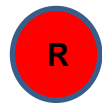
Covering Q4 2017/18

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Detailing progress against the  
2015-2020 Corporate Business Plan



## Executive summary by Corporate Business Plan outcomes



Progress and performance overall is behind schedule



Progress and performance is within acceptable variance



Progress and performance is on track

### 1. Provide important local services within our available resources

All 7 actions in place for this priority are progressing well.



### 4. Celebrate our local heritage and culture

Of the 5 actions in place for this priority, 1 action has been completed and the remaining 4 are progressing well.



### 2. Drive local economic and housing growth

Of the 14 actions in place for this priority, 2 new actions have been added, 2 have been completed and the remaining 10 actions are progressing well.



### 5. Stand up for local interests within our region

Of the 8 actions in place for this priority, 4 new actions have been added and the remaining 4 actions are progressing well.



### 3. Work with our communities to ensure they remain clean and safe

All 6 actions in place for this priority are progressing well.



### 6. Work with our partners on important services for the borough

Of the 5 actions in place for this priority, 1 new action has been added and the remaining 4 are progressing well.



**Overall progress on Corporate Business Plan actions as at 31<sup>st</sup> March 2018 is deemed to be on track.**









## Corporate Performance Indicators

The following corporate performance indicators have been introduced to capture key performance measures for each of the Council's corporate priorities.

Priority	Indicator	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
1	Progress towards £3.1m savings required by 2019-20 identified in the Financial Plan for 2015-2020. Target savings of £270,362 for 2017/18	£3,550	£71,700	£105,490	£304,560
	No of customers registered for OneVu account (cumulative)	6,638	9,516	11,640	14,110
2	Growth in Business Rates (target £500,000) reported annually				£799,583
	Number of new homes built (annual target 670)	184	240	294	486
3	Reduce contamination of recycling by 4.85% to 10.00% by 31 March 2018 (cumulative)	15.3%	15.8%	15.8%	16.8%
4	Footfall in King's Lynn Town Centre compared to same quarter in the previous year	-1.9%	-3.4%	-9.0%	-15.2%
	Number of Town Heritage Initiative buildings where work has commenced (cumulative)	7	7	8	10
5	Deliver an 8% increase in mobile coverage / superfast broadband of West Norfolk premises by June 2020 – recorded one quarter in arrears	4%	6%	6%	7%
6	Work with voluntary groups to recruit a minimum of 15 voluntary advisers for the LILY project	37	40	40	40

## Detailed progress by Corporate Business Plan priorities

Key to status					
	Progress is on track		Progress is slightly behind schedule		Action has been cancelled for the reasons stated
	Progress is significantly behind schedule		The action has been completed		Key action on hold

Note:



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

### Priority 1 - Provide important local services within our available resources

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


Cabinet Member: Cllr K Mellish

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Status	Key Action	Progress	Review Date	Comment
	Undertake a programme of business process change workshops to map existing processes and identify areas which can be improved to achieve cost savings and/or improved levels of service	Ongoing	June 2018	A significant amount of work has been carried out with the Licensing Team to transfer all their applications to an e-form which customers will be able to complete via 'MyAccount'. Several forms are now live and applications are being received. We are also working with our suppliers to progress the integration between MyAccount and the iDox system which will reduce the amount of input required by back office staff.
	Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training	Ongoing	September 2018	The updated Digital Strategy is due to be completed by the end of September 2018. A training needs analysis will be conducted following the publishing of the Digital Strategy to establish if further training is required by staff. Training on MyAccount is available as and when services have the ability to be accessed through MyAccount. Briefings have been held with staff so they are aware of what services customers can complete online.



#### 2. We will: Continue to seek new and effective ways of working


Cabinet Member: Cllr B Long

Status	Key Action	Progress	Review date	Comment
	Develop and deliver a programme of training to enable employees to adapt effectively to new challenges and new ways of working and which support corporate priorities.	On track	June 2018	Our safeguarding training programme has continued, including the provision of training to Elected Members for the first time. There have also been a range of activities to support the General Data Protection Regulations (GDPR) and the commencement of a new training programme raising awareness of mental health issues with front line employees. This programme has been developed in conjunction with partners and is being delivered to both our own employees, and those from Alive Leisure/Alive Management Limited, Freebridge Community Housing and the Queen Elizabeth Hospital.


### 3. We will: Take opportunities to generate income and draw in grant funding where it helps us achieve our priorities

Cabinet Members: Cllr B Long, Cllr P Hodson, Cllr A Beales and Cllr K Mellish

Status	Key Action	Progress	Review Date	Comment
	Put in place a programme of works for increasing the use of King's Court and other council buildings by third parties	Ongoing	June 2018	King's Court (King's Lynn) - Ground floor and parts of the second floor have been refurbished and adapted to commercially lease space to the Department of Work and Pensions (Job Centre Plus), together with additional space being provided for the West Norfolk Clinical Commissioning Group and West Norfolk Health Ltd. All works are completed for contractor snagging and final invoice to be raised for payment by DWP. Valentine Road (Hunstanton) - Ground floor adaptation works are being costed to provide more usable/lettable space. One existing tenant has expressed interest in taking additional space. Priory Centre (Downham Market) - agreed release of restrictive covenant with Norfolk County Council (as landlord), an expression of interest for a lease arrangement is currently under consideration.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme	Ongoing	June 2018	Following the completion of the works to King's Court, there are two live OPE programmes in West Norfolk. For the Hunstanton Regeneration project, meetings have been arranged with key partners during April to commence feasibility on sites that haven't yet been progressed, and other elements already under way are being progressed. The Depot Rationalisation project has moved on during the period and contractors are due to report their preliminary findings in April following initial feasibility work. Plans are underway for an OPE focussed 'Area Based Property Review' of King's Lynn with other key public sector partners to take place later in 2018.

	Implement the actions identified in the land review of sites owned by the Borough Council	Ongoing	June 2018	Two bungalows have been constructed at Croft's Close, Burnham Market and are currently being marketed with one "under offer". Work is ongoing and leading to a planning application at a further potential site in Burnham Market. Site layouts and road access issues are being considered for Alexandra Road, Hunstanton and a public consultation is underway. Six further sites are being considered for development/disposal.
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### Priority 1 other actions


	Monitor the Efficiency Plan, report progress achieved by developing/reviewing major projects and identify further opportunities for securing savings.	On track	June 2018	A balanced budget is presented in The Financial Plan 2016/2021, supported by transfers from the general fund balance. The continuing reductions in central government funding will require the Council to further reduce costs/increase income. The next phase of the cost reduction programme includes proposals for delivering the target savings and as these are achieved the savings will be reported as part of the monthly monitoring report. Where savings are achieved in advance of 2020/2021 these will be transferred to reserves to fund investment in major capital projects which will provide future revenue income.
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## Priority 2 - Drive local economic and housing growth

### 4. We will: Support new and existing businesses to help them thrive





Cabinet Member: Cllr A Beales and Cllr P Hodson

Status	Key Action	Progress	Review Date	Comment
	Work with Norfolk and Waveney Enterprise Services (NWES) and other partners on developing proposals to support the creation of new jobs and businesses at KLIC.	Completed	March 2018	The KL Innovation Centre is operated by NWES and provides high calibre one to one advice, mentoring, workshops, and access to financial support for local businesses. The KLIC is currently running at 85% occupancy and will continue to develop its operations in line with its business objectives.
	Use the website as a platform for e-marketing for the Enterprise Zone as well as the promotion of West Norfolk to outside investors.	Completed	March 2018	<a href="http://www.investwestnorfolk.com">www.investwestnorfolk.com</a> has been updated. Other avenues are also used to help promote the area but this is now the primary website to promote key projects, investment and development opportunities, including the Enterprise Zone to outside investors.
	Prepare a five-year marketing plan for the Nar Ouse Business Park	Good	June 2018	New branding has been developed. An exhibition and launch of premises opportunities on the EZ to be held in June to coincide with the planning application submission. The focus of the marketing plan is now on the next 12 months.

	Implement the King's Lynn town centre action plan	On track	June 2018	Good progress is being made working closely with BID and police to progress key initiatives affecting the town centre.
NEW	Develop proposals for KLIC2 – move-on space	Good	June 2018	Three strands of work have been agreed to develop these proposals: 1. Agree an investment vehicle with New Anglia LEP 2. Assess and undertake market demand testing  Depending on the outcome of points 1 and 2 3. Appoint a design team to put a planning application together

### 5. We will: Meet our housing growth targets

Cabinet Members: Cllr A Lawrence and Cllr A Beales



Status	Key Action	Progress	Review Date	Comment
	Progress the implementation of the Borough Council's approved Major Housing Scheme to approved schedule	Ongoing	Ongoing	The Council has gained planning permission for all the initial sites offered under the original contract. Marsh Lane and Lynnsport 4 and 5 sites are under construction with the first 12 units sold. Lynnsport 1 and 3 are having pre-commencement planning permissions cleared, which includes archaeological investigations.
	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Ongoing	April 2019	NORA phase 3 is under construction with units being available from August this year. Phase 3 is scheduled to complete by April 2019.
	Acquire strategically located sites to enable additional phases to proceed	Ongoing	May 2018	The Morston Asset land has been acquired and the initial site investigations are nearing completion. Area C of the HCA land is also in the process of being acquired by the Council. At present the land is planned to be developed under the Major Housing project. No decision has been made yet to carry this out under the Joint venture which currently only covers Phases 1 to 3.
	To increase housing supply and provide investment opportunities, develop and establish a wholly owned Local Authority Company (LAC) to develop and acquire new affordable housing units in the Borough	On track	June 2018	Second stage application submitted to Social Housing Regulator, currently awaiting feedback. Arrangements are being made in line with the company agreement to change status of company to non-for-profit subject to Cabinet/Council approval. The purpose of this is to respond to the requirements of new rules coming in June 2018.

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### 6. We will: Support activity that helps drive up the skills levels of local people

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Review Date	Comment
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	Ensure the Council responds effectively to new requirements in relation to apprenticeships	Ongoing	June 2018	Progress of employees undertaking apprenticeships continues to be closely monitored with additional support provided where required. Work to investigate the employment of a higher level apprentice in Property Services has been undertaken, with plans to recruit to this position in Q1 2018/19.
	Co-ordinate and provide support to the West Norfolk Partnership's Strategy Group to bring together the main public sector service providers and the umbrella organisation for the voluntary sector to improve quality of life in West Norfolk	Ongoing	June 2018	The Strategy Group met in February 2018, receiving a presentation on One Public Estate and proposals for the establishment of a Dementia Alliance in West Norfolk. The group also reviewed progress with current priorities. This was followed by a meeting of the Governance Group in March, where members of that group received an update on progress with priority areas, including a presentation on the improving educational attainment workstream. The Governance Group also discussed and agreed priorities for the Strategy Group for the 2018/19 year, which will form the basis of the workplan for the coming year.



### Priority 2 other actions

	Respond to increasing levels of homelessness within the Borough by expanding the availability of temporary accommodation including consideration of available council buildings and development sites	On track	September 2018	The new temporary accommodation at Broad Street is on track for completion in September 2018 and the recently commissioned homelessness services, including rough sleeper outreach team is now in place. Freebridge also lease units to BCKLWN.
	Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015	On track	June 2018	An approach is being developed that could help delivery through the transfer of plots to housing associations to ensure policy compliance. An event for stakeholders is being planned to help raise awareness of landowners and agents.
NEW	Progress next phase of the Nelson Quay scheme development and testing in preparation for planning and funding applications	Progressing well	June 2018	Aecom was appointed in February 2018 to develop site infrastructure design, planning strategy and necessary studies / surveys. Soft market testing with investors is scheduled for June 2018. An application has been submitted to Coastal Community Fund for Sail the Wash project. Work is progressing on other key sites and architects have been commissioned to develop concept proposals.

### Priority 3 - Work with our communities to ensure they remain clean and safe




#### 7. We will: Improve recycling levels

Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Review Date	Comment
	Find ways to raise awareness levels in the public arena to enhance the recycling scheme across the borough	Ongoing	June 2018	The west Norfolk recycling rewards scheme has been successfully completed providing donations of £12,000 to local charities over the past 2 years. The final cheques were presented to Marshland and District Community Centre £3,000, Dersingham Community Centre £1,500 and Wereham Village Hall £1,500. Monthly e-bulletins are issued directing households to the recycle4norfolk website and the council has participated in the Norfolk Waste Partnership Nappies and Plastics campaign.
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	Ongoing	June 2018	The impact of the severe weather in Q4 caused a disruption to the monitoring of recycling collections.

### 8. We will: Ensure that our local streets and public open areas are clean

Cabinet Member: Cllr I Devereux and Cllr E Nockolds


Status	Key Action	Progress	Review Date	Comment
	Streetscenes: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2018	Street Cleansing continues with priority areas/main routes being targeted. Fly tipping has increased in all areas. The Bowling Green Public Toilets have been refurbished.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2018	Grass cutting regimes and grounds maintenance tasks have been reviewed and amended following discussions with local Town/Parish councils. Grounds equipment has been replaced as per the equipment schedule.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	June 2018	Progress continues with the community working partnership throughout the borough via Green Flag, In Bloom, HLF funded projects, residential associations and friends groups. Public Open Space has continued involvement with events throughout the borough varying in nature and content.

### 9. We will: Pro-actively address anti-social behaviour

Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Review Date	Comment
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	Proactively use data and intelligence to target action to prevent nuisance and anti-social behaviour (ASB) at King's Lynn Bus Station	Ongoing	March 2019	<p>A meeting has taken place with Freebridge Housing to identify diversionary activities for young people. Enforcement work remains constant around the bus station.</p> <p>Consideration being given to:</p> <ul style="list-style-type: none"> <li>• Street wardens</li> <li>• Support from the BID</li> <li>• Joint working re rough sleeping</li> <li>• Investment/changes to bus station.</li> </ul>
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## Priority 4 - Celebrate our local heritage and culture

### 10. We will: Deliver an annual programme of festivals and events to attract people into West Norfolk and showcase our area



Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Review Date	Comment
	Assist, facilitate and promote events in other parts of the Borough	Completed	March 2018	An events list for events in other parts of the Borough is maintained and promoted on the <a href="http://www.visitwestnorfolk.com">www.visitwestnorfolk.com</a> website.


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### 11. We will: Support the improvement of our built heritage, drawing in third-party funding wherever possible

Cabinet Members: Cllr A Beales, Cllr R Blunt and Cllr E Nockolds


Status	Key Action	Progress	Review Date	Comment
	Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate.	Good	June 2018	The group continues to focus efforts on 5 key cases to progress the most high priority sites. Two of these are progressing well and likely to be removed from the priority list in May 2018. The Team has referred on 6 properties for consideration for the stalled sites initiative which are being appraised for suitability and development options. Processes are being revised to cover all final options.
	Implement key phases of the Hunstanton Regeneration Programme	Good	June 2018	The Hunstanton Heritage gardens project has been completed with an activity programme and final snagging works to follow. The procurement process has been completed for the Southern Hunstanton Masterplan works, and is due to start in May 2018. Hemmingway Design appointed to prepare a masterplan for the southern seafront area to investigate feasibility of potential development on seafront sites, public realm enhancements and feasibility of a marine lagoon. Wide ranging



				consultation to be undertaken in the summer. The Hunstanton Prosperity Coastal Community Team secured the match funding required for the study from the Norfolk Business Rates Pool.
	Develop proposals for refurbishment of the St George's Guildhall complex	Ongoing	June 2018	In January 2018, the Regeneration and Development Panel set up an informal working group to look at options for the complex and potential site schemes. The working group is due to report back to the Panel.

## 12. We will: Support leisure and tourism within the borough

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Review Date	Comment
	Deliver the action plan of the 2016-20 West Norfolk Destination Management Plan	Ongoing	June 2018	Progress is limited at present due to vacant Tourism Manager post. The 2018 Action Plan is to be agreed with the West Norfolk Tourism Forum Executive during Q1 2018/19.

## Priority 5 - Stand up for local interests within our region



### 13. We will: Explore options for West Norfolk to help us take more control over the services that impact on people's lives



Cabinet Member: Cllr B Long

No key actions

### 14. We will: Lobby for infrastructure improvements including rural broadband and mobile coverage, road and rail improvements and coastal protection

Cabinet Members: Cllr B Long, Cllr A Beales, Cllr R Blunt, Cllr P Hodson and Cllr I Devereux

Status	Key Action	Progress	Review Date	Comment
	Work with Better Broadband for Norfolk (BBfN) with a view to achieving over 95% coverage for super-fast broadband for the West Norfolk area once the current 'roll-out' is complete	Ongoing	June 2018	As at 31 December 2017 total coverage was 89%. To date the second Better Broadband for Norfolk contract has implemented 49 new fibre cabinets in the Borough, which have provided access to fast broadband for an additional 4,700 properties. 14 more cabinets have been implemented at the end of December and a further 36 pre-implementation surveys have been carried out.
	Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	March 2020	The Just Dual It! campaign was launched at King's Lynn Town Hall through a business meeting with the Minister on 19 March 2018. The campaign is calling on the Government to: <ul style="list-style-type: none"> <li>• Fund the dualling of the Acle Straight (near Great Yarmouth) and Tilney to East Winch (near King's Lynn) sections of the A47 in the next round of Government-funded improvements for the UK's trunk</li> </ul>

				<p>road network, with the work carried out 2020-2025</p> <ul style="list-style-type: none"> <li>• A commitment from the Government to make funding available to dual the entire length of the A47 by 2030</li> </ul>
	Work with partner members of the Ely Area Improvements Task Force to secure improvements to the King's Lynn – Cambridge – London King's Cross rail service	Ongoing	March 2019	The Rail Study is progressing towards an Outline Business Case (OBC) by March 2019. The Road Study has been considered by Cambridgeshire County Council and recommended for 2nd stage options development to be led by Cambs/Peterborough Combined Authority. The aim is to reach the same OBC stage as the Rail Study by Spring 2019.
	Work with stakeholders in Snettisham, Heacham and Hunstanton areas which are affected by coastal flooding issues to develop options for flood prevention works	Ongoing	June 2018	An annual beach recycling operation has been carried out funded through a new Partnership Funding initiative, a key recommendation of the Wash East Coastal Management Strategy developed by the Environment Agency and the Council. Legal agreements have been concluded with the Environment Agency, Community Interest Company and Anglia Water.
NEW	<p>West Winch – part 1</p> <p>Infrastructure Delivery Plan, to identify:</p> <ul style="list-style-type: none"> <li>• the infrastructure required to bring forward the allocation/growth area</li> <li>• how the infrastructure will be funded</li> <li>• key responsibilities, timescales and phasing elements in the development</li> </ul> <p>Provide advice on the range of delivery mechanisms available for delivering the strategic infrastructure.</p>	Ongoing	May 2018	<p>The Council are working with specialist consultants to prepare an Infrastructure Delivery Plan (IDP) for the entire allocation. Some initial work on the viability of providing the infrastructure and costings have been undertaken to support the allocation. However, as we move towards determining planning applications for the site more advanced work is underway to;</p> <ul style="list-style-type: none"> <li>• firm up the cost assumptions associated with delivering infrastructure and other policy requirements and their impact on scheme viability</li> <li>• define options for delivery mechanisms via an IDP</li> </ul> <p>A first draft has been produced and consulted upon with stakeholders and a final draft is expected in May 2018. The IDP will be agreed between the relevant partners and adopted by the Council.</p>
NEW	<p>West Winch – part 2</p> <p>West Winch Relief Road Scoping and design</p>	Ongoing	December 2019	Work with the consultants commenced in November 2017, initial options for the alignment of the road are currently being prepared and appraised. Stage one of the scoping work is expected to be completed by December 2018. Stage one of the design works for the relief road, looking specifically at the design and scoping of the road is currently under way. The current design and planning submission work is scheduled to be completed by December 2019.
NEW	<p>West Winch – part 3</p> <p>Relief Road Infrastructure Funding</p>	Ongoing	April 2019	The Council have committed to seeking external funding sources to assist in the overall delivery of the infrastructure necessary to the deliver the Growth area. The Relief Road is one of the greatest infrastructure costs. A funding bid submitted to Homes England under the recent Housing Infrastructure Fund (HIF) was unsuccessful. Currently preparing further material in anticipation of further central government funding

				rounds becoming available.
NEW	King's Lynn Area Transport Study	Ongoing	March 2019	A transport study will analyse current and future transport issues in the town. The study, which has been funded by £150,000 from the Norfolk business rates pool, matched by £75,000 from the BCKLWN and £75,000 from Norfolk County Council, will lead to the development of a transport strategy for the town. Having carried out traffic modelling, the County Council is trialling measures to reduce delays and improve the flow of traffic along London Road (A148). Latest update provided to Regeneration and Development Panel on 22 May 2018.

**15. We will: Lobby to retain the core service infrastructure – such as the hospital, appropriate medical and judicial services, education and others – that reflects the needs of local people and the importance of West Norfolk in the sub-region**

Cabinet Members: Cllr B Long, Cllr A Beales and Cllr E Nockolds

No key actions

**Comment**

Over the course of the 2015 – 2020 Corporate Business Plan we will update actions within this section as and when activity in this area occurs.


Examples of work undertaken previously are: helping to bring the Anglia Ruskin University site to King's Lynn; and working to assist the Queen Elizabeth Hospital to become a trust.

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**Priority 6 - Work with our partners on important services for the borough**

**16. We will: Continue to support improvements in the educational attainment of our young people**

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Review Date	Comment
	Engage with partners and schools in identifying initiatives to address low levels of educational attainment and skills in the Borough	On track	June 2018	In February, the second West Norfolk University Challenge Conference was held at the University Centre at CWA – the event was attended by around 120 students from across secondary schools in the Borough. In March, two conferences were held – one focussing on Maths, the other on English – targeting students who will take their GCSE exams this summer. The conferences were held at the Corn Exchange and each day was attended by approximately 700 students. Follow up work to target specific groups of students is now being planned as a result. Meetings are scheduled for early in Q1 2018/19 to discuss and agree priorities and projects for the 2018/19 year.

### 17. We will: Work closely with partners in health and adult services to improve services for older people



Cabinet Member: Cllr E Nockolds

Over the course of the 2015 – 2020 Corporate Business Plan we will update actions within this section as and when activity in this area occurs. Examples of work undertaken previously are: working with Norfolk County Council to roll out a Community Clinic in west Norfolk and roll out the ‘Living Independently in Later Years’ (LILY) project with local partners


NEW	Expansion of LILY	Ongoing	March 2019	LILY is designed to help older people continue to live safely and independently at home. In April 2018, Norfolk County Council awarded additional funding for 3 years to LILY to meet the needs of lonely and isolated adults of all ages. Work is ongoing to remodel LILY for over 18 age group- including database development and to meet funding requirements.
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### 18. We will: Support ‘early help’ initiatives aimed at preventing problems from arising in the first place

Cabinet Member: Cllr B Long and Cllr A Lawrence

Status	Key Action	Progress	Review Date	Comment
	Take an active role in the ‘West Norfolk Early Help Hub’ along with other partners, in order to identify and address issues with young people to prevent escalation to social care level	Ongoing	June 2018	The Council has now joined the Early Help Improvement board and is working with other District Council colleagues to provide a District “Offer” to the hub county wide. Internally, the Council is working with Police and Social Services to set up an “adult hub” and also to establish a one day a week co-location at the Police Station.
	Use the flexibility within the enhanced Better Care Fund / Disabled Facilities Grant (BCF/DFG) allocation and the Integrated Housing Adaptations Team (IHAT) approach to support and assist vulnerable people in the borough	Ongoing	June 2018	The team have received over 30 direct referrals from the QEH into the IHAT in 2017/18 and over 60 referrals from the community health teams. These direct referrals have helped to fast-track the initial process, reduce days and identify those complex cases that require a more integrated approach. The minor adaptation/ prevention service has continued to deliver over 500 jobs throughout the year. The County-wide locality plans have been reviewed and updated for 2018/19 and are currently being signed off by Norfolk County Council. We are currently awaiting the outcome of a national DFG review.

### Priority 6 other actions

	Work with Norfolk County Council (NCC) to facilitate new housing solutions for people currently being accommodated in expensive inappropriate residential care. To include people with learning	Ongoing	June 2018	Norfolk County Council has a draft strategy and evidence base within ‘sector based plans’ for housing with care. This will cover older persons and working age vulnerable people including those with learning disabilities, mental health, physical disabilities.
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	difficulties, enduring mental health problems, and Housing with Care for elderly people.			
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**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2018		
TITLE:	Corporate Performance Monitoring Full Year 2017-18		
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 2017/18.
<b>KEY ISSUES:</b>
Performance indicators for 2017/18 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 2017/18 monitoring report shows that 49% of targets have been met, and performance has improved against target for 16 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 corporate performance monitoring report Full Year 2017/18. 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.
- 1.4 In response to requests at the panel's meeting in April 2018, the "Note" section in the detailed attachment now contain a more detailed update by the relevant service manager.

## 2. Monitoring Report



### Key points from the corporate performance monitoring report – Full Year 2017/18

- 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 percentage of indicators where performance has improved against the target for 2017/18 remains similar to 2016/17. For 2017/18, the Panel may note that 12 indicators did not improve which is an improvement compared with 18 indicators for 2016/17.

		Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Performance has improved against 2016/17 actual		16 (36%)	14 (33%)	20 (50%)	17 (39%)	16 (37%)
Performance has not improved against 2016/17 actual		18 (41%)	8 (19%)	7 (18%)	8 (19%)	12 (28%)
Performance has met and continues to meet target		3 (7%)	7 (17%)	2 (5%)	4 (9%)	3 (7%)
Performance remains unchanged and below target		0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Other: • reported		7 (16%)	13 (31%)	11 (27%)	14 (33%)	12 (28%)

annually • new indicator • monitor only					
Total number of indicators	44	42	40	43	43

- 2.3 The percentage of indicators that have not met the target for 2017/18 remains at 30%, actions are in place for these 13 indicators as shown in the Action Report.

	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Performance target met 	24 (54%)	22 (52%)	25 (62%)	22 (51%)	21 (49%)
Performance target not met 	13 (30%)	8 (19%)	7 (18%)	10 (23%)	13 (30%)
Other: • reported annually • figure not available • monitor only (no target set)	7 (16%)	12 (29%)	8 (20%)	11 (26%)	9 (21%)
Total number of indicators	44	42	40	43	43

- 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	11	4	2	5
Corporate Projects and Assets	4	1	3	0
Culture, Heritage & Health	0	0	0	0
Development	8	5	0	3
Environment	3	3	0	0
Facilities and ICT	5	2	3	0
Housing and Community	12	6	5	1
Performance	0	0	0	0
<b>Total</b>	<b>43</b>	<b>21</b>	<b>13</b>	<b>9</b>

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	7	4	2	1
Central and Community Services	11	2	7	2
Commercial Services	7	4	3	0
Environment and Planning	9	6	0	3
Finance Services	9	5	1	3
<b>Total</b>	<b>43</b>	<b>21</b>	<b>13</b>	<b>9</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 Full Year 2017-18







Borough Council of  
King's Lynn &  
West Norfolk



This report highlights indicators that have not met target for 2017-18 and is a supporting document to the Performance Monitoring Full Year 2017-18 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

<b>Status</b>		This indicator has not met the target.
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## Performance Indicators Full Year 2017-18

Ref	Name	2017/18 Target	2017/18 cumulative performance	Q4 2017/18 (Jan-Mar) performance	Status	Notes	Actions
CE2	% of long term empty homes in the Borough as a percentage of overall dwellings	1.1	1.2	1.18		New legislation has been proposed to bring long term empty homes back in to use. This will enable the Council (subject to agreement) to charge council tax at 200% on long term empty homes with effect from 1 April 2019.	Awaiting further guidance from Ministry of Housing, Communities & Local Government.
CE7 34	% of allocated spend of Flexible Homeless Grant	100.0%	62.0%	-		The Flexible Homelessness Grant was introduced to replace the Temporary Accommodation Subsidy previously received through the Housing Benefit system. By working with partners we have continued to provide temporary accommodation such as Alexandra House at a significantly reduced cost compared to the previous funding regime. This has allowed us to use the grant to procure new services which will aim to prevent homelessness and reduce rough sleeping in the borough. Due to the procurement process, these new services have only recently come online and this has resulted in an underspend which will be rolled over to 2018/19.	For 2018/19, the Flexible Homelessness Grant available will be £183,029. We have identified spending of £140,000 to date and started consulting with stakeholders on a new Homelessness Strategy to identify key priorities for the Borough in tackling homelessness. It is likely that further spending will be identified in response to these priorities.
CC2	Average no of working days lost due to sickness absence per FTE employee	8.00	8.88	2.36		Although the target has not been met, the figure is significantly lower than 2016/17. Q1 included long term sickness from the previous year, with the remaining three quarters being lower by comparison, even accounting for the usual higher winter sickness levels.	In 2018/19 the council will be introducing revised sickness policy guidance as a trial, to establish the effect the policy will have when fully implemented.
CC6	% of Careline alarms installed within 10 days from date of enquiry	85.0%	79.0%	87.5%		During 2017/18 there has been a 11.5% increase in the number of installations and a 12.9% increase in the total number of visits completed. Focus has been on providing a personal visit, as postal units and engineer installations have not provided the holistic service we pride ourselves on.	Focus will remain on improving response times and delivering a quality service.
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	35.0	35.4	30.4		7 cases have taken over 70 weeks to complete due to delays in agreeing the work specification, contractor start dates and clients delaying the completion of the works due to their circumstances changing.	The DFG target is very case dependant – a number of factors can delay a more complex DFG but the national target is 45 weeks, which we have achieved.
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	20.0	23.0	19.5		A number of cases have affected the 2017/18 figure with two cases taking 83 and 72 weeks, and 11 cases taking over 50 weeks to complete.	Case reports have been updated with a 7 stage target timescale. This will enable officers to examine each stage of the grant process to identify where delays take place and a traffic light system will indicate when a case is going over the required timescale. This will allow officers to focus on the prevention of delays.








# Performance Monitoring Action Report Full Year 2017-18

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














Ref	Name	2017/18 Target	2017/18 cumulative performance	Q4 2017/18 (Jan-Mar) performance	Status	Notes	Actions
CC9	% of customer satisfaction with on-line forms	80.0	76.0	70.8		In 2017/18 the authority received 25,869 online forms, relating to various service areas. Customers completing online forms are offered the opportunity to complete a customer satisfaction survey. During 2017/18 the authority received 180 responses (137 customers were satisfied with the service received, with 55 being extremely satisfied and 22 stating it was excellent). 91% of customers found the online forms easy to complete. The 'dis-satisfied' responses were due to bins not being emptied when indicated or the customers wanting an officer or advisor to complete the form and provide an immediate response.	The process for gathering customer feedback and the questions asked is under review.
CC11	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries	3.0%	0.0%	0.0%		During 2017/18 the authority has seen an increase in the take-up of online forms and digital services. There has been a reduction in main reception enquiries – 467 in March 2018 compared to 830 in April 2017, and a reduction in face to face enquiries (approximately 100 per month). However, the CIC is handling a wider range of calls, which has had an impact on this indicator.	Undertake a review of the telephone enquiries received and make any changes to help direct customers to the digital channels available. Also review how we measure performance in relation to customer contact as part of the 2018/19 performance indicators.
CC12	No of customers registered for OneVu account	20,000	14,110	2,470		Significant changes to OneVu will take place over the coming months with Revenues and Benefits moving their services away from OneVu and into Open Portal. This will inevitably decrease the volume of sign-ups for OneVu.	Due to the changes imposed this indicator will be deleted with effect from 1 April 2018.
CO3	% of rent achievable on industrial estates	90.00%	88.69%	Reduced by -5.02% from Q3		A large unit of 30,000 sq ft on Hardwick has become vacant.	Marketing of this unit will commence immediately.
CO4	% of rent arrears on industrial estates	3.00%	7.74%	Increased by +2.84% from Q3		Arrangements are in place with two tenants to clear the current outstanding arrears.	Undertake regular monitoring to ensure the arrangements are being adhered to.
CO5	% of rent achievable on retail units	96.00%	90.34%	Reduced by -6.22% from Q3		A unit in Norfolk Street has become vacant. This is being marketed and there is some interest	This unit is currently being marketed with some interest being shown.
FS1	% of capital receipts received (excluding house sales)	100%	15%	-		The asset disposals completed as at 31 March 2018 generated £458k against a target of £3.1m. A number of sales whilst in progress had not completed by the end of the financial year. These include a major land sale at the NORA site. It is anticipated that the sales will complete in 2018/2019.	The capital programme funding has been updated accordingly.

# Performance Monitoring Full Year 2017-18

<b>Status</b>	 Indicator has not met the target	30%	 Indicator has met target	49%	 New 2017-18 indicator	28%
<b>Trends</b>	 The value of this indicator has improved	37%	 The value of this indicator has worsened	28%	  The value of this indicator has not changed	7%












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	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
CE1	2	% of known licensable HMO's with a current licence	Aim to maximise	96.7%	100.0%	100.0%			
CE2	2	% of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.1%	1.1%	1.2%			New legislation has been proposed to bring long term empty homes back in to use. This will enable the Council (subject to agreement) to charge council tax at 200% on long term empty homes with effect from 1 April 2019.
CE3	2	Unintentional priority homeless acceptances per 1,000 households	Aim to minimise	–	–	<b>Q3</b> 0.34	–		Data will be available one quarter in arrears.
CE4	2	Affordable housing units built as a % of the total number of new build dwellings on sites of ten homes and above completed in the Borough	Aim to maximise	6.1%	13.0%	25%			
CE5	2	No of households living in Temporary Accommodation	Aim to minimise	43	45	38			
CE6	1	% of freedom of information requests given final response within 20 working days	Aim to maximise	86.0%	95.0%	97.0%			
CE7	2	% of allocated spend of Flexible Homeless Grant	Aim to maximise	–	100.0%	62.0%			The Flexible Homelessness Grant was introduced to replace the Temporary Accommodation Subsidy which was previously received through the Housing Benefit system. By working with partners we have continued to provide temporary accommodation such as Alexandra House at a significantly reduced cost compared to the previous funding regime. This has allowed us to use the grant to procure new services which will aim to help prevent homelessness and reduce rough sleeping in the borough. Due to the procurement process, these new services have only recently come online and this has resulted in an underspend which will be rolled over to 2018/19.

# Performance Monitoring Full Year 2017-18

## Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	10.34%	–	9.99%	–		For monitoring purposes only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	10.35	8.00	8.88			Although the target has not been met, the figure is significantly lower than 2016/17. Q1 included long term sickness from the previous year, with the remaining three quarters being lower by comparison, even accounting for the usual higher winter sickness levels.
CC3	1	% of short term sickness	Aim to minimise	42%	–	47%	–		For monitoring purposes only
CC4	1	Telephone satisfaction rates	Aim to maximise	99%	98%	99%			
CC5	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	66.1%	85.0%	79.0%			During 2017/18 there has been a 11.5% increase in the number of installations and a 12.9% increase in the total number of visits completed. Focus has been on providing a personal visit, as postal units and engineer installations have not provided the holistic service we pride ourselves on.
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	30.0	35.0	35.4			7 cases have taken over 70 weeks to complete due to delays in agreeing the work specification, contractor start dates and clients delaying the completion of the works due to their circumstances changing.
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	22.0	20.0	23.0			A number of cases have affected the 2017/18 figure with two cases taking 83 and 72 weeks, and 11 cases taking over 50 weeks to complete.
CC9	1	% of customer satisfaction with on-line forms	Aim to maximise	90.0%	80.0%	76.0%			In 2017/18 the authority received 25,869 online forms, relating to various service areas. Customers completing online forms are offered the opportunity to complete a customer satisfaction survey. During 2017/18 the authority received 180 responses (137 customers were satisfied with the service received, with 55 being extremely satisfied and 22 stating it was excellent). 91% of customers found the online forms easy to complete. The 'dis-satisfied' responses were due to bins not being emptied when indicated or the customers wanting an officer or advisor to complete the form and provide an immediate response.
CC10	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%			

# Performance Monitoring Full Year 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
CC11	1	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries	Aim to maximise	–	5.0%	0.0%			During 2017/18 the authority has seen an increase in the take-up of online forms and digital services. There has been a reduction in main reception enquiries – 467 in March 2018 compared to 830 in April 2017, and a reduction in face to face enquiries (approximately 100 per month). However, the CIC is handling a wider range of calls, which has had an impact on this indicator.
CC12	1	No of customers registered for OneVu account	Aim to maximise	2,999	20,000	14,110			Significant changes to OneVu will take place over the coming months with Revenues and Benefits moving their services away from OneVu and into Open Portal. This will inevitably decrease the volume of sign-ups for OneVu.

## Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
CO1	3	Average response time for removal of fly-tips (days)	Aim to minimise	0.9	1.0	0.7			
CO2	3	Total of waste recycled and composted (tonnage)	Aim to maximise	–	27,580	27,850			
CO3	1	% of rent achievable on industrial estates	Aim to maximise	92.36%	90.00%	88.68%			A large unit of 30,000 sq ft on Hardwick has become vacant.
CO4	1	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	7.74%			Arrangements are in place with two tenants to clear the current outstanding arrears.
CO5	1	% of rent achievable on retail units	Aim to maximise	96.36%	96.00%	92.45%			A unit in Norfolk Street has become vacant. This is being marketed and there is some interest.
CO6	1	% of rent arrears on retail units	Aim to minimise	4.14%	3.00%	2.29%			
CO7	3	No of brown bins in use for composting	Aim to maximise	–	26,200	26,648			

## Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
EP3a	2	Processing of major development applications	Aim to maximise	75.0%	50.0%	100.0%			

# Performance Monitoring Full Year 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
EP3b	2	Processing of <b>non-major</b> development applications	Aim to maximise	78.0%	65.0%	84.2%			
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	10.0%	10.0%	2.3%			
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	1.0%	10.0%	0.6%			
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	97.0%	95.0%	96.5%			
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%	–		
EP7	2	% of refused applications then appealed/lodged	Aim to minimise	–	–	26.41%	–		
EP8	2	% of appeals allowed	Aim to minimise	–	–	35.71%	–		

## Finance Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
FS1	1	% of capital receipts received (excluding house sales)	Aim to maximise	100.0%	100.0%	15.0%			The asset disposals completed as at 31 March 2018 generated £458k against a target of £3.1m. A number of sales whilst in progress had not completed by the end of the financial year. These include a major land sale at the NORA site. It is anticipated that the sales will complete in 2018/2019.
FS2	1	% of supplier invoices paid within 30 days	Aim to maximise	94%	94%	96%			
FS3	1	% of local supplier invoices paid within 10 days	Aim to maximise	82%	–	83%	–		For monitoring purposes only

# Performance Monitoring Full Year 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
FS4	1	No of days to process new benefit claims	Aim to minimise	21	21	17			
FS5	1	No of days to process changes of circumstances	Aim to minimise	10	12	11			
FS6	1	% of Council Tax collected against target	Aim to maximise	97.70%	97.60%	97.69%			
FS7	1	% of Business Rates collected against target	Aim to maximise	99.10%	98.54%	99.14%			
FS8	1	No of residential dwellings subject to Council Tax	Aim to maximise	72468	-	72833	-		For monitoring purposes only
FS9	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48798	-	49596	-		For monitoring purposes only



**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2018		
TITLE:	Corporate performance monitoring – Target Setting for 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>
<p>The Council's Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Corporate Performance Panel.</p> <p>This report provides an overview of the corporate performance monitoring indicators and associated targets which have been set for the 2018/19 year.</p>
<b>KEY ISSUES:</b>
<p>Indicators are defined and associated targets are set to enable ongoing performance of key council services on an ongoing basis. Where possible these are linked to the council's Corporate Business Plan. The targets are determined based on a realistic assessment at what should be achieved given the resources available within services.</p> <p>As part of the monitoring process, indicators which fail to achieve the agreed target are drawn out into an Action Plan. This forms a major part of the discussions held at the Panel each quarter, ensuring members have the opportunity to clarify the reasons for the levels of performance being reported.</p> <p>Members are reminded that following the Scrutiny Review it was agreed that Panels would consider their own performance indicators and be encouraged to monitor progress in line with corporate objectives through that route. However, the Corporate Performance Panel will continue to monitor all indicators in order to ensure a corporate overview of performance is maintained.</p>
<b>OPTIONS CONSIDERED:</b>
N/A monitoring report
<b>RECOMMENDATIONS:</b>
The Panel is asked to review and note the Council's proposed performance indicators and targets for the 2018/19 year. Performance against these indicators will be reported to this Panel via the quarterly Performance Monitoring report and associated Action Report.
<b>REASONS FOR RECOMMENDATIONS:</b>
The Corporate Business Plan sets out the broad framework for the Council's work for the period 2015/16 to 2019/20. Members should use the information within the monitoring report to review progress on agreed actions and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule Members can seek additional information as to the reason(s) that work is behind schedule.

## **1. Introduction**

- 1.1 The Council's Performance Management Framework includes quarterly monitoring and reporting of performance.
- 1.2 The Council monitors a range of indicators from across directorates as a corporate 'health check' and to demonstrate efforts to continuously improve services.
- 1.3 The indicators to be monitored, and the target to be achieved for each indicator, are agreed by Directors in consultation with their Portfolio Holder, at the start of each financial year.
- 1.4 Processes are put in place to produce the required information within relevant services, and the information is then collated and analysed centrally by Policy and Performance on a quarterly basis.
- 1.5 The collated information is used to produce an overarching report which is presented to the Corporate Performance Panel and is made available to all councillors and Portfolio Holders for information on the council's intranet, Insite.
- 1.6 In addition, as a result of the Scrutiny Review undertaken within the 2017/18 year it was agreed that Panels would consider their own performance indicators and be encouraged to monitor progress in line with corporate objectives through that route. Therefore, both the Environment and Community and Regeneration and Development Panels consider those indicators relevant to their Panel on a quarterly basis and may seek further information on the performance of specific indicators as part of the Panel's work programme. However, the Corporate Performance Panel will continue to monitor all indicators in order to ensure a corporate overview of performance is maintained.

## **2. Process for identifying annual indicators and targets**

- 2.1 During May each year Management Team review the performance indicators set for the previous year, and compare these to the performance achieved during the previous year. Discussions are held regarding the ongoing relevance of each indicator, whether the definition of each indicator should be revised or updated and whether other areas of the council's operations should be included for monitoring in the coming year.
- 2.2 A draft set of indicators for the coming year is then produced, and Management Team discusses and agrees a provisional target for each indicator in turn, taking into consideration the past year's performance, any planned changes which may affect performance and any other relevant factors.
- 2.3 Once the proposed indicators and targets have been defined each Director discusses and agrees their proposals with the relevant Portfolio Holder, reporting back to Policy and Performance any changes that have been agreed.
- 2.4 The agreed indicators and targets are used to produce the quarterly monitoring report.

### **3. Key changes to indicators for the 2018/19 year**

3.1 The agreed indicators for the 2018/19 year are shown in Appendix A. The changes for the 2018/19 year are set out below.

#### **3.2 Chief Executive's Directorate**

##### **3.2.1 New indicators**

- CE2 - No of people presenting to Housing Options team for a service
- CE5 - Spend on bed and breakfast accommodation

These indicators have been introduced to monitor the impact of the introduction of the Homelessness Reduction Act 2017.

- CE8 - % of residents who take part in sport and physical activity as measured by the Sport England Active Lives Survey.

Public Health England produce annual health profiles for each local authority. These profiles include a wide variety of indicators of health and wellbeing including health conditions such as diabetes and lifestyle issues such as activity levels. The borough's health profile indicates that the percentage of residents who are active has significantly declined and is below the county average. The indicator has a lag of one year and data is only available for 2015/16 and 2016/17.

##### **3.2.2 Revised indicators**

- CE1 - No of suspected licensable Houses of Multiple Occupation that are inspected and/or licensed
- CE3 - No of unintentional priority homeless acceptances.
- CE4 - No of new affordable housing completions.

Following the introduction of new legislation the Homelessness Reduction Act 2017 and Licensing of Houses in Multiple Occupation Regulation 2018, it is proposed to revise previous performance indicators to provide a more relevant measure of workload.

##### **3.2.3 Deleted indicators**

- % of long term empty homes in the Borough as a % of overall dwellings
- No of households living in temporary accommodation
- % of allocated spend of Flexible Homeless Grant

#### **3.3 Central and Community Services Directorate**

##### **3.3.1 New indicators**

- CC8b Time taken (in weeks) from first visit to completion of work on Adapt grant means-tested cases with a value under £6,000.

This indicator has been added following revisions to the Private Sector Housing Policy considered at Cabinet in June 2018.

### 3.3.2 Revised indicators

- CC9 % of customer satisfaction with digital services

The previous indicator only included on-line forms the revised indicator will include further channels such as the website, webchat, e-forms and MyAccount

- CC11 Reduction in the percentage of telephone calls for core services where digital services are in place

This indicator has been revised to provide a better measure of channel shift.

### 3.3.3 Deleted indicators

- No of customers registered for OneVu account

Significant changes to OneVu will take place over the coming months with Revenues and Benefits moving their services away from OneVu and into Open Portal. This will inevitably decrease the volume of sign-ups for OneVu.

## 3.4 Commercial Services Directorate

### 3.4.1 New indicators

The following indicators have been added to monitor the housing development programme:

- CO8a No of residential houses commenced - NORA
- CO8b No of residential house sales completed - NORA
- CO9a No of residential houses commenced - Marsh Lane
- CO9b No of residential houses sales completed - Marsh Lane
- CO10a No of residential houses commenced - Lynnsport 4/5
- CO10b No of residential houses sales completed - Lynnsport 4/5

A further indicator has been added to monitor the impact of a policy change by Norfolk County Council

- CO11 Number of flytipping incidents recorded

## 3.5 Finance Services Directorate

### 3.5.1 New indicators

- FS10 Income from business rates for Renewable Energy projects.

Following the inclusion of estimated income in the Financial Plan approved by Council in February 2018, the indicator has been reinstated.

### 3.5.2 Revised indicator

- FS1 % of capital receipts where legal instructions have been issued.

In 2017/18, values were reported for the % of capital receipts received (excluding house sales). However, the revised indicator will provide an improved overview given the sometimes lengthy negotiation and legal process before completion and receipt.

#### **4. Targets for the 2018/19 year**

4.1 The targets for each of the agreed indicators are also shown in Appendix A. The targets set reflect Management Team's view on the potential ability of staff to achieve the indicators within available resources, and also take account of key priorities for the delivery of services or the maximisation of income for the Council.

4.2 A 'notes' column has been included in Appendix A to further explain the target which has been set, where appropriate.

4.3 The targets included in Appendix A have been agreed with the relevant Portfolio Holder (awaiting agreement for indicators CC4, CC9 and CC11).

#### **5. Issues for the Panel to Consider**

Members should note that the indicators and associated targets have been discussed and agreed by Executive Directors and Portfolio Holders. These indicators will form the basis of the corporate performance monitoring report for the 2018/19 year. The first report reviewing performance against these targets will be considered by this panel on 10 September 2018.

#### **6. Corporate Priorities**

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

#### **7. Financial Implications**

None

#### **8. Any other Implications/Risks**

None

#### **9. Equal Opportunity Considerations**

None

#### **10. Consultation**

Management Team, senior officers and Portfolio Holder

#### **11. Conclusion**



The Panel is asked to note the contents of the report and agree the range of indicators and associated targets for the 2018/19 year set out in Appendix A.

#### **12. Background Papers**

Corporate Business Plan 2015/16 – 2019/20


## Performance Target Setting 2018/19



<b>Status</b>	 This indicator has not met the target	 This indicator has met the target
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The Council monitors indicators from across the Directorates as a corporate 'health check' and to demonstrate efforts to continuously improve services.

### Chief Executive Services

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
CE1	No of suspected licensable HMOs that are inspected and/or licensed	Aim to maximise	–	–	–	–	100	Revised indicator
CE2	No of people presenting to Housing Options team for a service	Aim to minimise	–	–	–	–	–	New indicator - monitor only
CE3	No of unintentional priority homeless acceptances	Aim to minimise	–	–	–	–	–	Revised indicator - monitor only
CE4	No of new affordable housing completions	Aim to maximise	–	–	–	–	225	Revised indicator
CE5	Spend on Bed and Breakfast accommodation	Aim to minimise	–	–	–	–	–	New indicator - monitor only
CE6	% of freedom of information requests given final response within deadline	Aim to maximise	86.0%	95.0%	97.0%		95.0%	
CE8 46	% of residents who take part in sport and physical activity as measured by the Sport England Active Lives Survey	Aim to maximise	74.5%	–	65.2%	–	–	New Indicator - monitor only

### Central and Community Services

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
CC1	Staff turnover	Aim to minimise	10.34%	–	9.99%	–	–	Monitor only
CC2	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	10.35	8.00	8.88		8.00	
CC3	% of short term sickness	Aim to minimise	42%	–	47%	–	–	Monitor only
CC4	Telephone satisfaction rates	Aim to maximise	99%	98%	99%		98.0%	For final approval by Portfolio Holder
CC6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	66.1%	85.0%	79.0%		85.0%	
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	30.0	35.0	35.4		35.0	

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
CC8a	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	Aim to minimise	22.0	20.0	23.0		20.0	
CC8b	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	New indicator
CC9	% of customer satisfaction with digital services (website, webchat, e-forms, MyAccount)	Aim to maximise	-	-	-	-	80.0%	Revised indicator For final approval by Portfolio Holder
CC10	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%		100%	
CC11	Reduction in the percentage of telephone calls for core services where digital service are in place	Aim to minimise	-	-	-	-	-	Revised indicator - monitor only For final approval by Portfolio Holder

### Commercial Services

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
CO1a	Average response time for removal of fly-tips (days)	Aim to minimise	0.9	1.0	0.7		1.0	
CO1b	Number of flytipping incidents recorded	Aim to minimise	1,979	-	1,512	-	-	New indicator - monitor only
CO2	Total of waste recycled and composted (tonnage)	Aim to maximise	-	27,580	27,850		27,850	
CO3	% of rent achievable on industrial estates	Aim to maximise	92.36%	90.00%	88.68%		90.00%	
CO4	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	7.74%		4.00%	
CO5	% of rent achievable on retail/general units	Aim to maximise	96.36%	96.00%	92.45%		95.00%	
CO6	% of rent arrears on retail/general units	Aim to minimise	4.14%	3.00%	2.29%		4.00%	
CO7	No of brown bins in use for composting	Aim to maximise	-	26,200	26,648		27,000	
CO8a	No of residential houses commenced - NORA	Aim to maximise	-	-	-	-	50	New indicator






Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
CO8b	No of residential house sales completed - NORA	Aim to maximise	–	–	–	–	38	New indicator
CO9a	No of residential houses commenced - Marsh Lane	Aim to maximise	–	–	–	–	130	New indicator
CO9b	No of residential houses sales completed - Marsh Lane	Aim to maximise	–	–	–	–	86	New indicator
CO10a	No of residential houses commenced - Lynnsport 4/5	Aim to maximise	–	–	–	–	89	New indicator
CO10b	No of residential houses sales completed - Lynnsport 4/5	Aim to maximise	–	–	–	–	39	New indicator

## Environment and Planning

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
EP3a	Processing of <b>major</b> development applications	Aim to maximise	75.0%	50.0%	100%		60%	Government target, increase to 60% 2018/19 as agreed in the 2017/18 report
EP3b	Processing of <b>non-major</b> planning applications	Aim to maximise	78.0%	65.0%	84.2%		70%	Government target, increase to 70% 2018/19 as agreed in the 2017/18 report
EP3c	% 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	10.0%	10.0%	2.3%		10%	Government target, will remain at 10% for 2018/19. This is a maximum figure not to be exceeded
EP3d	% 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	1.0%	10.0%	0.6%		10%	Government target, will remain at 10% for 2018/19. This is a maximum figure not to be exceeded
EP4	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	97.0%	95.0%	96.5%		95.0%	
EP5	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%		95%	
EP6	% of planning applications refused	Aim to minimise	–	–	7.36%	–	10%	
EP7	% of refused planning applications then appealed/lodged	Aim to minimise	–	–	26.41%	–	–	Monitor only
EP8	% of planning appeals allowed	Aim to minimise	–	–	35.71%	–	35%	



## Finance Services

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
FS1	% of capital receipts where legal instructions have been issued	Aim to maximise	-	-	-	-	90.0%	Change in description of target which was previously set as capital receipts received. Given the sometimes lengthy negotiation and legal process before completion and receipt it is proposed to amend this target as stated.
FS2	% of supplier invoices paid within 30 days	Aim to maximise	94%	94%	96%		94%	Indicator to remain at same level as the target set for 2017/2018. We are currently out to tender for a new financial ledger and resources will be directed to ensuring the implementation for go live by 1 April 2019. There is no expectation that a higher target can be met during this period.
FS3	% of local supplier invoices paid within 10 days	Aim to maximise	82%	-	83%	-	-	Monitor only
FS4	No of days to process new benefit claims	Aim to minimise	21	21	17		21	Indicator to remain at same level as the target set for 2017/2018. Target in line with national average. Following the tender for the Revenues and Benefits IT system resources will be directed to ensuring the implementation of the enhancements by 1 September 2018. There is no expectation that a higher target can be met during this period
FS5	No of days to process changes of circumstances	Aim to minimise	10	12	11		12	
FS6	% of Council Tax collected against target	Aim to maximise	97.70%	97.60%	97.69%		97.60%	
FS7	% of Business Rates collected against target	Aim to maximise	99.10%	98.54%	99.14%		99.10%	
FS8	No of residential dwellings subject to Council Tax	Aim to maximise	72,468	-	72,833	-	-	Monitor only – Financial Plan 2017/2022 which was set at Council in February 2018 is based on 72,639 dwellings subject to Council Tax in 2018/2019
FS9	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48,798	-	49,596	-	-	Monitor only - Financial Plan 2017/2022 which was set at Council in February 2018 is based on 49,466 Band D equivalents for Council Tax setting purposes in 2018/2019
FS10	Income from business rates for Renewable Energy projects	Aim to maximise	£1,159,890				£1,234,440	Monitor only - Financial Plan 2017/2022 which was set at Council in February 2018 is based on estimate of income from renewable energy projects of £1,234,440

**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>
21 August 2018						
	King's Lynn 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)
50	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)
	NORA Phase 4	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)
	South East King's Lynn Strategic Growth Area / West Winch Relief Road	Key	Cabinet	Development Exec Dir - G Hall		Public

	Economic Development – Shared Services	Non	Council	Economic Development and Performance Exec Dir – C Bamfield		Public
	Leisure Services Provision	Key	Council	Culture, Heritage and Health Exec Dir - C Bamfield		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
51	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)
	Spec Units at NORA	Key	Council	Corporate Projects and Assets Exec Dir – C Bamfield		Public
	Accelerated Construction Scheme	Key	Cabinet	Housing & Community Chief Executive		Public
	Private Sector Housing Policy	Key	Council	Housing & Community Chief Executive		Public
	Tree and Woodland Strategy	Non	Council	Culture, Heritage and Health Exec Dir – C Bamfield		Public
	The Council as a landlord	Key	Council	Leader Chief Executive		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
2 October 2018						
	King's Lynn 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)
	Council Tax Discounts	Key	Cabinet	Leader Deputy Chief Executive		Public
52	Lynnsport Community Facilities	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		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)
	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)

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
13 November 2018						
	King's Lynn 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)
53	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)

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
8 January 2019	Council Tax Support	Key	Cabinet	Leader Deputy Chief Executive		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
5 February 2019						

	Budget	Key	Council	Leader Deputy Chief Executive		Public
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<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						

## 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.

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<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
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 required by Councillor R Bird
10 September 2018	Council Tax Discounts – Empty Property Premium 2019/2020'		J Stanton	
10 September 2018	Employment Monitoring Figures – Annual Report	To note only	B Box	
10 September 2018	Equalities Update	Update	B Box	The Panel to receive an annual update.
10 September 2018	Exempt Report: 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 201/2019 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.
22 October 2018	Formal Complaints against the Borough Council 1 April 2017 – 31 March 2018 Compliments received by the	For Information only	R Harding	Report to be published on the Borough Council's Website/Insite



	Borough Council			
<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
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	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	
14 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.
14 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 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:

- Refit Project (Cabinet Report presented 09.10.17)
- Major Housing
- Enterprise Zone
- 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

#### Presentations regarding Performance Indicators:

- Industrial and Commercial Portfolio Performance