

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

**CORPORATE PERFORMANCE PANEL**

**Minutes from the Meeting of the Corporate Performance Panel held on Tuesday, 17th July, 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, D Pope,  
T Tilbrook (Vice-Chairman) and D Tyler

**Portfolio Holders**

Councillor B Long – Leader  
Councillor I Devereux - Environment

**Officers:**

Becky Box – Policy, Performance and Personnel Manager  
Barry Brandford – Waste and Recycling Manager  
Ray Harding, Chief Executive  
Honor Howell – Assistant Director, Central and Community Services

CP15 **APOLOGIES**

Apologies for absence were received from Councillors G Howman, J Moriarty, A Morrison and T Wing-Pentelow..

CP16 **MINUTES**

The Minutes of the Corporate Performance Panel held on 21 May 2018 were agreed as a correct record and signed by the Chairman.

Councillor Collop stated that the Panel had voted that verbal presentations should not be allowed. The Chairman explained that the presentations today were accompanied by slides that would be attached to the Minutes.

CP17 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP18 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP19 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There were no Members present under Standing Order 34.

CP20 **CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was no Chairman's correspondence.

CP21 **PERFORMANCE INDICATOR C02 - TOTAL WASTE RECYCLED AND COMPOSTED (TONNAGE)**

The Panel received a presented from the Waste and Recycling Manager (a copy of which is attached to the Minutes).

The Waste and Recycling Manager and Portfolio Holder - Environment responded to questions relating to:

- Net revenue income (£1m per annum) generated from the Garden Brown Bin service.
- Recycling Centres – change in service of which items can be deposited/not deposited.
- Impact of fly tipping and robust monitoring arrangements in place to identify any trends.
- Income generated from Bulky Items collection service.
- Recycling of paper.

The Chairman, Councillor Humphrey thanked the Waste and Recycling Manager for his informative and useful presentation.

CP22 **REVIEW OF EFFECT OF CLOSURE OF DOWNHAM MARKET AND HUNSTANTON AREA OFFICES**

The Panel received a presentation (copy attached) from the Assistant Director – Central and Community Services.

The Assistant Director responded to questions relating to:

- Staff based at King's Court who worked at Downham Market/Hunstanton on a rota basis.
- Role of Visiting Officer.
- Importance of the telephone service to be available to those customers who were unable to access the Council's services on-line.
- Facility for customers to post or scan documents.

In response to questions and comments from Councillor J Collop, the Leader, Councillor Long outlined the reasons why the decision had been taken to close the two area offices and added that other rural areas did not have an area office and therefore accessed the Council's services either by telephone, the internet or an appointment at the King's Court offices. The importance of providing a uniform service across the Borough was highlighted.

The Chairman, Councillor Humphrey thanked the Assistant Director for attending and providing the Panel with an update.

CP23 **CORPORATE BUSINESS PLAN MONITORING REPORT Q4 2017/18**

In presenting the report, the Policy, Performance and Personnel Manager explained that the Corporate Business Plan monitoring report had been developed to demonstrate progress against the Council's Corporate Business Plan. It was noted that the report contained information on the progress made on the key actions up to the end of Quarter 4 2017/18.

The Panel was informed that there were currently 42 agreed actions being undertaken to progress the Council's Corporate Business Plan. The 2017/18 Q4 monitoring report indicated that 35 of the actions are progressing well, 7 new key actions had been added and 3 actions had been completed.

Members were advised that 27 actions had been completed from Q4 2015/16 to Q4 2017/18.

In response to questions on Priority 1: Progress towards £3.1m savings required by 2015-2020 identified in the Financial Plan for 2015-2010, the Policy, Performance and Personnel Manager explained that the target was cumulative and that the target was long term until 2020. The savings identified in the Financial Plan for the period 2015 to 2020 were banked on an annual basis.

Following questions on Priority 4: Footfall in King's Lynn Town Centre compared to the same quarter in the previous year, the, Policy, Performance and Personnel Manager outlined the combination of factors which had led to a decrease in footfall in King's Lynn during the period January to March 2018.

In response to questions relating to Grounds Maintenance and maintaining sustainable levels of service delivery that meets the needs of the community, the Chief Executive outlined the issues being experienced with the recruitment of temporary seasonal contracts and the steps being taken to make a number of posts permanent in order to retain employees. The Policy, Performance and Personnel Manager explained that the Borough Council was working with the Department of Work and Pensions to develop a scheme to encourage younger age groups to apply for grounds maintenance posts when vacancies were advertised.

The Leader, Chief Executive and Policy, Performance and Personnel Manager responded to questions relating to the Growth in Business Rates target which was reported on an annual basis.

Following questions from Councillor J Collop on the improvements to the train services for King's Lynn to Cambridge, the Leader provided an overview of the improvements driven by the Borough Council had undertaken to improve services and frequency of trains to and from King's Lynn.

In response to a question from Councillor Tilbrook on the Cost Reduction Programme, the Chief Executive agreed that Members could view the plan.

Councillor J Collop commented on the number of vacant retail units in the Town Centre and whether the Council would try to establish a lesser rent to encourage potential new businesses to trial their service/produce to ensure that the town centre remained vibrant. In response, the Leader advised that other town centres across the country had a number of empty retail units and gave examples of recent visits he had made to Cambridge and Coventry. The Leader explained that the units in the ownership of the Borough Council could be looked at to see if lower rents could be offered to fill vacant units and that the decision would need to be taken on a case by case basis with the Portfolio Holder and Property Services Manager.

The Chairman, Councillor Humphrey commented that it was pleasing to see that KLIC was currently running at 85% occupancy and that proposals were being developed for KLIC 2. The Chairman recommended that Members visit the Council's website: [www.investwestnorfolk.gov.uk](http://www.investwestnorfolk.gov.uk) which was used as a platform for e-marketing for the Enterprise Zone as well as the promotion of West Norfolk to outside investors. The Leader concurred with the comments made by the Chairman and added that the aim was that businesses starting in the KLIC would grow and then build their own premises.

**RESOLVED:** The Panel reviewed the Q4 2017/18 Corporate Business Plan monitoring report.

CP24

### **CORPORATE PERFORMANCE MONITORING FULL YEAR 2017/18**

The Policy, Performance and Personnel Manager presented the above corporate performance monitoring report which was in place to monitor progress against agreed performance indicators for the year. The report contained information on the corporate performance monitoring undertaken during 2017/18.

Members were reminded that Performance Indicators for 2017/18 had been agreed by Portfolio Holders and Executive Directors as the key performance measures for the year which covered all Directorates. It was explained that the monitoring report highlighted specific performance issues; where indicators had not met agreed targets they were drawn out into an Action Report, which provided additional detail

on what actions were being taken to correct performance that had a variance to target.

The Panel was advised that the 2017/18 monitoring report showed that 49% of targets had been met, and performance had improved against target for 16 indicators. It was noted that the percentage of indicators where performance had improved against the target for 2017/2018 remained similar to 2016/2017.

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

In response to questions on Corporate Projects and Assets and the target not being met, the Performance, Policy and Personnel Manager explained that the reasons were detailed in the Action Report.

Following questions on the 7 targets which had not been met in the Central and Community Services Directorate, the Policy, Performance and Personnel Manager explained that there were a wide range of services which were provided in this Directorate and added that the actions referenced with CC set out the details of why those targets had not been met.

The Chairman, Councillor Humphrey thanked the Policy, Performance and Personnel Manager for attending and presenting the report.

**RESOLVED:** The Panel:

- 1) Reviewed the Performance Monitoring Report.
- 2) Agreed the actions outlined in the Action Report.

CP25 **CORPORATE PERFORMANCE MONITORING – TARGET SETTING FOR 2018/19**

The Policy, Performance and Personnel Manager reminded Members that the Council's Performance Management Framework included quarterly monitoring and reporting of performance. Each quarterly performance report was presented to the Corporate Performance Panel.

It was noted that the report provided an overview of the corporate performance monitoring indicators and associated targets which had been set for the 2018/19 year.

Members' attention was drawn to the key issues section of the report.

The Policy, Performance and Personnel Manager referred to the Addendum to the report which had been published separately and explained that Performance Indicator CC4 – telephone satisfaction

rates, will be withdrawn from the 2018/19 indicator set for the following reason:

The CIC previously collected customer satisfaction data once a month, but take up from customers had been low. The CIC was now looking at new telephony software which incorporated a customer satisfaction module which will automate the process. Customers will be given the option to take part in the survey before they speak to an advisor, this will result in advisors not being able to decide themselves who to put through to the survey.

Members were 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 Panel was reminded that the Corporate Performance Panel would continue to monitor all indicators in order to ensure a corporate overview of performance was maintained.

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

In response to questions relating generally to the targets set, the Policy, Performance and Personnel Manager explained that the performance targets were discussed and agreed with the Executive Directors and Portfolio Holders based on a realistic assessment of what could be achieved within the resource available. In response to a question relating to CC1: Staff turnover, which was felt to be high, the Policy, Performance and Personnel Manager explained that in her opinion, 10% represented a healthy turnover rate. The Panel was advised that in the past the level of staff turnover had been higher and that the current level set at 10% allowed new skills and expertise to be recruited to the authority.

Following questions relating to CC2: Average no of working days lost due to sickness absence per FTE employee, the Policy, Performance and Personnel Manager explained that the Council had undertaken a significant amount of work to reduce the level of sickness and provided an overview of the steps that had been taken. The Panel was informed that a benchmarking exercise was undertaken with other Norfolk Local Authorities and advised that the Borough Council did not have the highest level of sickness per FTE. The Leader added that there were a number of serious long term illnesses which did therefore affect the figures reported. It was noted that each case was dealt with on an individual.

In response to questions relating to C04: % of rent arrears on industrial estates, the Policy, Performance and Personnel Manager explained that last year there were specific units which were unoccupied which were reported on the Action Report and advised that the Panel could, if it so wished, invite the Property Services Manager to

a future meeting to provide information on the changes in the market. The Chief Executive advised that robust monitoring arrangements were in place and where appropriate relevant action had been taken.

Following questions on EP3a – Processing of major development applications and EP3c % of decisions on applications for major development that have been overturned at appeal, measured against the total number of major applications determined, the Chief Executive advised that 10% target for EP3c was a Government target, which would remain at 10% for 2018/2019. It was highlighted that this was a maximum figure not to be exceeded. The Chief Executive explained that on average approximately 5 – 6% of major appeals went to appeal.

With regard to questions on FS4: Number of days to process new benefit claims and the target set at 21 days, the Chief Executive explained that the figures were looked at on a weekly basis and currently claims were being processed within 17 days. The Panel was advised that a new IT system had been procured and there would be minimum disruption changing from the old to the new system. The target for 2018/2019 would be reviewed. The Leader added that 21 days was in line with the national average for processing a claim.

Following questions in relation to EP3d: % of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined and EP8: % of planning appeals allowed, the Chief Executive undertook to liaise with the Planning Service Area and circulate the information direct to the Panel. The Leader explained that EP3d target of 10% related to major applications and EP8 target of 35% related to general applications.

**RESOLVED:** The Panel reviewed and noted 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.

CP26 **CABINET FORWARD DECISION LIST**

The Panel received and noted the Forward Decision List.

CP27 **PANEL WORK PROGRAMME 2018/2019**

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

The Chairman advised that he would forward items to the Democratic Services Officer for consideration at the next sifting meeting.

CP28 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on Monday 10 September 2018 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 7.53 pm**



# Waste Performance Indicators

Barry Brandford  
Waste & Recycling Manager

# Why measure data?

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- Enables us to compare trends
- Enables us to check against forecasts & targets
- Enables us to compare against others

# Data Available

- Waste Data Flow
- Contract Weighbridge Data
- Bin Sales Data
- Contamination of Recycling Data

Home Reports Log Off Help

User : barry.brandford@btinternet.com

This is the primary reporting page for Waste Data Flow. Please select a report, one or more authorities and one or more periods and then click Run Report. More detail is available by clicking the Help Button. ?

**Report Selection**

National Region:  England  Wales  NI  Scotland

Report Type:  PI  Analytical  Raw Data

Period Type:  Quarterly  Annual

Report: Q100 PI Summary (WCA) [v]

Run Report

**Select Authority**

List: Eastern [v] [Select]

- Breckland Council
- Broadland District Council
- Great Yarmouth Borough Council
- Kings Lynn and West Norfolk Borough Council
- North Norfolk District Council
- Norwich City Council
- South Norfolk Council

[Search] [Remove] [Clear]

**Select Periods**

Available Periods:

- Apr 18 - Jun 18
- Jan 18 - Mar 18
- Oct 17 - Dec 17
- Jul 17 - Sep 17
- Jan 17 - Mar 17
- Oct 16 - Dec 16
- Jul 16 - Sep 16
- Apr 16 - Jun 16
- Jan 16 - Mar 16
- Oct 15 - Dec 15
- Jul 15 - Sep 15
- Apr 15 - Jun 15
- Jan 15 - Mar 15

Selected Periods:

- Apr 17 - Jun 17

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# Waste Data Flow

Powerful & Definitive but Late

	Tonnages		
	Budget	Actual	Variance
<b>Gt Yarmouth</b>	9,336	8,655	<b>-681</b>
<b>Breckland</b>	11,481	11,890	409
<b>Broadland</b>	11,481	11,962	481
<b>North Norfolk</b>	10,757	10,985	228
<b>Norwich City</b>	11,012	11,313	301
<b>South Norfolk</b>	12,401	13,018	617
<b>King's Lynn</b>	14,554	15,070	516

# Contract Data

Monthly Accurate, Timely & Useful

# Brown Bin Sales Data

- Sales target generally set annually
- Links to budget
- Links to contract payments to Kier
- High Value to the council

Feb-18	07/02/2018	Wed	TWO	2	69.32	14.73	21.2%
Feb-18	07/02/2018	Wed	TWO	1	67.49	10.38	15.4%
Feb-18	13/02/2018	Tue	ONE	1	71.06	9.41	13.2%
Feb-18	13/02/2018	Tue	ONE	2	77.92	11.54	14.8%
Feb-18	12/02/2018	Mon	ONE	1	70.29	20.05	28.5%
Feb-18	12/02/2018	Mon	ONE	2	64.97	16.37	25.2%
Mar-18	06/03/2018	Tue	TWO	1	73.82	10.79	14.6%
Mar-18	06/03/2018	Tue	TWO	2	64.36	10.33	16.1%
Mar-18	07/03/2018	Wed	TWO	1	63.95	11.24	17.6%
Mar-18	07/03/2018	Wed	TWO	2	66.68	16.63	24.9%
Mar-18	09/03/2018	Fri	TWO	1	73.03	13.47	18.4%
Mar-18	09/03/2018	Fri	TWO	2	76.76	10.63	13.8%
Mar-18	13/03/2018	Tue	ONE	1	81.21	19.50	24.0%
Mar-18	12/03/2018	Mon	ONE	1	72.52	13.67	18.8%
Mar-18	12/03/2018	Mon	ONE	2	76.48	17.67	23.1%
Mar-18	13/03/2018	Tue	ONE	2	79.97	13.29	16.6%

# Contamination Data

Monthly, links to contract payments

Can be undertaken at individual collection round level

Shows effectiveness of interventions

# Data Health Check

- How many Easters are in a financial year
- What has the weather been like
- Major sporting events or national celebrations
- Marketing Campaigns
- Interventions at the household level



# Conclusion

- Data from Waste Data Flow is good for comparisons
- Greater interest in data that links to budget performance
- Data that is timely is more important

# Downham Market & Hunstanton Offices – Closure Review

Honor Howell  
Assistant Director, Central & Community Services

Borough Council of  
King's Lynn &  
West Norfolk



# Background

- Downham Market and Hunstanton offices were open 2 days a week
- Increase in digital services
- DWP withdrawing from both offices
- No longer selling food waste bags
- Significant reduction in enquiries resulted in a poor use of staff time

- Report to CPP in July 2017
- Requested to carry out consultation with users and report back results
- Cabinet report in August 2017
- Closure date agreed as 30<sup>th</sup> September 2017
- Full Equalities Impact Assessment carried out and reviewed by the Corporate Equalities Group



# Closure Action Plan

- Partners informed of changes
- All customers visiting the offices were advised of the closure
- Engaged with Communications Team
- Liaison with Property Services
- Arranged for transfer of TIC to King's Lynn

# Equality Impact Assessment

- Withdrawal of a 'Community Hub'
- Some customers may be digitally excluded for a variety of reasons
- Customers potentially having to travel to King's Lynn instead of accessing services locally
- Elderly customers missing the contact with staff

# Mitigating Actions

- Communication of alternative methods of contact
- Promotion of online services and the benefits they could bring
- Promotion of the Visiting Officer service
- Signposted customers to other agencies (Town and/or Parish Council)
- Promotion of the Community Information Points



# Customer Feedback

- Results of consultation indicated customers would use the telephone as alternative method of contact
- Some negative comments and correspondence sent to members
- Listened to customers views and tried to offer alternatives
- Focused on potential barriers to accessing services and not resistance to change





# After Closure

- Increase in telephone calls
- All equipment returned to King's Court
- Property Services investigating future use of premises
- Hunstanton – part of One Public Estate project
- Downham Market – still discussing lease arrangements with NCC



# Customers

- Very little feedback following the closure
- Comments focused on concerns about travelling to King's Lynn to supply documentation
- Can be posted but some customers prefer not to
- Can be scanned and emailed or photographed and uploaded
- Visiting Officer visit if required

# Conclusion

- Closure has freed resource for the very busy Contact Centre
- Some negativity from customers
- No significant issues
- Communications plan worked well
- CIC worked hard to ensure as little inconvenience as possible for customers

- Questions?