

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



Corporate Performance Panel

Agenda

Wednesday, 22nd July, 2020
at 3.00 pm

Remote meeting being held on Zoom and available for the public to view on WestNorfolkBC on You Tube



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
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Tuesday 12th July

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 22nd July, 2020 at 3.00 pm** in the **Remote Meeting on Zoom and available for the public to view on WestNorfolkBC on You Tube - Zoom and You Tube** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

2. Minutes (Pages 5 - 11)

To approve the minutes from the Corporate Performance Panel held on 3 June 2020.

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. Chair's Correspondence (if any)

7. Call-In (if any)

8. Update on the Refit Project (Pages 12 - 17)

9. Planning Sifting Panel - Post Implementation Update (Pages 18 - 22)

10. Full Year 2019/2020 Corporate Performance Monitoring Report (Pages 23 - 33)

11. 2015/2020 Corporate Business Plan Report (Pages 34 - 37)

12. Panel Work Programme (Pages 38 - 41)

13. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will take place on 2 September 2020 at 3 pm on Zoom.

14. Exclusion of Press and Public

To consider passing the following resolution:

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

15. EXEMPT - KLIC Settlement Agreement (Verbal Report)

To:

Corporate Performance Panel: B Ayres, P Beal, J Collop, A Dickinson, C Hudson, H Humphrey, C Manning, J Moriarty, S Nash, C Rose, D Tyler and D Whitby

Portfolio Holders:

Councillor Long – Leader of the Council
Councillor Blunt – Portfolio Holder for Development

Management Team Representatives:

Alexa Baker
Debbie Gates, Executive Director Head of Central & Community Services
Lorraine Gore, Chief Executive

Appropriate Officers:

Neil Gromett, Managing Director – Alive West Norfolk
Stuart Ashworth – Assistant Director
Honor Howell – Assistant to the Chief Executive
Matthew Henry – Assistant Director

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

Minutes from the Meeting of the Corporate Performance Panel held on Wednesday, 3rd June, 2020 at 3.00 pm in the Remote Meeting on Zoom and available for the public to view on WestNorfolkBC on You Tube - Zoom and You Tube

PRESENT:

Councillors B Ayres, P Beal, J Collop, Mrs A Dickinson, C Hudson, H Humphrey, C Manning, G Middleton, J Moriarty, S Nash, C Rose, D Tyler and D Whitby

Portfolio Holders

Councillor B Long - Leader

Councillor I Devereux - Environment

Councillor P Gidney – Project Delivery

Councillor P Kunes – Commercial Services

Councillor G Middleton – Business Development

Councillor Mrs E Nockolds – Culture, Heritage and Health and Deputy Leader

Officers:

Alexa Baker, Solicitor

Lorraine Gore, Chief Executive

Tony Hague, Procurement Officer

Duncan Hall - Assistant Director

Matthew Henry- Assistant Director

Honor Howell - Assistant to Chief Executive

Members present under Standing Order 34:

Councillors Miss L Bambridge, M de Whalley, C Joyce and C Morley

CP94 **WELCOME AND INTRODUCTIONS**

The Chair informed the Panel that the meeting was being broadcast live on You Tube.

The recording of the meeting is available at:

<https://www.youtube.com/user/WestNorfolkBC>

The Democratic Services Officer conducted a roll call to confirm attendees.

CP95 **APPOINTMENT OF VICE-CHAIR**

RESOLVED: Councillor P Beal. be appointed Vice-Chair for the meeting.

CP96 **APOLOGIES**

There were no apologies for absence.

CP97 **MINUTES**

RESOLVED: The minutes of the meeting held on 2 March 2020 were agreed as a correct record, subject to the following amendments:

- Councillor L Bambridge as substitute for Councillor Ayres.
- Apologies received from Councillor B Ayres.

CP98 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP99 **URGENT BUSINESS UNDER STANDING ORDER 7**

The Chair informed those present that there was an item of exempt item of urgent business which would be considered after Agenda Item 13.

CP100 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillors L Bambridge, C Joyce, C Morley, A Ryves and M de Whalley.

CP101 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was no Chair's correspondence.

CP102 **OFFICER UPDATE - CURRENT SITUATION AND IMPACT ON THE PANEL WORK PROGRAMME**

The Assistant Director, Central Services provided an overview on the current situation following lockdown and the impact on the Panel Work Programme.

The Chair advised that the Recovery Plan would be presented to a Joint Panel Meeting on 25 June prior to Cabinet on 30 June 2020.

CP103 **PROCUREMENT AWARENESS**

The Panel received a presentation from the Procurement Officer (copy circulated with the Agenda).

Following the presentation, the Panel was invited to ask questions/comment.

Councillors C Morley and A Ryves addressed the Panel under Standing Order 34.

The Chair thanked the Procurement Officer for his detailed and informative presentation.

The Procurement Officer responded to questions relating to:

- What measures the Council undertook to prevent fraudulent invoices and payment and monitoring procedures in place.
- Length of existing contractors and potential for extension clause.
- Total procurement spend locked into long term contracts.
- Refuse Collection Contract and criteria for joining with other councils to achieve economies of scale.
- Lift Maintenance contract and consideration of Norfolk wide contract
- CFPS Centre of Excellence – independent assessment of unit. The Procurement Officer undertook to discuss with his Line Manager and Senior Management to consider whether the Council be subject to an independent assessment of the procurement unit.
- Opportunities for Joint Procurement – the Chief Executive gave an example of the Bank Tender across whole of Norfolk which included Norfolk County Council and all district councils.
- Examples of Contractors open to Members for scrutiny.
- Disaggregation – definition of term not acceptable.
- 2015 Regulations.
- Thresholds – calculation of figures in Euros and converted to pounds sterling on 1 January every other year and fixed for two years.
- Joint Ventures.
- Wholly owned subsidiary companies
- King's Lynn Innovation Centre.
- Borough Council's process in place to enable challenge of procurement decisions/evaluation.
- Borough Council's in-house supplier and procurement process in place.
- Borough Council provide a Procurement advice service to Boston Borough Council.

The Chair informed the Panel that Members could request that more details be provided of specific contracts if required at a future Panel meeting.

The Assistant to the Chief Executive presented the report and highlighted the indicators that had not met target set out in the Action Report attached to report.

Recovery Strategy and new indicators 25 June 2020.

There were no questions from Panel.

Councillor C Morley and Ryves addressed the Panel under Standing Order 34. The Assistant to the Chief Executive responded to questions in relation to:

- The Q4 indicators would be published in the Agenda for the Joint Panel Meeting on 25 June 2020. More meaningful indicators would be presented to the Corporate Performance Panel to enable monitor recovery in different areas.
- Norfolk County Council metrics dashboard which demonstrated a good example of presenting data.
- Refresh of Indicators.
- LD8 council tax collection rates.

The Chair congratulated the Assistant to the Chief Executive and her team on the work being undertaken relating to the corporate performance monitoring.

RESOLVED: The Panel:

- 1) Reviewed the performance monitoring report.
- 2) Agreed the actions outlined in the action report.

CP105 **CABINET REPORT: PROPOSED VIRTUAL MEETINGS STANDING ORDER AMENDMENTS**

The Solicitor outlined the proposed amendments to the Virtual Meetings Standing Orders and drew attention to the following sections:

- Section 3 – Amendment of Standing Orders.
- Section 4 – Meetings of the Council.
- Section 6 - Members in remote attendance.
- Section 9 – Remote Attendance by Members of the Public.
- Section 17 – Voting.
- Section 20 – Interests of Members and Officers in contracts and other matters.
- Standing Order 34 - Rights of non-members to attend meetings of Council bodies

The Solicitor invited the Panel to consider what to do if a Member drops out of a meeting (4.10 and 4.11).

The Chair thanked the solicitor for her thorough presentation of the proposed amendments.

Councillors Joyce and de Whalley, Ryves addressed the Panel under Standing Order 34.

The solicitor responded to questions in relation to:

- Definition of remote attendance.
- Comfort breaks being scheduled in if required.
- Example given of loss of IT and Member's right to vote on an item.
- Monitoring undertaken by Democratic Services during the meeting to ensure Members attendance and the meeting remains quorate.
- Members of Public loss of IT and right to speak – representation can be read out to the meeting. Guidance note is available to the public attending the Planning Committee.
- Loss of connection by Members during the meeting.
- Proposed Amendment 4.11 – loss of audio in remote attendance, Chair to determine if that person carry on to participate in that item.
- Public remote access to a meeting in accordance with Government regulations.
Councillors should be seen and heard in a remote meeting. Length of broadband width in rural areas and access to meetings. It was highlighted that the regulations stated that Members have to be heard. If practicable to be seen as well.
- Provision for consideration of exempt items. Exclusion of press and public. Councillors remain who are observing during an exempt item when livestreaming ceased. Provision to be made in the amendments to Standing Orders.
- Advice to Members attending under Standing Order 34.
- Standing Order 20 Declaration of Interests.

The Panel adjourned for a comfort break at 5.05 pm and reconvened at 5.15 pm

The following amendments were debated.

Paragraph 4.10

Councillor Moriarty proposed, in principle, an amendment on the recommendations to Cabinet. Seconded by Councillor B Ayres

“If a Member is deemed to have left a remote meeting pursuant of 6.5 of Standing Orders and later rejoins the remote meeting, the Chair may decide that Member is precluded from contributing to the debate or voting on any item of business during which they were not in attendance pursuant to Standing Order 6.5 taking into account the nature of the meeting, length of absence and presence or not of a written report.”

The Solicitor to draft amendments to 4.10 for inclusion within the report to Cabinet which achieves the overall principle and intention that the Chair should have discretion to decide whether a Member can still participate.

The Democratic Services Officer conducted a roll call. The amendments were carried.

Paragraph 4.11

Councillor Moriarty proposed an amendment on the recommendations to Cabinet. Seconded by Councillor S Nash.

“If the Chair determines, a remote meeting may be adjourned for no more than 10 minutes to allow an attendee of that meeting to leave and immediately rejoin, where it is identified that there is poor quality connection that is adversely affecting the conduct of the remote meeting.”

The Democratic Services Officer conducted a roll call. The amendments were carried.

RESOLVED: The Panel proposed that the Solicitor should draft amendments to the proposed changes to Standing Orders for remote meetings, to be incorporated into the report for Cabinet on 30 June 2020, addressing the following matters:

- 1) Standing Order 4.10 – A relaxation of this clause so that the Chair has discretion to decide whether a Member can continue to participate in the Meeting.
- 2) Standing Order 4.11 – A relaxation of this clause to allow further time.
- 3) Standing Order 34 – To take account of Members who wish to observe the meeting when there are exempt items.

CP106 **CABINET FORWARD DECISIONS LIST**

The Panel noted the Cabinet Forward Decisions List.

CP107 **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That under Section 100(A) of the Local Government Act, 1982, 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 of Schedule 12A to the Act.

CP108 **FUTURE HIGH STREETS FUND**

Officers presented an update to the Panel and responded to questions/comments.

Councillors L Bambridge and M de Whalley addressed the Panel under Standing Order 34.

Under Standing Order 34, the Chair read out a statement from Councillor A Holmes.

RESOLVED: That the update report be noted.

CP109 **WORK PROGRAMME**

Reference was made to a Motion from Full Council – Freedom of the Borough which had been referred to the Panel.

RESOLVED: The above item be scheduled on the Panel's work programme and soon as possible.

CP110 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel would take place on Wednesday 22 July 2020 at 3.00 pm via Zoom and available to view on You Tube.

The meeting closed at 6.52 pm

Alive West Norfolk

Report to Council

Meeting Date:

Report Title:

Author	Report Type		Impact		
	For Decision		High	Medium	Low
Neil Gromett	For Information	X		X	

Purpose:

The purpose of the report is to update the panel on progress with the Re:fit energy performance contract.

Summary:

The Borough Council has entered into an arrangement with Local Partnerships to deliver the Re:fit energy performance contract.

Following a tendering exercise Ameresco are the Council's preferred partner in delivering this project. This involves identifying, designing and delivering a range of Environmental Control Measures (ECMs) to improve energy efficiency, cost and CO2 emissions.

A detailed Investment Grade Proposal (IGP) of 15 council buildings has identified a guaranteed saving of £136,504 per year for a capital investment of £1,394,493. This is a payback of 10.22 years.

The Defined Performance Parameters guarantee a minimum emission reduction of 478 tonnes CO₂e

Detail:

1. Introduction to the Refit Programme

The rising impact and cost of carbon emissions means that public sector organisations are under increasing pressure to reduce their emissions. In addition, high fuel bills are being seen at the same time as an increasing need for all organisations to achieve savings. As such, reducing carbon emissions leads to direct financial, risk management and reputational benefit to public sector, third sector and commercial organisations alike.

The Re:fit framework is co-owned by Local Partnerships and the Greater London Authority. It has been developed in partnership with the former Department of Energy and Climate Change and Crown Commercial Service.

Re:fit was originally created in 2008 by the Greater London Authority and is now a national scheme with over 200 organisations signed up and over 600 properties successfully retrofitted.

The robust energy performance contracting approach provides the opportunity to reduce carbon emissions, achieve substantial guaranteed energy savings, and cut costs through energy efficiency and energy generation measures.

Local Partnerships, working with the Department for Business, Energy and Industrial Strategy, is continuing to support public sector organisations outside London to implement Re:fit schemes across selected premises and sites.

The Local Partnerships Refit team

Local Partnerships is owned by HM Treasury, the Local Government Association and Welsh Government. It helps the public sector deliver locally by providing professional support and advice in areas such as procurement, negotiation and contract management, assurance, funding, sourcing and commissioning, solving problems, achieving savings, shared services and forming effective partnerships.

Local Partnerships operates at a local and national government level across a range of sectors and fields including health, IT, waste, social care, leisure, parking, emergency services as well as core infrastructure projects including bridges, tunnels and roads.

Local Partnerships' Re:fit team help public sector organisations through every stage of the process, providing hands-on legal, financial, technical, project management and procurement expertise developed in delivering Re:fit projects to date and using the latest templates.

2. Proposal/Post Implementation Review/Monitoring Report

In September 2017 Cabinet agreed to work with Local Partnerships to access the Re:fit scheme aimed at reducing CO2 emissions, energy consumption and cost. Through this scheme the council wished to develop a relationship with a pre-approved supplier that will deliver guaranteed savings measured against an approved measurement and verification plan (M&V) plan.

The Re:fit project is an OJEU compliant tender contract that provides a framework of 16 contractors who are able to deliver projects in line with the schemes contractual requirements.

This project is aimed at reducing the Councils energy consumption and carbon footprint across a wide range of services, including office buildings, sports centres, depot and street lighting. In subsequent phases the Council wishes to investigate commercial opportunities with the development of alternative renewable energy solutions including solar farms and energy centres. The Council has an objective to reduce emissions and its carbon footprint.

The Council currently spends in the region of £947,000 per annum on utilities, this broken down equates to £177,000 on gas, £570,000 on electricity and £200,000 on water. It has previously been identified that there is significant scope for improving energy performance within Council owned buildings. In order to improve energy efficiency in these buildings significant investment is now required.

Following agreement from Cabinet to progress with the scheme Officers tendered to select a service provider to partner to optimise the energy efficiency of selected premises and sites to:

- improve the energy performance of its assets through measured and verified energy efficiency improvements and/or energy generation
- Reduce emissions and save money through guaranteed annual cost savings and/or income generation.

The Council expects the project to:

- Utilise external parties to deliver a programme of energy efficiency investments in the Councils corporate estate.
- Minimise the need for technical input from the Council or its consultants
- Implement the improvements as quickly as possible in order to maximise the financial and carbon benefits.
- Provide detailed business plans to justify capital expenditure.
- Reduce the whole life costs of running the council's estate as quickly as possible.
- Favour investments with a payback period of 10 years or less and prioritise investments with the shortest payback periods.
- Reduce the council's exposure to escalating energy prices and the implications of electricity market reform. Exploit opportunities to gain an income from installation of renewable energy technologies and associated government incentives such as the renewable heat incentive and feed-in tariffs.
- Minimise disruption to the delivery of council services.
- Create a programme which will allow the Council to work with local partners, enabling the Council to develop income generating opportunities:
 - Through renewables – PV with energy sold to clients via power purchase agreements
 - Possibility for providing Council owned energy centres and district heating solutions for new housing developments
 - Support the roll out of vehicle electrical charging points

Phase one of the project includes 14 Council owned buildings and in excess of 800 street lights.

Following a tender exercise and evaluation Amaresco were selected as the Council's preferred partner.

3.0 Current position

Planned ECMs

Energy Conservation Measures (ECM) Matrix

Premises/Buildings	LED Lighting & Controls	BMS	VSD	Operating Schedules	Heat Recovery and Utilisation	CHP	Solar Photovoltaic	Voltage Optimisation	PC Power Management	Boiler Replacement / Optimisation	Building Fabric Improvement	De-Electrification of Heat
Lynnsport	✓	✓	✓	✓			✓				✓	✓
Downham Market Leisure Centre	✓	✓		✓		✓	✓			✓	✓	
ST James Pool	✓	✓	✓	✓		✓	✓			✓	✓	
Oasis	✓	✓	✓	✓						✓		
Corn Exchange	✓	✓		✓								
Crematorium	✓	✓		✓	✓							
Kings Court	✓	✓		✓								
Kings Lynn Town Hall	✓	✓		✓								
Depot / Nursery	✓	✓		✓								
Arts Centre and Guildhall	✓											
South Lynn Community Centre	✓											
Fairstead Community Centre	✓											
Hunstanton Council Offices	✓											
Dutton Pavilion, Kings Lynn	✓											

Ameresco has now completed ECMs Solar PV, Boiler Optimisation, Building Fabric Improvements and nearing completion on CHP, LED Lighting and Controls.

The disruption of coronavirus has affected the progress of all remaining works from 23/03/20 with limited works continuing where appropriate measures can be put in place.

The project completion date is difficult to determine at this stage due to the restrictions on movement and working from 16th March. At this stage completion will be delayed following the recent additional lighting works and coronavirus. It is estimated that another 6 weeks is required for all works except the CHP work at Downham Market which is assumed to be on hold until August. Ameresco are continually reviewing latest government guidance on Covid-19 and subject to the length of lockdown Ameresco will consider applying for an extension of time under the contract.

Lighting works are planning to restart in early July following approval with an expected 4 weeks remaining to cover new rooms at 4 sites recently put in scope.

CHP works at Downham Market has progressed to roughly 50% complete and is restricted due to Covid-19.

Controls projects at St James, Downham Market and Lynnsport are ongoing with a further 2 weeks required for those sites.

Programme Status

Task Name	Duration	Start	Finish	% Complete
Borough of King's Lynn & West Norfolk - Project Programme	336 days	31/05/2019	11/09/2020	83%
Contract	86 days	31/05/2019	27/09/2019	100%
Design	165 days	30/09/2019	15/05/2020	90%
Procurement	155 days	28/10/2019	29/05/2020	95%
ECM Installation	176 days	20/12/2019	21/08/2020	69%
Lynnsport	100 days	27/01/2020	12/06/2020	82%
Downham Market Leisure Centre	176 days	20/12/2019	21/08/2020	59%
ST James Pool	85 days	27/01/2020	22/05/2020	95%
Oasis	105 days	27/01/2020	19/06/2020	35%
Corn Exchange	10 days	25/05/2020	05/06/2020	0%
Crematorium	5 days	25/05/2020	29/05/2020	0%
Kings Court	88 days	19/02/2020	19/06/2020	50%
Kings Lynn Town Hall	75 days	17/02/2020	29/05/2020	17%
Depot / Nursery	2 days	10/02/2020	11/02/2020	100%
Arts Centre and Guildhall	3 days	12/02/2020	14/02/2020	100%
South Lynn Community Centre	106 days	27/01/2020	22/06/2020	83%
Fairstead Community Centre	99 days	06/02/2020	23/06/2020	67%
Hunstanton Council Offices	103 days	03/02/2020	24/06/2020	75%
Dutton Pavilion, Kings Lynn	1 day	18/02/2020	18/02/2020	100%
Final Snagging/Training/Handover	15 days	24/08/2020	11/09/2020	0%

Monitoring and Verification (M&V)

M&V involves two essential components:

- Verifying the ability of the project to generate all the projected and /or guaranteed saving
- Measuring actual, periodic performance of the project against the established baseline(s).

As part of the IGP Amaresco has developed a comprehensive M&V plan. This is a critical element of the performance contract because it provides the basis for the energy savings guarantee. This plan is compliant with the international Performance Measurement and Verification Protocol (IMPVP) standard.



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	22 July 2020		
TITLE:	Planning Sifting Panel		
TYPE OF REPORT:	Post implementation update		
PORTFOLIO(S):	Development		
REPORT AUTHOR:	Stuart Ashworth, Assistant Director – Environment & Planning		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
To provide an update of the operation of the Planning Sifting Panel, following the review by Corporate Performance Panel at its 19 February 2019 meeting.
KEY ISSUES:
To provide an update to the Corporate Performance Panel (CPP) on the operation of the Sifting Panel since the 19 February CPP meeting, and to highlight any issues that have arisen in that time.
OPTIONS CONSIDERED:
This is a report updating Members of the operation of the Sifting Panel.
RECOMMENDATIONS
The panel is asked to : <ul style="list-style-type: none"> l) Note the report providing an update of the operation of the sifting panel since the 19 February 2020 meeting.
REASONS FOR RECOMMENDATIONS:
To provide Corporate Performance Panel with an update on the operation of the Sifting Panel.

1.0 Introduction

- 1.1 At the Council meeting of 25 January 2018, it was agreed that a Planning Sifting Panel be set up to consider whether or not specific planning applications would need to go to Planning Committee. This did not affect a councillors ability to call-in any application to committee, which remained in place, albeit slightly amended to ensure members only called-in applications in their own wards (unless exceptional reasons dictated otherwise), and that reasons for calling-in the application were given.
- 1.2 It was also agreed that the panel be reviewed after 12 months of its commencement, as well as a review of the phrase ‘exceptional circumstances’, with the relevant scrutiny panel invited to carry out the review. The Corporate Performance Panel

(CPP) was the relevant scrutiny panel, and the sifting panel was considered at the CPP meeting of the 19 February 2019. Following the confirmation that the sifting panel should continue at the 26th March 2019 Cabinet, it has continued to operate, and has now been called in by CPP for a further update on its operation.

- 1.3 The sifting panel is made up of four councillors and two officers. These are the Chairman and Vice-Chairman of Planning Committee, the portfolio holder for development, another member of the committee on a rotational basis, and the Executive Director – Environment & Planning and the Assistant Director – Environment & Planning. The decisions are documented and published on the Council's website.

2.0 Reasons for setting up the Planning Sifting Panel

- 2.1 Just to remind members of CPP, there were a number of reasons for setting up the Planning Sifting Panel. Firstly the borough council determined more applications at committee than neighbouring councils. This was particularly apparent during the 2015/16 period when the council did not have a 5 year supply of housing sites, and it should be noted that there is no guarantee the council will not fall back into a lack of a 5 year supply scenario in the future, particularly as the Government has since introduced a Housing Delivery Test, which is another potential route to have to apply what is termed the 'tilted balance'. Secondly, each application going to committee requires a specific report which takes time to write, and there is a lot of administration around preparing the agenda and the presentation to committee. It is therefore important that the committee deals with the applications that really need to go, namely the more controversial ones, or those that may be finely balanced thereby requiring further public scrutiny, particularly as members are expected to read the lengthy agendas produced.
- 2.2 It is also important to note that the Government assesses councils on the speed and quality of applications determined, and sets target deadlines for the determination of applications. Taking a large amount of applications to committee could have an impact on speed, if for example an application has to wait until a committee to be determined. There have also been occasions where a report due to go to a particular committee has had to wait another month for a later one, because officers are dealing with other committee reports first.
- 2.3 For these reasons the sifting panel was established, and has been in operation since March 2018.
- 2.4 A key objective of the sifting panel was to provide a mechanism to allow those applications that would automatically be determined by the Planning Committee under the existing scheme of delegation, to be sifted to see what was considered to be the most appropriate way of determining it; this would either be the committee or through officer delegated powers.

3.0 Update since the 19 February 2019 Corporate Performance Panel meeting

- 3.1 There have been 83 applications that have been taken to the sifting panel in the 12 meetings between 1 March 2019 – 29 February 2020. Of these 46 (55%) were considered appropriate for committee, and 37 (45%) were considered capable of being dealt with under officer delegated powers.
- 3.2 Comparing the number of applications that went to committee in the two 12 month periods from 1 March 2018 – 29 February 2020 (see table 1 below), it is evident that

there was a reduction of 19% and 12.5% respectively, when compared with the 12 months before sifting was introduced.

<i>Time period</i>	<i>Number of applications considered by committee</i>
<i>1/3/17 - 28/2/18 (pre sifting)</i>	128
<i>1/3/18 - 28/2/19 (post sifting)</i>	104
<i>1/3/19 – 29/2/20 (post sifting)</i>	112

Table 1 – Number of applications considered by committee pre and post the sifting panel

- 3.3 Whilst 19% and 12.5% less applications is considered to be a relatively small reduction compared to the pre-sifting period, it is considered that this has certainly helped in reducing unnecessary work for officers and indeed members of Planning Committee.
- 3.4 This has also to be offset against the time taken to hold the sifting panels, but this is considered to be relatively modest and overall time has been freed up for officers and the committee's time has been better spent on concentrating on those applications where it can make a real difference.
- 3.5 In terms of a qualitative assessment of how the panel has worked in the latest 12 month period, from an officer point of view it has worked relatively smoothly, and requires a limited amount of administration. Officers take the panel through the application using the electronic file, including third party responses, and using a combination of Google Earth and photos to view the site. The panel then considers whether or not the application would be more appropriately dealt with at committee. The decision of the panel is recorded, and then published. In general through its operation there has been positive feedback from those that have attended the panel meetings, and it has been useful having other members of the committee attending the meeting, so they can see how it operates. Officers are aware of only very limited negative feedback whilst the panel has been operating.
- 3.6 Before the sifting panel started there was concern about its potential operation, particularly that it was undemocratic and would deprive parish councils of the right to take things to committee. It should be noted that parish councils did not have an automatic right for applications to go to committee previously, and as stated above the impact on applications going to committee has been relatively low, and of course there remains the option of Borough Councillors calling in an application, if a parish council is so concerned about one. These are effective safeguards already in place and operating.
- 3.7 In the opinion of officers, one point that has been evident during the operation of the panel is that if there is any doubt about an application, then generally the panel err on the side of caution, and recommend an application go to committee.

3.8 It was considered at the time of making changes to the scheme of delegation, that it was right and proper that only ward members should be calling in applications in their own wards. However there could be 'exceptional circumstances' which meant a councillor from another ward would call in an application to committee. This was written into the scheme of delegation.

3.9 During the passage of the changes to the scheme of delegation (including sifting panel) through the council processes, specific questions were raised about the application of the term 'exceptional circumstances', when referring to the issues that may lead to a councillor being allowed to call-in an application in a ward other than their own. Examples of exceptional circumstances could be a pecuniary or other interest where the ward member feels that he or she should not become involved in an application, and therefore asks another member to deal with it on their behalf. There will always be some judgement to be made on the validity of call-ins using exceptional circumstances, and that judgement would need to be exercised by the Executive Director – Environment and Planning, in consultation with the Chairman of Planning Committee.

4.0 Corporate Priorities

4.1 Relevant corporate priorities are considered to be:

Priority 1: Provide important local services within our available resources

Priority 2: Drive local economic and housing growth

5.0 Financial Implications

5.1 There are minimal financial costs associated with the operation of the panel itself.

6.0 Any other Implications/Risks

6.1 The main risk is a potential negative impact on performance targets if there is no mechanism to sift applications, and the number of applications going to committee increases.

7.0 Equal Opportunity Considerations

7.1 None

8.0 Consultation

8.1 Consultation has taken place with the Portfolio Holder – Development, and the Chairman of Planning Committee.

9.0 Conclusion

9.1 It is considered that the sifting panel has in general worked well, and it is not considered to have had the negative impact originally feared by some parish councils. The number of applications going to committee since the panel has been in operation was 12.5% lower in the last 12 month period reviewed than compared to

the last year before sifting was brought into being, which is not a huge amount, but nevertheless has helped with capacity issues in the department. The sifting panel is also considered to be a more refined approach to considering the suitability of applications going to committee, compared to the rather blunt way of dealing with it previously.

10.0 Recommendation

- 10.1 Corporate Performance Panel is asked to note the report providing an update of the operation of the sifting panel since the 19 February 2020 meeting.

11.0 Background Papers

Previous Cabinet report on the Planning Scheme of Delegation (28 November 2017)
Planning Scheme of Delegation
CPP sifting panel review - 19 February 2019
Cabinet Report on the operation of the sifting panel - 26th March 2019

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	22 July 2020		
TITLE:	Corporate Performance Monitoring Full Year 2019/20		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Honor Howell – Assistant to the Chief Executive		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
The corporate performance monitoring report is in place to monitor progress against agreed performance indicators for the year. The report contains information on the corporate performance monitoring undertaken for 2019/20.
KEY ISSUES:
Performance indicators for 2019/20 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 2019/20 monitoring report shows that 43% of targets have been met, and performance has improved against target for 20 indicators. All calculations and analysis in this report is based on 54 indicators.
OPTIONS CONSIDERED:
Not applicable.
RECOMMENDATIONS:
The Panel is asked to: <ul style="list-style-type: none"> i. Review the performance monitoring report ii. Agree the actions outlined in the action report.
REASONS FOR RECOMMENDATIONS:
To demonstrate that the council monitors and puts in place appropriate actions to correct performance that has a variance to the set target, to assist us in meeting our statutory duty to try and secure continuous improvement.

1. Introduction

- 1.1 The council's performance management framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Corporate Performance Panel and is available to all councillors for information on the council's intranet known as Insite. Environment and Community and Regeneration and Development Panels also receive reports for indicators within their remits.
- 1.2 The indicators monitored are reported in full within the 2019/20 corporate performance monitoring report. The report includes a summary of the performance levels achieved for the 'status' and 'trend' categories. It is hoped this provides members with a useful 'snapshot' at the start of the report.
- 1.3 Following the collation of the full report, those indicators that have not met their target are drawn out into an action report. This report is designed to focus attention on adverse performance. In addition to the notes shown on the full report, senior managers provide information on the actions being taken to bring performance in line or reasons why this cannot happen.



2. Monitoring report

Key points from the corporate performance monitoring report – 2019/20



- 2.1 The following tables summarise the council's current performance levels and includes a comparison to the previous four quarters.
- 2.2 On 22 July 2019, the Corporate Performance Panel considered targets for 2019/20. The number of indicators which will be monitored for 2019/20 has increased to 54.

A number of these indicators will either:-

- be reported annually in the full year report; or
- will be a new indicator and have no target whilst monitoring is undertaken during 2019/20 to enable sufficient data to be collected to assist in the setting of an appropriate target for 2020/21.

		Full year 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Full year 2019/20
Performance has improved		20 (40%)	19 (36%)	21 (39%)	22 (41%)	20 (37%)
Performance has not improved		15 (30%)	14 (27%)	14 (26%)	13 (24%)	16 (30%)
Performance has met and continues to meet target		1 (2%)	1 (2%)	3 (5%)	1 (2%)	4 (7%)
Other: • new indicator • monitor only		14 (28%)	18 (35%)	16 (30%)	18 (33%)	14 (26%)
Total number of indicators		50	52	54	54	54

- 2.3 The percentage of indicators that have met the target for 2019/20 has decreased by 13% compared to 2018/19, and actions are in place for the 15 indicators which have not met the target as shown in the attached action report.

	Full year 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Full year 2019/20
Performance target met 	28 (56%)	23 (44%)	18 (33%)	21 (39%)	23 (43%)
Performance target not met 	10 (20%)	5 (10%)	9 (17%)	6 (11%)	15 (28%)
Other: • monitor only	12 (24%)	24 (46%)	27 (50%)	27 (50%)	16 (29%)
Total number of indicators	50	52	54	54	54

- 2.4 The following table provides an overview for 2019/20 of the performance indicators grouped by Cabinet portfolio.

Portfolio	No of PIs	Performance target met	Performance target not met	Other
Leader	11	4	3	4
Culture, Heritage & Health	1	0	0	1
Project Delivery	5	2	3	0
Development	8	7	0	1
Environment	6	4	1	1
Housing	15	3	4	8
Commercial Services	3	2	1	0
Business Development	5	3	1	1
Total	54	25	13	16

3. Issues for the panel to consider

Members should review the attached analysis of the agreed performance indicators. 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 managers and portfolio holders

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 2019-20




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



This report highlights indicators that have not met target for 2019-20 and is a supporting document to the Performance Monitoring 2019-20 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

Status	 This indicator has not met the target.
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Performance Indicators Full Year 2019-20

Ref	Name	2019/20 Target	2019/20 cumulative performance	Q4 2019/20 (Jan-Mar) performance	Status	Notes	Actions
27 LD2	Average no of working days lost due to sickness absence per FTE employee	7.50	8.69	3.05		The end of year figure is impacted by a number of particularly complex long term absence cases (long term absence being periods of 20+ days) which have a disproportionate impact on the overall performance of this indicator. There was also an increase in short term absence during Q4 in the category of coughs/colds/flu which may have been linked to undiagnosed Covid19 cases as the start of the pandemic.	Each long term sickness absence case requires a tailored approach, depending on the nature of the absence and the specific circumstances for the employee concerned. Officers have no control over when these absences occur, the work can be complex and cases can take time to resolve due to the range of interventions that may be required. Over the last two years we have an improved range of support that can be provided, but often either time or medical interventions are required before an employee can return to work. A new sickness absence policy and revised procedures have been developed and were due to be launched from 1 st April 2020, although the roll out of these has been delayed due to Covid19. These will particularly help to address short term absence. Covid19 will also have an impact on officer's ability to deal with long term sickness absence cases during Q1 2020/21 due to the inability to undertake home visits and the lack of occupational health appointments during this period. However, as we move into Q2 of 2020/21 it is hoped that steps can start to be taken to resolve ongoing long term absence cases.
LD5	% of capital receipts where legal instructions have been issued	90%	50%	Annual monitoring		Target has not been met due to economic downturn and Covid19 related impact.	Continued monitoring in 2020/21.
LD9	% of Business Rates collected against target	99%	98%	15%		The collection rates were impacted by the Covid19 outbreak in March. Businesses had to close, and many stopped paying their instalments for 2019/2020 as they knew they were due to receive 100% business rates relief from 1 April 2020. The overall Collection Rate for the year was 98.1%, down 0.93% on 2019/2020.	Continue providing assistance to local business, as per government guidance, with processing business and discretionary grants.
EV4	No of brown bins in use for composting	27000	26551	-398		During Q2 2019/20 we were unable to process new applications due to staffing issues, this has had an impact on the cumulative total for the year.	Follow government guidance and encourage people to stay at home and enjoy the garden.
CS3	Reduction in the percentage of telephone calls for core services where digital services are in place	10.00%	1.00%	1.00%		During 2019/20, the percentage of online forms submitted increased to 80.9% and the percentage of switchboard calls reduced by 32%. To see a reduction in telephone calls we will need to look at reducing the avoidable contact.	3,614 enquiries have been resolved using 'live chat', with 20% of customers saying this prevented a telephone call (a CIC advisor can deal with 3 or 4 chats compared to one telephone call).







Performance Monitoring Action Report Full Year 2019-20

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





















Ref	Name	2019/20 Target	2019/20 cumulative performance	Q4 2019/20 (Jan-Mar) performance	Status	Notes	Actions
PD2	No of residential house sales completed - Marsh Lane	54	50	18		Sales of all houses have been agreed at Marsh Lane. Covid19 has slowed down the completion of the sales, but we are now progressing well following the Governments relaxation of the shutdown.	Review the current indicators and propose measures for monitoring projects during 2020/21 with the agreement of Management Team and Portfolio holder.
PD3	No of residential house sales completed - Lynnsport 4/5	67	40	7			
PD5	No of residential house sales completed - Lynnsport 3	3	0	0			
HS1	% of HMO's inspected in accordance with the programmed inspection regime	100.0%	70.4%	71.4%		During Q4, the Housing Standards team, due to various reasons, had reduced resources available . A full establishment was achieved in March however, Covid restrictions have subsequently reduced the ability to inspect HMOs which are considered high risk.	Programmed inspections will re-commence as soon as it is safe to do so and in accordance with corporate guidance.
HS11	Time taken (in weeks) from first contact to completion of work on Disabled Facilities Grant	30.0	44.0	30.0		The Repairs and Adaption Manager attended E&C panel on 2 June and explained in depth that there were a number of factors affecting all of our cases for 2019/20. Cases were affected by a lengthy waiting list and delays due to this list being addressed over a considerable period of time. Other factors for some of the cases were the financial assessment and clients having to source bank statements, savings accounts as we need proof of all income to be able to carry out a means test. For some cases they were delayed due to the client going into hospital temporarily during the process of the grant application and in other cases the work themselves were delayed because the contractor was unable to provide a start date for a few months. These are the main reasons for the targets not being met for a number of cases but there were other reasons on a case by case basis.	Continued monitoring of indicators whilst retaining the 2019/20 targets for 2020/21.
28 HS12	Time taken (in weeks) from first contact to completion of work on Adapt passported cases with a value under £6,000	25.0	28.0	27.0			
HS13	Time taken (in weeks) from first contact to completion of work on Adapt grant means-tested cases with a value under £12,000	30.0	34.0	36.0			
BS2	% of rent arrears on industrial estates	4.00%	5.50%	Increased by 1.76% during Q4		The arrears are largely due to one tenant.	Discussions are being held with the tenant regarding payments.
BD3	% of rent achievable on retail/general units	95.00%	89.93%	100%		The target was not met due to increased vacancies over the year and the limited number of properties making up this indicator.	All properties are now let, however this may change depending on the impact of Covid19.
BD4	% of rent arrears on retail/general units	4.00%	6.28%	Increased by 2.35% during Q4		That majority of arrears over the last twelve months are due to late payments from two tenants.	The aim to set up a direct debit for one of the tenants to avoid late payments in the future.

Performance Monitoring Full Year 2019-20


Status		Indicator has not met the target	28%		Indicator has met target	43%		New 2019-20 indicator	26%
Trends		The value of this indicator has improved	37%		The value of this indicator has worsened	30%		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











Leader

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
LD1	4	1	Staff turnover	Aim to minimise	9.43%	–	8.61%	–		Monitor only
LD2	4	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	7.28	7.50	8.69			The end of year figure is impacted by a number of particularly complex long term absence cases (long term absence being periods of 20+ days) which have a disproportionate impact on the overall performance of this indicator. There was also an increase in short term absence during Q4 in the category of coughs/colds/flu which may have been linked to undiagnosed Covid19 cases as the start of the pandemic.
LD3	4	1	% of short term sickness	Aim to minimise	50%	–	44%	–		Monitor only
LD4	5	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	98.8%	100%	100%			
LD5	5	1	% of capital receipts where legal instructions have been issued	Aim to maximise	104%	90%	50%			Target has not been met due to economic downturn and Covid19 related impact.
LD6	5	1	% of supplier invoices paid within 30 days	Aim to maximise	95%	94%	98%			
LD7	6	1	% of local supplier invoices paid within 10 days	Aim to maximise	81%	81%	89%			
LD8	6	1	% of Council Tax collected against target	Aim to maximise	98%	98%	98%			
LD9	6	1	% of Business Rates collected against target	Aim to maximise	99%	99%	98%			The collection rates were impacted by the Covid19 outbreak in March. Businesses had to close, and many stopped paying their instalments for 2019/2020 as they knew they were due to receive 100% business rates relief from 1 April 2020. The overall Collection Rate for the year was 98.1%, down 0.93% on 2019/2020.
LD10	7	1	No of residential dwellings subject to Council Tax	Aim to maximise	73404	–	74043	–		Monitor only
LD11	7	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	51728	–	52292	–		Monitor only









Culture, Heritage, Health

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
CH1	8	4	% of residents who take part in sport and physical activity as measured by the Sport England Active Lives Survey	Aim to maximise	66.4%	–	73.8%	–		The Active Lives Adult Survey is published twice a year by Sport England. It measures the activity levels of those aged 16 and above. The survey indicates a significant increase of 11.5% from the previous year in those Active (150+ minutes a week) and significant decrease of 7.4% of those Inactive (<30 minutes a week). Those are the greatest improvements of the Norfolk districts. The national average was a 0.6% increase in those "Active" and a 0.5% reduction in those "Inactive".

Project Delivery

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
PD1	9	2	No of residential house sales completed - NORA	Aim to maximise	20	24	24			
PD2	9	2	No of residential house sales completed - Marsh Lane	Aim to maximise	71	54	50			Sales of all houses have been agreed at Marsh Lane. Covid19 has slowed down the completion of the sales, but we are now progressing well following the Governments relaxation of the shutdown.
PD3	9	2	No of residential house sales completed - Lynnsport 4/5	Aim to maximise	13	67	40			
PD4	10	2	No of residential houses commenced - Lynnsport 3	Aim to maximise	–	54	54			
PD5	10	2	No of residential house sales completed - Lynnsport 3	Aim to maximise	–	3	0			Covid19 has slowed down the completion of the sales, but we are now progressing well following the Governments relaxation of the shutdown.

Development

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
DV1	11	2	Processing of major development applications	Aim to maximise	92.0%	60.0%	98.1%			
DV2	11	2	Processing of non-major development applications	Aim to maximise	93.0%	70.0%	94.2%			
DV3	11	2	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	2.7%	10.0%	1.0%			
DV4	12	2	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	Aim to minimise	0.9%	10.0%	0.6%			

Performance Monitoring Full Year 2019-20

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
DV5	12	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			
DV6	12	2	% of planning applications refused	Aim to minimise	6.62%	10.00%	9.87%			
DV7	13	2	% of refused planning applications then appealed/lodged	Aim to minimise	29.03%	–	38.63%	–		Monitor only
DV8	13	2	% of planning appeals allowed	Aim to minimise	0.00%	35.00%	17.64%			

Environment

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
EV1	14	3	Average response time for removal of fly-tips (days)	Aim to minimise	1.0	1.0	1.0			
EV2	14	3	No of fly tipping incidents recorded	Aim to minimise	1,460	–	1,261	–		Monitor only
EV3	14	3	Total of waste recycled and composted (tonnage)	Aim to maximise	28,068	28,000	28,034			
EV4	15	3	No of brown bins in use for composting	Aim to maximise	26,667	27,000	26,551			During Q2 2019/20 we were unable to process new applications due to staffing issues, this has had an impact on the cumulative total for the year.
EV5	15	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	96.3%	95.0%	96.9%			
EV6	15	3	% of food interventions achieved	Aim to maximise	–	80.0%	84.3%			

Housing

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
HS1	16	2	% of HMO's inspected in accordance with the programmed inspection regime	Aim to maximise	–	100%	70.4%			During Q4 the Housing Standards team, due to various reasons, had reduced resources available . A full establishment was achieved in March however, Covid19 restrictions have subsequently reduced the ability to inspect HMOs which are considered high risk.
HS2	16	2	Spend on bed and breakfast accommodation (gross)	Aim to minimise	£45,648	–	£43,441	–		Monitor only
HS3	16	2	No of households with a homelessness declaration	Aim to minimise	–	–	469	–		Monitor only



Performance Monitoring Full Year 2019-20

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
HS4	17	2	No of households prevented from becoming homeless for a minimum of 6 months	Aim to maximise	–	–	31	–		Monitor only
HS5	17	2	No of households accepted as homeless with a need to be rehoused (Full housing duty)	Aim to minimise	–	–	34	–		Monitor only
HS6	17	2	% of cases who were offered a prevention and relief duty who remain homeless and are owed no further duty.	Aim to minimise	–	–	33.7%	–		Monitor only
HS7	18	2	No of rough sleepers and those at significant risk	Aim to minimise	–	–	5	–		Monitor only
HS8	18	2	No in temporary accommodation - bed and breakfast	Aim to minimise	–	–	61	–		Monitor only
HS9	18	2	No of social housing lettings - against a baseline	Aim to maximise	–	–	511	–		Monitor only
HS10	19	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	93.8%	90.0%	91.7%			
HS11	19	6	Time taken (in weeks) from first contact to completion of work on Disabled Facilities Grant	Aim to minimise	–	30.0	44.0			See action report attached.
HS12	19	6	Time taken (in weeks) from first contact to completion of work on Adapt passported cases with a value under £6,000	Aim to minimise	–	25.0	28.0			
HS13	20	6	Time taken (in weeks) from first contact to completion of work on Adapt grant means-tested cases with a value under £12,000	Aim to minimise	–	30.0	34.0			
HS14	20	1	No of days to process new benefit claims	Aim to minimise	14	17	13			
HS15	20	1	No of days to process changes of circumstances	Aim to minimise	10	11	10			










Commercial Services

Ref	PI Ref Guide Page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
CS1	21	1	% of freedom of information requests given final response within deadline	Aim to maximise	96%	95%	95%			
CS2	21	1	% of customer satisfaction with digital services (website, webchat, e-forms, MyAccount)	Aim to maximise	93%	90%	97%			

Performance Monitoring Full Year 2019-20

Ref	PI Ref Guide Page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
CS3	21	1	Reduction in the percentage of telephone calls for core services where digital services are in place	Aim to maximise	14.00%	10.00%	1.00%			During 2019/20, the percentage of online forms submitted increased to 80.9% and the percentage of switchboard calls reduced by 32%. To see a reduction in telephone calls we will need to look at reducing the avoidable contact.

Business Development

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
BD1	22	1	% of rent achievable on industrial estates	Aim to maximise	93.11%	90.00%	90.28%			
BD2	22	1	% of rent arrears on industrial estates	Aim to minimise	3.97%	4.00%	5.50%			The arrears are largely due to one tenant.
BD3	22	1	% of rent achievable on retail/general units	Aim to maximise	79.68%	95.00%	89.93%			The target was not met due to increased vacancies over the year and the limited number of properties making up this indicator.
BD4	23	1	% of rent arrears on retail/general units	Aim to minimise	2.43%	4.00%	6.28%			That majority of arrears over the last twelve months are due to late payments from two tenants.
BD5	23	1	Income from business rates for Renewable Energy projects	Aim to maximise	£3,162,615	–	£2,467,526	–		Monitor only

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	22 July 2020		
TITLE:	2015-20 Corporate Business Plan Report		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Honor Howell – Assistant to the Chief Executive		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>Following the adoption of the 2015-20 Corporate Business Plan in January 2016, quarterly monitoring of the plan has been reported to Management Team and the Corporate Performance Panel to demonstrate progress against corporate priorities.</p> <p>The summary report is the final update on the previous corporate business plan. The corporate recovery strategy will be replacing the new Corporate Business Plan for one year whilst we move out of the global COVID-19 pandemic and progress on this will be provided at each CPP Panel during 2020/21.</p>
KEY ISSUES:
<ul style="list-style-type: none"> • Final quarter of 2019/20 affected by response to Covid 19. • Corporate recovery strategy to provide focus for services and support to the local economy, measure the financial impact to the council and provide ongoing support to vulnerable citizens.
OPTIONS CONSIDERED:
<p>This is a monitoring report.</p>
RECOMMENDATIONS:
<p>The Panel is asked to note progress in the delivery of the previous corporate business plan.</p>
REASONS FOR RECOMMENDATIONS:
<p>Members should note progress in the delivery of the corporate business plan 2015-20.</p>

1. Introduction

- 1.1 The Council's Corporate Business Plan was adopted in January 2016 and set out the broad framework for the Council's work for the period 2015-2020.
- 1.2 The six priority areas outlined in the Corporate Business Plan, underpinned by 18 corporate objectives:
- 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 Monitoring reports have been collated quarterly, and brought to the Corporate Performance Panel for Quarters 2 and 4. The reports set out progress made against key actions – including details of any completed or new key actions. The corporate business plan contains new activities and projects and does not therefore cover the routine delivery of functions across the range of council services. The quarterly performance indicator reports are used to help with the monitoring of key indicators.
- 1.4 Members will be aware that Covid 19 affected all council services and, even with a variety of mitigation measures in place, continues to disrupt service provision. The performance indicator reports for quarter 4 (period ending 31 March 2020) show the immediate effect on some services. The disruption has affected the delivery of corporate objectives and availability of monitoring information.
- 1.5 The 2020/24 Corporate Business Plan has been considered by the panels and approved by Cabinet and Council. However, the Covid 19 pandemic has required the council to refocus resources to the initial response phase and, as social distancing measures are gradually eased, to the recovery of council services and finances and the local economy. These activities are set out in the council's recovery strategy.
- 1.6 Despite the pandemic and other challenges and unforeseen events over the last 4 years, it should be acknowledged that a significant part of the corporate business plan has been delivered. Those aspects that remain a priority will be carried forward into the recovery strategy and new corporate business plan. Progress reports will continue to be provided for members.

2. Summary of key actions completed

- 2.1 The following sections provide a highlight of progress under each of the 2015-20 corporate business plan priorities:
- 2.2 Provide important local services within our available resources
- Q2 16/17 - new responsive website launched with positive engagement from customers supporting the digital transformation of services.
 - Q4 16/17 - MyAccount launched with encouraging levels of customer sign up further realising the council's digital strategy.
 - Q4 15/16 - ICT developed a new area of income bringing in an additional £25,000 from external parties.
 - Q2 19/20 - programme of works completed at King's Court increasing use by third parties and bringing in additional income.
 - Q3 19/20 - public consultation undertaken on Southern Seafront Masterplan and in regard to housing units, commercial and re-provided library in Hunstanton.

2.3 Drive local economic and housing growth

- Q4 15/16 - KLIC building is completed supporting the creation of new jobs and businesses in the borough.
- Q4 15/16 - www.investwestnorfolk.com live and supporting the e-marketing of the Enterprise Zone, key projects, investment and development projects and promotion of the borough to investors.
- Q4 16/17 - CIL charging commenced in February 2017.
- Q1 17/18 - council's current cohort of apprentices completed their qualifications.
- Q2 19/20 - conclusion of town centre study supporting the ability to make bids for funding to help revive the town centre; these include High Street Heritage Action Zone, Future High Street Fund and the Towns Fund.
- Q2 19/20 - the Unlocking Brownfields Feasibility Study completed.
- Q3 19/20 - confirmation by Government that the council had achieved both the 2018/19 target and the cumulative two year target for apprenticeships. King's Lynn and West Norfolk was one of only 33 authorities who met the cumulative target, and the only one in Norfolk to do so.
- Q3 19/20 - Strategy Group supported the delivery of #Love West Norfolk day on 14th February 2020.
- Q3 19/20 - Future High Street Fund business case finalised for submission to meet the MHCLG deadline.
- Q3 19/20 - Orchard Close (Marsh Lane) is now complete with 3 of the 130 units available. Dewside (Lynnsport 4/5) is due to complete in April 2020 with 23 of 89 units still available. Cowper Place (Lynnsport 3) is currently in the construction phase with the first unit becoming available in April 2020. Currently 20 of the 54 units have been reserved.
- Q3 19/20 - during 2019 the council's regulated housing company now owns 19 rented units.
- Q3 19/20 - at the national Build It Awards, the council won the Best Council for Self or Custom Build Award.
- Q4 19/20 - construction commenced on all sites (Marsh Lane, NORA, Lynnsport 4/5 and Lynnsport 3). Sale of all houses agreed at Marsh Lane but Covid 19 had impacted upon sales in Q4.

2.4 Work with communities to ensure they remain clean and safe

- Q1 16/17 - new approach to Safer Neighbourhood Action Panels launched providing opportunities for public to raise issues with the police and borough council.

2.5 Celebrate our local heritage and culture

- Q1 17/18 - Visit West Norfolk App launched on both Apple and Android platforms.
- Q3 19/20 - consultation undertaken on the Southern Seafront Masterplan.
- Q3 19/20 - www.visitnorfolk.co.uk launched a major new set of vibrant promotional videos on areas around Norfolk as all-year-round places to visit.
- Q3 19/20 - west Norfolk Tourism Explorer Trails project is now fully embedded into the Tourism department's portfolio of digital platforms and received national coverage.

2.6 Stand up for local interests in our region

- Q1 16/17 - Norfolk and Suffolk Devolution Agreement, Governance Review and Scheme of Governance were endorsed by Cabinet and Council on 30 June 2016.

- Q1 18/19 - commencement of West Winch – part 1 Infrastructure Delivery Plan.
- Q3 19/20 - the King's Lynn Transport Study reached the Stage 3 proposed Implementation Plan / approval process between Norfolk County Council and the Borough Council.
- Q3 19/20 - Ely Area Road and Rail Study is being taken forward as an integrated package towards the Strategic Outline Business Case stage.

2.7 Work with our partners on important services for the borough

- Q2 16/17 - LILY project has been extended to incorporate advisors who are available to attend events such as luncheon clubs, neighbourhood meetings, social or community group events, to talk about the LILY initiative and how it can help. Funding of dementia-friendly home assessments introduced. These assessments will recommend minor adjustments or the introduction of certain measures to enable people with dementia to stay safely in their own home for longer.
- Q1 19/20 - the commissioned 3 year LILY programme is fully in place with all staffing positions filled. Work is ongoing to improve the IT and keep LILY relevant in the future.
- Q3 19/20 - the council is working with CCG and the Norfolk and Suffolk NHS Foundation Trust to raise awareness of the need to support new provision of accommodation for people in mental health crisis.
- Q3 19/20 - positive response at the Homelessness Strategy consultation event held on 11 December 2019.

3. Issues for the Panel to Consider

Members should note progress in the delivery of the corporate business plan 2015-20.

4. Corporate Priorities

This report summarises the 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 note progress in the delivery of the corporate business plan 2015-20.

10. Background Papers

Corporate Business Plan 2015/16 – 2019/20

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2020/2021

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
3 June 2020	Procurement Awareness	Update	T Hague	To provide an update.
3 June 2020	Cabinet Report: Proposed virtual meeting SO amendments	Cabinet	A Baker	
3 June 2020	Q3 2019/2020 Corporate Performance Monitoring Report	Monitoring	H Howell	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
22 July 2020	Update on the Refit Project	Update	N Gromett	To receive an update on the Refit project.
22 July 2020	Planning Sifting Panel – Post Implementation Update	Update	S Ashworth	To receive a post implementation update.
22 July 2020	Full Year 2019/2020 Corporate Performance Monitoring Report	Monitoring	H Howell	
22 July 2020	2015/2020 Corporate Business Plan Report	Monitoring	H Howell	
22 July 2020	EXEMPT KLIC Settlement Agreement	Update		
2 September 2020	Council Tax Support 2021/2022 – Draft Scheme for Consultation		J Stanton	The Panel to consider the draft scheme for consultation.

2 September 2020	Freedom of the Borough			Referred from Full Council
2 September 2020	Review of Election Process	Review	A Barrett	
2 September 2020	Exempt Report Hunstanton Sailing Club	Annual Update		The Panel to receive a report from the Representative of Hunstanton Sailing Club/Borough Council's Representative (Councillor C Rose).
2 September 2020	Exempt Cabinet Report: KLIC Loan Settlement Agreement	Cabinet	M Henry	
7 October 2020	Formal Complaints against the Borough Council 1 April 2019 – 31 March 2020 The number of compliments received also to be reported.	Annual	Assistant to the Chief Executive	Report to be published on the Borough Council.
7 October 2020	Recording of Meetings			To receive a report on the options for recording meetings.
7 October 2020	Q1 2020/21 Corporate Performance Monitoring Report	Monitoring	H Howell	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
7 October 2020	Annual Sickness Monitoring Report	Annual	B Box	For information only

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
7 October 2020	Employment Monitoring Figures – Annual Report	Annual	B Box	For information only
11 November 2020	Annual Communications Update	Annual Update	S Clifton J Hillard A Howell	To provide the Panel with an annual update.
11 November 2020	Procurement Strategy		T Hague	
11 November 2020	Council Tax Support 2021/2022		J Stanton	The Panel to consider the final scheme.
6 January 2021	Q2 2020/21 Corporate Performance Monitoring Report	Monitoring	H Howell	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
6 January 2021	Q2 2020/21 Corporate Business Plan Monitoring Report	Monitoring	H Howell	The Panel are invited to review the Q2 2020/21 Corporate Business Plan Monitoring Report.
17 February 2021	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
31 March 2021	Q3 2020/21 Corporate Performance Monitoring Report	Monitoring	H Howell	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

- Nominations to Outside Bodies and Partnerships – Hunstanton Sailing Club Sub-Committee (to be made following Annual Council.
- Town Hall Bar Proposal – N Gromett/M Chisholm will advise of date during 2020.
- Persistent and Vexatious Customers

Post Evaluation Review of Projects

- Cinema, Corn Exchange