

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



# **Corporate Performance Panel**

## **Agenda**

**Monday, 27th February, 2023  
at 4.30 pm**

in the

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

Available to view on You Tube:

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



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17 February 2023

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 27th February, 2023 at 4.30 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

**AGENDA**

**1. Apologies**

**2. Minutes (Pages 5 - 24)**

To approve the minutes from the Corporate Performance Panel held on 4 January 2023.

**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 a decision on that item is taken.

**6. Chair's Correspondence (if any)**

**7. Call-in (if any)**

**8. Q3 2022/23 Corporate Performance Monitoring Report (Pages 25 - 33)**

**9. Cabinet Report: Local Government Association (LGA) - Corporate Peer Challenge (Pages 34 - 36)**

**10. Hunstanton Promenade Waste Water - Update - TO FOLLOW**

**11. Portfolio Questions and Answer Session**

**12. Cabinet Forward Decisions List (Pages 37 - 40)**

**13. Panel Work Programme (Pages 41 - 52)**

To note the Panel's Work Programme.

**14. Date of Next Meeting**

To note that the date of the next meeting of the Corporate Performance Panel will be held on 5 April 2023 at 4.30 pm in the Council Chamber, Town Hall, King's Lynn.

**PLEASE BE ADVISED THAT ITEMS 15 AND 16 HAVE BEEN SCHEDULED AT THE END OF THE AGENDA SHOULD THE PANEL DETERMINE TO EXCLUDE THE PRESS AND PUBLIC TO CONSIDER THE REPORTS**

**15. Full Review of IDC (Pages 53 - 62)**

To include the appointment of Members, Standing orders relating to the investigation of discipline of statutory officers and terms of reference for that Committee.

**16. Presentation on Rent Arrears - TO FOLLOW**

To:

**Corporate Performance Panel:** Councillors B Ayres, C Hudson, J Kirk, J Lowe, C Manning, J Moriarty (Chair), C Morley, S Nash, C Rose, Mrs V Spikings and D Tyler

**Portfolio Holders:**

Councillor S Dark, Leader

Councillor Mrs A Dickinson, Finance

Councillor P Kunes, Environment

**Appropriate Officers:**

Tracy Brooker, Property Services Manager

Becky Box, Assistant Director – Central Services/Management Team Representative

Lorraine Gore, Chief Executive

Matthew Henry, Assistant Director – Property and Projects

Honor Howell, Assistant to the Chief Executive

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

**CORPORATE PERFORMANCE PANEL**

**Minutes from the Meeting of the Corporate Performance Panel held on  
Wednesday, 4th January, 2023 at 4.30 pm in the Council Chamber, Town  
Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor J Moriarty (Chair)  
Councillors B Ayres, C Hudson, C Manning, C Morley, S Nash,  
Mrs E Nockolds (substitute for Councillor J Kirk), C Rose,  
Mrs V Spikings and D Tyler

**Portfolio Holders:**

Councillor S Dark	-	Leader
Councillors Mrs A Dickinson	-	Finance
Councillor H Humphrey (Zoom)	-	Corporate Services
Councillor P Kunes	-	Environment
Councillor G Middleton	-	Deputy Leader

**Under Standing Order 34:**

Councillor B Jones  
Councillor C Joyce  
Councillor M de Whalley

**Observing:**

Councillor R Blunt (Zoom)

**Officers:**

James Arrandale (Zoom)	-	Principal Lawyer
Alexa Baker	-	Monitoring Officer
Tim Baldwin	-	Communications Officer
Becky Box	-	Assistant Director, Central Services/ Management Team Representative
Barry Brandford (Zoom)	-	Waste and Recycling Manager
Lorraine Gore	-	Chief Executive
Ged Greaves	-	Corporate Performance Manager
Geoff Hall	-	Executive Director
Jamie Hay	-	Senior Internal Auditor
Matthew Henry	-	Assistant Director
Jo Hillard	-	CIC Manager
Andrew Howell	-	ICT Web Manager
Honor Howell	-	Assistant to the Chief Executive
Jo Stanton	-	Revenues and Benefits Manager
Wendy Vincent	-	Democratic Services Officer

CP75 **APPOINTMENT OF VICE CHAIR FOR THE REMAINDER OF THE MUNICIPAL YEAR 2022/2023**

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**RESOLVED:** Councillor C Manning be appointed Vice Chair for the remainder of the Municipal Year.

CP76 **APOLOGIES**

Apologies for absence was received from Councillors J Kirk, J Lowe and Portfolio Holders Councillors A Lawrence and S Sandell.

CP77 **MINUTES**

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The minutes of the meeting held on 31 October 2022 were agreed as a correct record and signed by the Chair.

CP78 **MATTERS ARISING**

There were no matters arising.

CP79 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP80 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP81 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillors B Jones and C Joyce were present under Standing Order 34.

CP82 **CHAIR'S CORRESPONDENCE**

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The Chair referred to an article in the local newspaper (<https://www.lynnnews.co.uk/news/1-7m-contract-to-transform-guildhall-up-for-grabs-9291907/>) regarding a 1.7m contract up for grabs as part of the Council's plan to transform the Guildhall and asked for further information.

In response, the Deputy Leader made a statement set out below:

“The Procurement Team issued a Prior Information Notice (PIN) of the council’s intention to issue a tender on our procurement portal for the design works relating to the St George’s Guildhall site. This is the first stage of delivery of the business plan already approved by Cabinet and is within the operational delivery of procurement under the Scheme of Delegation – i.e. there is no need for there to be separate or additional authority from Cabinet to procure this contract. Part of what the engaged architect will be required to do is provide designs that will enable a consideration of what can be de-scoped from the project if the current funding gap is ultimately not filled. The estimated contract value issued in the PIN notice is an absolute maximum of the potential contract value over the life of the whole project.”

Councillor Mrs Nockolds, Chair of the Task Group and a member of the Advisory Group explained that the recent press release had not been mentioned at the above meetings and was therefore surprised to read it in the local press. In response, the Deputy Leader explained outlined the reasons why the press release had been issued and explained that it was within the Council’s Scheme of Delegation, a Cabinet decision had already been approved to progress with the operational side of the project. He explained that the press had not engaged with the Communications team prior to writing the item, so it was not presented as he may have wished.

The Leader provided clarification that this wasn’t a press release issued by this Council. He explained that, as Councillors were aware, as a result of commitment from the Government that the funding for the business cases for these projects was available meant that the projects needed to progress to the next stage within a short timescale, which is why the PIN had gone out.

Councillor Morley commented that he supported the comments made by Councillor Nockolds and added that it was common courtesy to inform the working group and all Councillors prior to the News Release – Provision of Notice was published.

The Chair commented that the Project Manager could consider providing an explanatory note to the next meeting of the Task Group and would therefore leave the decision up to the Chair of the Task Group.

CP83 **ANNUAL COMMUNICATIONS UPDATE**

[Click here to view a recording of this item on You Tube](#)

The Panel received a PowerPoint presentation (copy attached to the agenda).

Councillor Nockolds asked questions on the Customer Information Centre (CIC) targets. In response, the CIC Manager explained that the telephone target was 75% but currently stood at 69.4% which was pleasing as there was a 54% increase in telephone calls between May and August 2022.

In response to a question from the Chair on the development of the new Intranet project, the ICT Web Manager explained that the current system Insite was coming to the end of its life and with the change in working practices and staff working from home, the content of the Intranet was being reviewed and also presented the opportunity to make improvements and introduce new features..

The Chair referred to the difficulties experienced with recruitment and asked if the Council had considered apprenticeships. In response, the ICT Web Manager explained that apprenticeships had been looked at and added that the Council had “grown their own” team but a number of staff had been promoted or left the authority to further their career.

Councillor Morley commented that a new Intranet would improve efficiency and expressed concern that the Council’s wish list should fit the key objectives of the Corporate Business Plan/improving customer relationships. In response, the ICT Manager explained that a collaborative approach was used involving other service areas to ensure the corporate objectives were met.

Councillor Morley referred to page 52 of the Agenda – Key Performance Indicators 1.3 % of calls answered within 90 seconds and commented that 75% seemed to be a low target and commented that a better picture was required between analogue and digital. In response, the CIC Manager invited Councillor Morley to discuss the issues raised outside the Panel meeting.

In response to questions from Councillor Jones regarding SharePoint on line and backing up of systems to a data centre, the ICT Manager explained that an evaluation and design would be considered during the process and the business continuity arrangements would be submitted to the Business Continuity Group.

The Chair thanked officers for the presentation and congratulated the teams for the annual report and invited the Panel to consider if they wished to continue to receive an annual update following the May elections.

**RESOLVED:** 1) The Panel noted the content of the presentation.

2) Following the May 2023 Election the Panel to determine if an annual update report was required.



**CP84 Q2 2022/23 PERFORMANCE INDICATOR MONITORING REPORT**

[Click here to view a recording of this item on You Tube](#)

The Assistant to the Chief Executive reminded the Panel that the monitoring report was in place to monitor progress against agreed performance indicators for the year 2022/23. It was noted that the report contained information on the corporate performance monitoring undertaken for Q2 2022/23.

The key issues were highlighted as set out in the report.

It was noted that 40 targets had been met, 9 indicators were near to target and 5 indicators required improvement.

The Panel's attention was drawn to the following indicators:

- % of rent arrears industrial units – Q1 amber, Q2 red, narrative to explain why.
- Spend on bed and breakfast accommodation had increased.

In response to questions from the Chair on the reasons for increased spend on bed and breakfast accommodation and the number of voids, Freebridge Community Housing (FCH). The Chair asked if FCH made a financial contribution. In response, the Chief Executive explained that the Council held regular discussions with FCH on the challenges being faced with regard to void properties. It was noted that an all Councillor briefing had been recently held and that there was no financial contribution from FCH.

Councillor Morley made a general comment that the next Administration would need to identify specific outcomes of the Corporate Business Plan and to monitor risks of delivery, etc. He added that the Corporate Business Plan and priorities needed to line up with the key performance indications better.

In response to a question from the Chair on indicator 5.2 no of fly tipping incidents reported, the Assistant to the Chief Executive explained that this was a new indicator and there was currently no data available.

The Chair thanked the Assistant to the Chief Executive for presenting the report.

**RESOLVED:** The Panel reviewed the performance monitoring report.

**CP85 COUNCIL TAX SUPPORT - FINAL SCHEME FOR 2023/2024**

[Click here to view a recording of this item on You Tube](#)

In presenting the report, the Revenues and Benefits Manager explained that the Council must implement a Council Tax Support (CTS) scheme for its working age residents for each financial year. The Panel was advised that the Council must first decide on a draft CTS scheme which was open for public consultation, and then must agree a final CTS scheme, considering the consultation responses.

The Revenues and Benefits Manager highlighted that the final CTS scheme for 2023/2024 was a continuation of the 2022/2023 CTS scheme, with two minor amendments to reflect welfare reform changes during 2022/2023.

The key issues were outlined as set out in the report.

Under Standing Order 34, Councillor Jones addressed the Panel and made the following statement:

“To me it appears strange that a delegated decision to consult on the Council Tax Support Scheme was taken in early Autumn, but a Motion to Council should be put on a long back burner.

This Motion to Council was referred to Cabinet on 1 September last year. What and why has it taken so long to come before this Panel. Would it be too cynical to suggest a delaying tactic has been deployed with an obvious intent.

It still has to go to Cabinet where the defence to reject it will likely be “other bodies will have set their budgets for the coming financial year”.

Taxpayers in West Norfolk pay more to the county council and police than any other district. It is most welcome that a new leader and portfolio holder for finance raised the level of Council Tax Support last year to 84% from its previous minimum allowed under the law. Yet In Norwich the City Council have a 100% Council Tax Support Scheme.

Is there any councillor representing anywhere in West Norfolk who believes Norwich does not receive the lion's share of resources from the county council and police? There is a widespread opinion that West Norfolk always seems to be left out when it comes to county council and police services. Yet local West Norfolk taxpayers contribute the most.

The report for some reason separates families from lone parents. This seems in today's modern age an antiquated view. But what the report does show is that around 45% of non-protected lone parents in receipt of Council Tax Support are employed. Still they are expected to pay. Most lone parents are women. Is this why they must pay?

Everyone is struggling this year with the cost of living spiralling out of control. Only this month energy bills have been increased even though the price of natural gas has fallen below the pre Russian invasion of

Ukraine level. Oil prices have also fallen substantially, but only moderately has petrol and diesel fallen at the pumps. Increases in food prices are both eye watering and frightening as many people miss meals.

Everyone can be assured that a Labour council would have a 100% Council Tax Support Scheme. But this is not about Labour versus Conservative. The cost of living crisis is a common foe. We should all stand together united. Because this is about doing right by the people we all claim to represent.

We should not be looking to add to problems local taxpayers face. The projected cost to this Council is £17,000. A not insignificant sum, but one I am confident can be found. This Council should be encouraged by this Panel voting to help local people by having a 100% Council Tax Support Scheme.”

The Chair invited the Revenues and Benefits Manager to answer the questions raised by Councillor Jones in relation to families and lone parents.

The Revenues and Benefits Manager explained that there was no intention to separate the categories of families and lone parents and added that she was happy to merge the two categories into one. The Panel was informed that both families and lone parents with a child under 5 were within the protected group and could receive up to 100% support.

Councillor Morley outlined the problems with the current process and commented that it would be beneficial to consult with the preceptors first before going out to consultation.

The Leader responded to the key points raised by Councillor Jones and reminded the Panel that in the previous year the Administration had raised the level of Council tax relief which was not because of a notice of motion. The Leader outlined the reasons why 100% council tax support had been applied.

The Chair commented the increase in the response rate to the consultation was 250%.

Under Standing Order 34, Councillor Joyce addressed the Panel and commented that the Labour Administration would apply 100% relief and referred to the comments made by Councillor Jones. Councillor Joyce stated that the cost to the council of 100% relief would be £17,000 which was a small amount of its budget.

In response to comments made by Councillor Nockolds on potential difficulties in understanding the scheme in order to respond to the consultation exercise, the Revenues and Benefits Manager agreed that

this was a fair point and undertook to review the consultation questions for 2024.

Councillor Morley made the following comment – a protocol be included within the process to consult within the Borough before going out to preceptors. Councillor Morley wished it to be recorded that he did not support the recommendation set out below.

**RESOLVED:** The Panel noted the consultation responses as detailed in Appendix C and agreed the draft CTS scheme for 2023/2024 which went to public consultation was recommended to Cabinet and Council as the final CTS scheme for 2023/2024.

CP86 **JANUARY 2021 TO DECEMBER 2021 REPORT ON USE, OR NON-USE OF RIPA POWERS**

[Click here to view a recording of this item on You Tube](#)

In presenting the report, the Senior Internal Auditor explained that the Council was governed by the Regulation of Investigatory Powers Act, Human Rights Act, Protection of Freedom Act, Data Protection Act/GDPR, and Investigatory Powers Act in respect of surveillance and other relative activities.

The Panel was informed that the Council was inspected on these matters (usually every 3 years) by IPCO (the Investigatory Power Commissioner's Office). IPCO were required by law to gather statistical data from all public authorities on their use of Investigatory Powers available to them under the relevant legislation.

The Senior Internal Auditor explained that attached to the report was the annual statistics return reported to IPCO for the period 1 January 2021 to 31 December 2021.

The Leader advised that he had previous experience of RIPA and that this related to complicated legislation and added that he was pleased to report that the Borough Council had no RIPA investigations.

In response to a question from the Chair, the Senior Internal Auditor explained that it was a legal required under the Home Office Code of Practice to provide an annual report.

**RESOLVED:** The Panel noted the report.

CP87 **NORFOLK CLIMATE CHANGE PARTNERSHIP (VERBAL REPORT)**

[Click here to view a recording of this item on You Tube](#)

The Chair read out the request from Councillor de Whalley for the Panel to consider as set out below:

“Failure of Norfolk Climate Change Partnership (NCCP) chaired by this Council, to meet any of its terms of reference over the first 28 months of its existence.”

The Panel received a verbal report from the Chief Executive and Corporate Performance Manager, a summary of which is set out below.

The Chief Executive of the Borough Council chaired the partnership.

Agendas, Minutes and information are published on the Norfolk Climate Change Partnership.

Click on the link below to the Norfolk Climate Change Partnership.

<https://www.norfolkclimatechange.co.uk/>

The partnership was established on 6 Jan 2020 and reports to Norfolk Public Sector Leaders Board.

Established shortly before Covid-19.

Made up of local authorities, Broads Authority, NALEP and Norfolk Strategic Planning Framework Member Forum.

Tyndall Centre and EELGA joined later.

Initially administration, coordination and chairing by BCKLWN.

Under our administration:

- Programme of meetings
- Initial TOR and Work plan
- Website created which has info about membership, work plan, projects and documents such as minutes, relevant publications
- Community Renewal Fund bid submitted and approved

Following departure of our Climate Change Officer, Breckland now provide admin/coordination and co-chaired with Steve Blatch, CEO of North Norfolk DC.

Portfolio Holder Group of councillors from each local authority formed on 16 June 2022.

Community Renewal Fund bid for £325k successful and had following elements:

- Study related to community energy in Norfolk – report published.
- High level feasibility study for hydrogen in transport – report published.
- Development of an action plan for NCCP – finalised in Jan 2023.

Action plan informed by countywide partnerships such as at Suffolk. Has a dedicated coordination resource, operational since 2007, embedded into strategic processes.

### CRF projects

#### **Community energy**

Collective action to reduce, purchase, manage and generate energy. Could include:

- Community owned generation installations.
- Community switching to renewable sources e.g heat pump, biomass.
- Community group supporting energy saving measures
- Collective switching.
- Partnership working to pilot technologies.
- Collective purchasing.
- Behavioural changes.
- Car clubs, sharing, active travel.

For our borough, community energy kick-starter ideas:

- Public EV charging points at railway station – not our land but encouraged parish and town councils to consider applying for OZEV grants
- Targeted Solar Together – completed for 2022 auction, will review ongoing participation in light of sign-ups/work completed
- Applications for Govt grant funded activities to improve housing via Norfolk Warm Homes Partnership
- Fuel poverty advice – Beat the bills roadshows

#### **Hydrogen**

Developing technology for HGVs with potential for use in refuse freighters but not at that point in our contract period/revisit in EST fleet review in 2023. Some interest in hydrogen from major carbon emitters in our borough to be explored in 2023. Potential for reducing transport related emissions but significant capital costs.

### Development of action plan

- Gain broader agreement of the NCCP's strategic priorities, get agreement on the way ahead in developing the action plan in 2023.
- Agree the next steps for the partnership.
- Reconfirm the aims and common goals of the NCCP, developing the collaborative working approach already in place between members and officers across the county.
- Agree the structure and approach for future decision-making for and management of the partnership.

- Introduce and embed understanding of the relevant, initial findings from the Pathfinder report from Net Zero East, including best practice, evidence-based approaches.

Future focus on energy?:

- Develop an energy plan to decarbonise energy supply for Norfolk and improve distribution of energy to citizens.
- Reduce and conserve energy demand on the system through retrofitting of buildings through behaviour change, enabling fabric first and heating.
- Enable “greener” transport solutions through statutory powers.

### County Portfolio Group

A County Portfolio Group had been set up. Councillor P Kunes was the Borough Council’s representative. To date, a small number of meetings had been held and looked at a work programme to determine what could be done collectively at Portfolio Holder level.

At the invitation of the Chair, under Standing Order 34, Councillor de Whalley explained that he had prepared a statement setting out concerns but some of those concerns had been addressed in the update report.

Councillor de Whalley expressed thanks for starting to populate the NCCP website but added that improvements were required in terms of clarity and was very mindful of transparency in terms of dissemination of environmental information and that climate emergency was the most important.

Councillor de Whalley expressed a number of concerns, a summary of which is set out below:

- Meaningful public participation undertaken by the NCCP and Member Councils.
- Website yet to show an annual report which was part of the Terms of Reference and it was now almost 3 years that the NCCP was initiated.
- Need to look in terms of resilience.
- Accept that the Council had to look at adaptation measures, drought, flooding, coastal erosion.
- Levels of involvement of the wider community.
- How district leads would be implemented.
- Little involvement of Parish Councils as yet.
- Look at behavioural change programmes to involve the community as a whole towards addressing the emergency.
- Local authorities own contributions to climate change.
- District emissions.
- The Council’s scope for emissions.

- Changing outside activities.

In conclusion, Councillor de Whalley commented that he welcome the Tyndall Centre being included in NCCP and would be able give a significant contribution on wider issues.

The Chair invited officers to respond to the following points made by Councillor de Whalley:

- Annual Report.
- Public participation.
- Involvement of Parish Councils.

In response to the statement made by Councillor de Whalley the Chief Executive explained that the issue of the Annual Report would be followed up and explained the role of the NCCP but highlighted that each individual local authority had its own action plan. The NCCP was a website which was publicly accessible but took on board there was always more information to publish but the website included links to each local authority. The Action Plan would be the next stage and consideration be given on how the consultation would be undertaken. It was noted there were a number of other groups and it was important to ensure that duplication of work did not take place.

At the invitation of the Chair, Councillor Kunes the Borough Council's representative explained that the County Portfolio Group had begun to work together.

**RESOLVED:** That the Panel receive an annual update on progress.

CP88 **REPORT OF THE INFORMAL WORKING GROUP - COUNCIL MEETING ARRANGEMENTS**

[Click here to view a recording of this item on You Tube](#)

The Chief Executive presented the report which invited the Panel to consider the findings of the Council Meeting Arrangements – Informal Working Group.

The Panel's attention was drawn to the key issues set out in the report and Section 2 on page 81.

Councillor Mrs Spikings explained that she was not present at the second meeting of the Informal Working Group (IWG) but reiterated that 6 pm was considered too late to hold a Full Council meeting at 6 pm as it was too late to attend a 3 hour meeting plus travelling home.

The Chair and Councillor Morley drew the Panel's attention to page 89 5) That Full Council be held at 6 pm.



Councillor Spikings commented those present had agreed 6 pm and that she was not involved in the last discussion and added if she had been able to attend would have objected to a 6 pm start and explained that Councillors and workers had caring responsibilities for elderly relatives as well as children.

Councillor Hudson concurred with the comments made by Councillor Spikings and explained that the whole Labour group confirmed they wished to remain with a 4.30 pm start time. Councillor Hudson added that employers were obliged to grant time off to attend Council meetings and that a meeting finishing at 10 pm was not acceptable and some Councillors had to travel a long distance home.

The Chair added that he did not agree with the comments made by Councillor Hudson and drew the Panel's attention to page 81, 2.5 – The IWG considered the start time for full Council meetings. There was no agreement by the IWG on a recommended start time.

Councillor Mrs Spikings asked for clarification on the recommendation from the IWG on the proposed start time for Full Council meetings.

The Chief Executive provided clarification and outlined the discussions held at the two meetings of the IWG and advised that there was no agreement reached for either a 4.30 pm or 6 pm start time. In conclusion, the Chief Executive drew Members' attention to page 81, section 2 Findings of the IWG and invited the Panel to put forward a recommendation that could be include in the report to Cabinet.

The Chair proposed that the Panel recommend page 81 as outlined by the Chief Executive.

Councillor Mrs Spikings sought clarification and added she did not support the recommendation.

The Chief Executive explained that 6 pm was referred to in the minutes of the second meeting of the IWG when some members of the IWG were not present, page 81 of the report stated that the question to the Panel was there any recommendation they wished to put forward to Cabinet as the IWG minutes did not agree a start time for Panel or Full Council meetings.

Councillor Mrs Spikings and asked if she could propose 4.30 pm start time for Full Council. The Chair asked Councillor Mrs Spikings if she wished to press ahead with her amendment. Councillor Mrs Spikings confirmed that she did. The proposal was seconded by Councillor Mrs Nockolds.

The Monitoring Officer confirmed that the Panel could determine to override the findings of the IWG.

Councillor Nash commented that the general public could not always attend a meeting before 6 pm and added that he supported a 6 pm start time and would vote against the amendment.

Councillor Mrs Nockolds stated that the statement made by Councillor Nash regarding attendance by members of the public was not substantiated and explained that other Councils held meetings at 10 am and members of the public attended.

Councillor Nash commented that the above point was taken.

Under Standing Order 34, Councillor de Whalley commented that his perception of public participation fell away as a consequence of the Pandemic and social changes as the population moved out of the Pandemic will see more in the way of public attendance at Council meetings and added that he had encountered difficulties with employers as they had not understood other government related activities. In conclusion, Councillor de Whalley stated that it was not just for this Administration but in May 2023 following the Elections there might be a different set out Councillors in post and it would therefore be wrong for the current Councillors to make it more difficult for candidates to stand as Councillors.

Councillor Hudson explained that if a member of the public was not able to attend a meeting in person then they could watch on You Tube at their own convenience and therefore did not require time off work to attend a meeting. Councillor Hudson added that any potential candidate standing for Election should take into account the roles and responsibilities as would be expected if applying for any job. Councillor Hudson stated that 4.30 pm had been an acceptable time for Panels to meet, if a Panel did not want to meet at 4.30 pm they could determine their own start time and the only meeting which had to be set in perpetuity was Full Council.

The Leader addressed the Panel and explained that Councillors over the period of 4 years had been faced with the Pandemic and could not hold face to face meetings but met via Zoom/Teams commencing at different times. The Leader advised that there were not many meetings left until the May 2023 election and that any recommendations put forward setting times would put a requirement on the class of 2023 when a number of Councillors were voluntarily retiring, not elected or in difference places and commented that if the Panel could not agree the recommendations from the IWG which seemed to be the case, should the Council continue operating under the current arrangements if there was no recommendation from the Panel the item possibly placed on the Cabinet Forward Decisions List/Panel Work Programme following the May 2023 Election.

The Chair referred to 2.5 – The IWG considered the start time for Full Council meetings. There was no agreement by the IWG on a recommended start time and asked the Panel if it wished to insert an

additional sentence along the lines of CPP would however like to recommend to Cabinet that Full Council meetings start at 4.30 pm.

The Panel voted on the amendment set out above proposed by Councillor Mrs Spikings, seconded by Councillor Mrs Nockolds. The vote was carried (7 votes for, 3 against).

**RESOLVED:** The Panel recommended to Cabinet that Full Council meetings commence at 4.30 pm.

CP89 **HUNSTANTON ADVISORY GROUP**

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The Monitoring Officer explained that the HAG was governed by its Terms of Reference. A draft of the Terms of Reference (TOR) was produced by the external facilitator and was considered in detail by the HAG at its inaugural meeting on 26 May 2022. The Panel was advised that what appeared to be a final version of the TOR dated 26 May 2022 was subsequently produced. In preparing the Briefing Note, it had been discovered that the 'final version' of the Terms of Reference was never formally adopted after the meeting on 26 May 2022. Accordingly, the HAG had been recommended to review its TOR with a view to formally adopting them at a forthcoming HAG meeting.

Councillor Mrs Spikings commented that it was a well written report and went over and beyond what had been requested.

In response to a question from the Chair on the balance of funding from the Coastal Communities Fund, the Monitoring Officer explained that this was central Government funding and had no information on when the Fund was closed but highlighted that nothing local had been awarded recently.

The Deputy Leader provided background information on the CCT and following no further funding consideration was given to how the community could be involved in the Hunstanton Investment Plan. The Deputy Leader went on to explain the role and benefits of the HAG.

The Chair commented that he was struggling to reconcile the dates when this idea came about because it was not shared with other political groups - Christmas 2021/2022, Levelling up Paper in February 2022, the Chief Executive made an operational decision and Press Releases prepared in 2021 released in early 2022. In response the Deputy Leader explained during Covid the CCT had not met and the Deputy Leader was receiving questions/telephone calls September/October and engaged in a discussion with the Chief Executive Christmas 2021 to re-commence the meetings of the CCT and was there available officer resource to service the CCT. There as then the idea to re-launch the CCT, a press release was released in

January 2022 and one of the comments was from the Mayor of Hunstanton who welcomed the idea and previously had played an important role and over the course of February 2022 when the Levelling up Funding was announced the next Press Release in March 2022 set out the details of the meeting to be held, the CCT was invited to attend and inviting volunteers.

The Chief Executive explained that the Press Release issued in January 2022 was issued following discussions regarding the Levelling up Fund when no announcement had been made but the Council had received indications that any funding coming forward required consultation and consideration was given as to how this could be achieved. The Panel was informed that towards the end of January 2022, the Chief Executive explained that contact was made with the LGA Talent Bank to source a facilitator and in February the Council engaged with that process.

The Chair advised that he submit questions in writing regarding the timing of the issuing of the Press Releases.

The Chair referred to one of the key drivers being consultation responses received within timescales to ensure funding was not lost and asked if there were any examples.

In response, the Leader provided context and commented that a number of Councils across Norfolk including Great Yarmouth had seen that the Government had a competitive process and on a short timeframe to submit a bid. The Leader explained that part of the criteria of the Towns Board was around levels of consultation,, etc and commented that if a Council was lucky enough to be in that environment there had to be mechanism in place to undertake such consultation within communities. Examples were given of the Levelling up Fund – Oasis and the views from Hunstanton Town Council and HAG were used as evidence.

The Monitoring Officer clarified that the Levelling up Fund White Paper lists multiple pots of available funding constantly for stakeholder involvement and obtain local views.

The Chair expressed concerned regarding the Town Deal Board and there being no access to it for other Councillors apart from the Administration and added he had been informed that HAG was not like the Town Deal Board but the Council's Press Releases referred to it as a Town Deal Board.

The Leader advised that in preparation for the Panel meeting he had viewed the Press Releases and explained that the Press Release of 28 January 2022 referred to lessons learnt by the Town Deal Board and it dangerous to say that HAG was a replication of the Town Deal Board because it was an advisory group and two Borough Councillors were members of the group, one being an Independent as well as the Mayor

of Hunstanton and an Hunstanton Town Councillor. The Panel was reminded that the Town Deal Board was set up to get £25m into the Borough which would not have happened if it was not in place and reiterated that HAG was an advisory board. However, the Leader explained that there were some lessons learnt around what sectors were used, consultation, etc and was therefore not a Towns Board for Hunstanton and that the press release did not state it was a Towns Board.

The Chair commented that he revisited the Press Release and commented that one of the lessons the Council did not appear to learn was around secrecy and transparency and understood that the Leader and Deputy Leader had attended a meeting and decided that the minutes would not be made public and asked if this was correct. In response, the Deputy Leader explained that the Terms of Reference were still in process. The Deputy Leader commented that at the next HAG meeting the Terms of Reference would be placed on the agenda to discuss how to ensure openness and transparency.

The Leader explained that the membership of the HAG comprised of local volunteers from Hunstanton and that the Mayor of Hunstanton had welcomed the setting up of the group. The Panel was informed that an session had been held with an external facilitator to help share the future of Hunstanton. In conclusion, the Leader explained that in his view it provided a mechanism to consult with the community.

The Chair commented that he was disappointed in the way the HAG went ahead but welcomed the community involvement.

The Chair thanked officers for the update report.

**RESOLVED:** That the Briefing Note was noted by the Panel.

CP90

## **REVIEW OF THE UNREASONABLE COMPLAINANTS POLICY**

[Click here to view a recording of this item on You Tube](#)

The Monitoring Officer explained that the purpose of the report was to report back on the work of the Informal Working Group (IWG) established to consider the Unreasonably Complainants Policy (UPC) so that the Panel may consider whether to recommend some or all of the proposed changes to Cabinet.

The Panel was advised that the majority of the proposed changes were agreed in meetings held by the IWG in 2021 and approved by CPP on 1 February 2022. Following the Cabinet meeting of 15 March 2022 at which the proposed changes to the UPC were considered, the matter was returned to the CPP/IWG to consider comments by the Local Government and Social Care Ombudsman.

The Monitoring Officer advised that the sections of the tracked changes UPC was attached at Appendix 1 (shown in yellow highlighting) had been added to reflect the IWG's consideration of the Ombudsman's comments.

The Panel's attention was drawn to the key issues set out in the report.

**RESOLVED:** The Panel considered the changes set out at Appendices 1 and 3 and resolved to recommend all of the proposed changes onwards to Cabinet.

CP91 **KLIC REPAYMENT PLAN**

[Click here to view a recording of this item on You Tube](#)

This item was taken after Item 13 – Climate Change.

The Assistant Director, Property and Projects presented the report and drew the Panel's attention to the key issues.

The Chair thanked the Assistant Director for the update.

Councillor Dickinson raised a point of order. The report indicated the portfolio holder was property but should have been portfolio holder for finance.

Councillor Morley commented that the Panel would benefit from receiving a summary of the current position of the building/revenue/tenants etc.

In response to questions and comments from Councillor Nockolds, the Deputy Leader advised he would be more than happy to provide a summary of the current building position in relation to revenue, tenants, etc which would bring a return to the Council.

**RESOLVED:** 1) The Panel noted the report.

2) The Assistant Director to present a summary of the building position/revenue to the Corporate Performance Panel on 5 April 2023.

The Panel adjourned at 6.05 pm and reconvened at 6.10 pm.

CP92 **PORTFOLIO HOLDERS QUESTION AND ANSWER SESSION**

[Click her to view a recording of this item on You Tube](#)

There were none.

CP93 **CABINET FORWARD DECISIONS LIST**

[Click here to view a recording of this item on You Tube](#)

The Panel noted the Cabinet Forward Decisions List.

The Chair invited the Panel to email any items for consideration on the work programme.

CP94 **PANEL WORK PROGRAMME**

[Click here to view a recording of this item on You Tube](#)

5 April 2023

The following item to be included:

- KLIC – summary of the current position of the building/revenue etc – M Henry.

The Chair invited the Panel to email any items for consideration on the work programme.

CP95 **DATE OF NEXT MEETING**

The next meeting would be held on 27 February 2023 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

CP96 **EXCLUSION OF PRESS AND PUBLIC**

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

CP97 **EXEMPT REPORT: CALL-IN: WASTE CONTRACT RE-INVESTING PERFORMANCE DEDUCTIONS**

The Chair outlined the reasons why the Cabinet decision had been called in.

The Panel debated the call-in.

**RESOLVED:** The Panel did not uphold the call-in.

CP98 **EXEMPT REPORT: REVIEW OF THE NEW WASTE COLLECTION CONTRACT**

The Waste and Recycling Manager presented the report and responded to questions and comments from the Panel.

**RESOLVED:** The Panel noted the content of the report.

**The meeting closed at 7.27 pm**



**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	27 February 2023		
TITLE:	Corporate performance monitoring update Q3 2022/23		
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**

<b>PURPOSE OF REPORT/SUMMARY:</b>
The corporate performance monitoring report is in place to monitor progress against agreed performance indicators for the year 2022/23. The report contains information on the corporate performance monitoring undertaken for Q3 2022/23.
<b>KEY ISSUES:</b>
<p>A revised suite of indicators has been agreed by portfolio holders and management team as the key performance measures to monitor key council services and impacts on borough wide issues. These indicators are linked to the Corporate Business Plan priorities.</p> <p>The monitoring report now features a summary to highlight specific performance issues where indicators have not met or are near to the agreed targets. Trend detail and officer comments are included to provide an overview of the indicators listed in the summary.</p> <p>The Q3 2022/23 monitoring report shows that 36 targets have been met, 11 indicators are near to target and 7 indicators require improvement.</p>
<b>OPTIONS CONSIDERED:</b>
Not applicable as this is a monitoring report.
<b>RECOMMENDATIONS:</b>
The Panel is asked to review the performance monitoring report.
<b>REASONS FOR RECOMMENDATIONS:</b>
Members should use the information within the monitoring report to review progress on the agreed indicators and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule members can seek additional information to explain variances.

## 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.
- 1.2 The council monitors a range of indicators from across directorates as a form of corporate assurance to demonstrate efforts to continuously improve services.
- 1.3 The revised suite of indicators to be monitored has increased to 75 and have been selected following consultation with senior officers and portfolio holders. During the consultation, targets have been set and where data has not previously been recorded on a monthly basis these indicators will be monitored for 2022/23.

## 2. Monitoring report

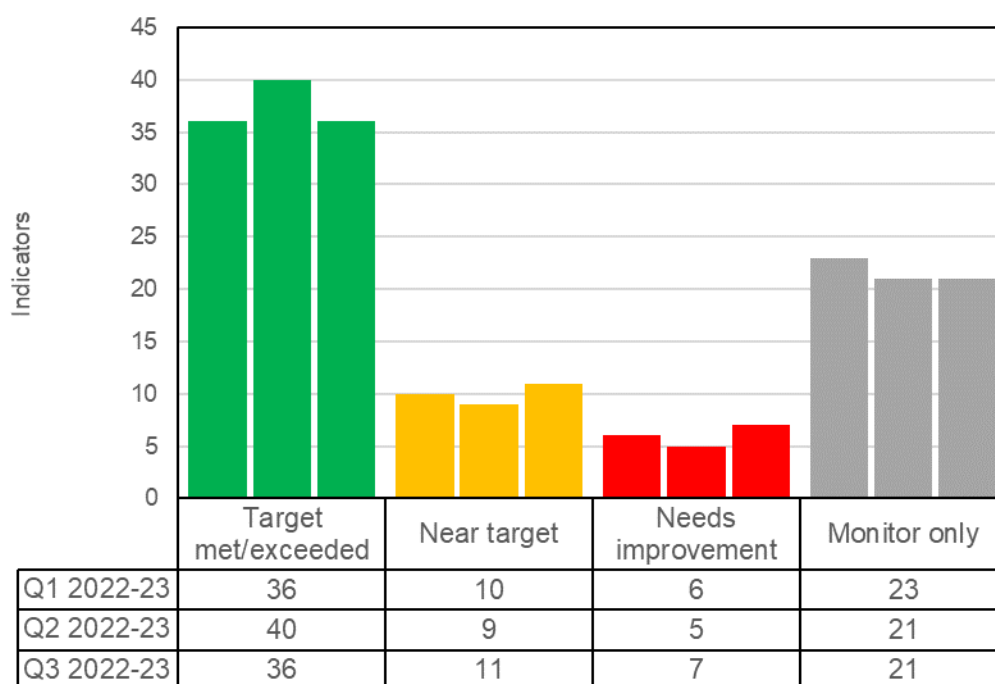
2.1 The format of the Q3 2022/23 report includes a summary of:

- performance indicators needing to improve
- performance indicators near to target
- overview by priority
- overall council performance
- quarterly monitoring

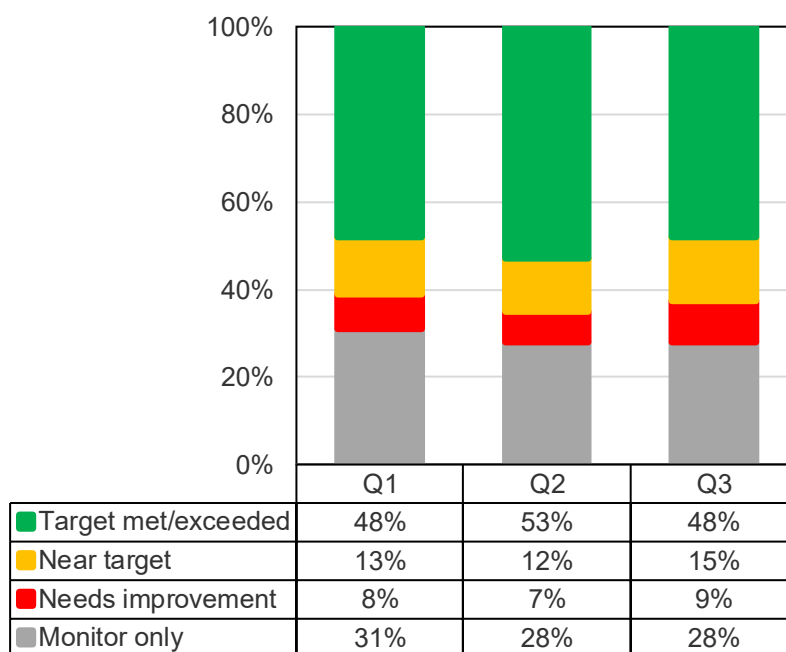
It is hoped this provides members with a useful 'snapshot' at the start of the report.

2.2 Processes are in place to produce the required information by relevant services, and the information is then collated and analysed centrally by the Performance team.

2.3 A breakdown of the 2022/23 performance indicators



## 2.4 Overall Council performance Q1-Q3 2022/23



### 2.5 Performance indicator 2.2 - Percentage of rent arrears on industrial units (Q1 11.91% **Amber**) (Q2 13.38% **Red**) (Q3 13.73% **Red**)

During Q3 officers have been in contact with a number of persistent debtors to seek part payment of arrears and setting up repayment plans for the remainder however, we are seeing tenants who are struggling to meet ongoing commitments and their debt repayment plan. These need careful management to try to ensure that the council can pursue a tenant who is still trading as collection of debt is always more difficult if the tenant goes out of business, with one case we are seeking to enforce against a guarantor for the tenant who dissolved his company owing rent. Four industrial units and two small start-up units are currently on the market.

### 2.6 Performance indicator 2.3 - Percentage of rent achievable on retail/general units (Q1 92.69% **Amber**) (Q2 92.69% **Amber**) (Q3 92.40% **Amber**)

Two town centre retail units are currently vacant, the larger unit is now 'under offer' however, the proposed use requires planning permission and rental income will not commence until this has been granted. The smaller unit is still being marketed.

### 2.7 Performance indicator 2.4 – Percentage of rent arrears on retail/general units (Q1 35.25% **Red**) (Q2 39.82% **Red**) (Q3 27.54% **Amber**)

Rent arrears have dropped by 12.28% in Q3 with a large rent debt being paid and bringing the account up to date. Another lease renewal has been agreed by officers which addresses an arrears situation and one tenant who needs to clear debt before a renewal lease can be granted is being pursued as their agreement to repay by a set deadline has not been met.

## 3. Issues for the panel to consider

Members should note that the indicators have been discussed and agreed by senior officers and portfolio holders. These indicators will form the basis of the corporate

performance monitoring report for the 2022/23 year. Appendix A includes the latest performance data.

**4. Corporate priorities**

Performance indicators are developed to monitor key activities which directly relate to the achievement of the council's Corporate Business Plan 2020 to 2023.

**5. Financial implications**

None.

**6. Any other implications/risks**

None.

**7. Equal opportunity considerations**

None.

**8. Environmental considerations**

The Corporate Business Plan includes a priority of "Protecting and enhancing the environment including tackling climate change". The indicator suite incorporates measures that relate to the council's carbon footprint such as the council's energy usage and broader environmental issues via measures of waste collection, recycling and composting.

**9. Consultation**

Management Team, senior officers and portfolio holders.

**10. Conclusion**

The panel is asked to review and note the indicators set out in Appendix A.

**11. Background papers**

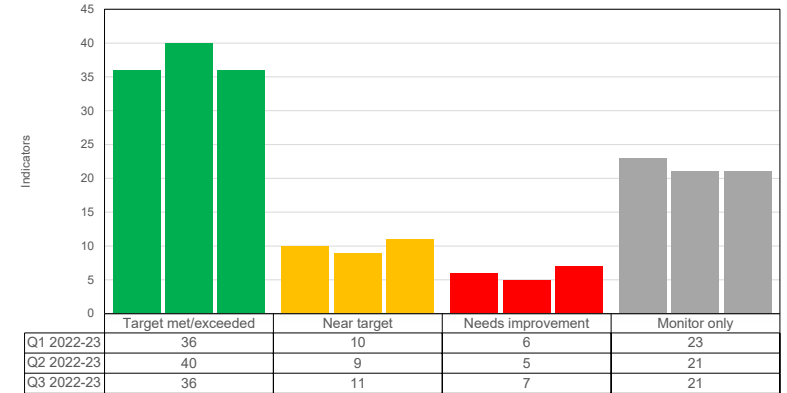
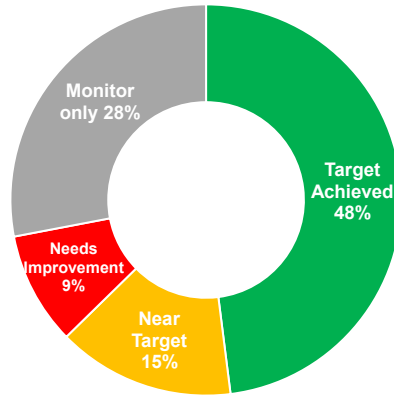
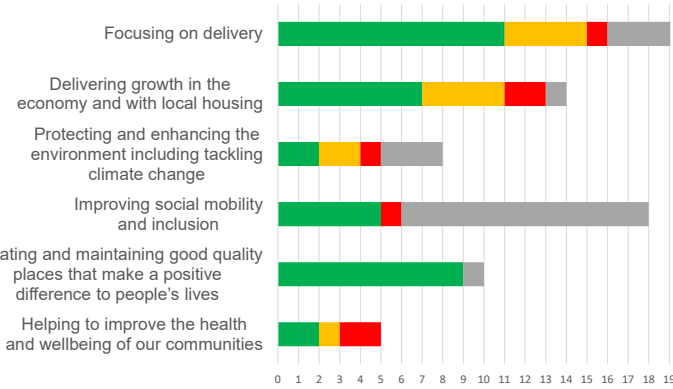
- Corporate Business Plan 2020 to 2023

# Q3 2022-23 Key Performance Indicator Summary

## Overview by Priority

## Overall Council Performance

## Quarterly Monitoring



Needs improvement		Q1	Q2	Q3	Target	Comments	Trend
1.3	% of calls answered within 90 seconds	54%	61%	69%	75%	During Q3 the CIC has seen the volume of calls and resources return to normal, this has resulted in monthly targets being met with an 8% improvement from Q2.	
2.2	% of rent arrears on industrial units	11.91%	13.38%	13.73%	10.00%	Comments are provided in the covering report	
2.10	No of new homes delivered	123	223	353	539	By the end of Q3 the projected number of homes to be delivered was 404, we are down approximately 14% compared to 20% in Q2.	
3.6	Total tonnage of garden waste collected and treated	3,414	6,265	8,659	11,000 annual	A reduction in the amount of grass cutting over the dry hot summer has resulted in lower amounts being recorded which will have an impact on achieving the annual target.	
4.4	No of days to process council tax support changes of circumstances	28	27	25	18	Performance has improved during Q3 and the bulk year end annual processing due in Q4 should have a positive impact. The Government continues to announce funding schemes such as the Council Tax Energy Payments and Energy Bills Support Scheme Alternative Funding which is administered by the Revenues department. This has an impact on processing times of other work as the staff focus on ensuring grant payments are made to residents.	
6.3	No of adapt grants completed	47	103	157	300 annual	The annual target is unlikely to be met, 77 grants will now be processed in 2023/24 due to contractor and budget availability which is out of our control.	
6.4	No of emergency repair grants completed	1	1	3	10 annual	It is anticipated that no further ER grants will be completed in 2022/23, minor adaptations and repairs are being covered via low level prevention grants (see PI 6.5).	
Near Target		Q1	Q2	Q3	Target	Comments	Trend
1.6	Average number of working days lost to sickness absence per FTE employee (cumulative)	2.35	4.33	6.88	8.69 annual	This year we have experienced an increase in sickness absence across the authority as a result of respiratory infections, 793 days Apr-Dec. As a comparison 2021-22 570 days, 2020-21 229 days and 2019-20 546 days.	
1.7	% of short term sickness	38%	45%	47%	44%	98% of the respiratory infection sickness absence has been short-term.	
1.9	% of meeting minutes produced within 3 working days of meeting	91%	87%	88%	90%	Improvement to performance levels has been recorded in Q3 by achieving monthly figures of 92% and 94%.	
1.11	% of supplier invoices paid within 30 days	98%	98%	98%	99%	Continued monitoring and reminders to staff to complete allocated tasks on Unit4 to prevent delays in processing payments.	
2.3	% of rent achievable on retail/general units	92.69%	92.69%	92.40%	95.00%	Comments are provided in the covering report	
2.4	% of rent arrears on retail/general units	35.25%	39.82%	27.54%	25.00%	Comments are provided in the covering report	
2.11	No of new homes built (BCKLWN)	10	19	38	102	Some slippage due to material supply issues and subcontractor insolvency (Nora4).	
2.14	No of new Affordable Homes (West Norfolk Housing Company Ltd)	0	0	5	27	Some slippage due to material supply issues and subcontractor insolvency (Nora4).	
3.4	No of brown bins in use for composting	28,291	28,560	28,180	28,500	If we have an early Spring the number of bins may return to anticipated levels during Q4.	
3.8	Total tonnage of mixed recycling collected and treated	3,649	7,220	10,693	15,500 annual	Slightly down compared to 2021/22, it may be difficult to achieve the annual target with an average of 1,188 tonnes per month.	
6.2	No of disabled facility grants completed	4	16	27	50 annual	The number of grants completed will increase during Q4 with 56 grant completions predicted for 2022/23.	

Needs improvement	Near target	Target met	Monitor only
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## Priority - Focus on delivery

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Q3 2022/23 performance	2022/23 Target	Q3 2021/22 performance	Comments/Trend
1.1	% of Member Enquiries responded to within 3 days	85%	81%	61%	92%	88%	86%	77%	94%	88%	84%	80%	77%	
1.2	% of calls prevented by web chat	86%	82%	86%	84%	86%	86%	86%	93%	89%	86%	75%	85%	
1.3	% of calls answered within 90 seconds	67%	59%	41%	52%	77%	78%	87%	96%	90%	69%	75%	79%	During Q3 the CIC has seen the volume of calls and resources return to normal, this has resulted in monthly targets being met with an 8% improvement from Q2.
1.4	% of voluntary staff turnover	0.61%	1.00%	0.61%	0.20%	0.20%	0.59%	1.18%	0.59%	1.57%	6.55%	12% annual	7.35%	
1.5	No of successful appointments to permanent job vacancies	6	6	7	9	5	13	13	9	3	71	Monitor only	54	
1.6	Average number of working days lost to sickness absence per FTE employee (cumulative)	0.90	1.59	2.35	2.95	3.68	4.33	5.13	6.00	6.88	6.88	8.69 annual	5.91	This year we have experienced an increase in sickness absence across the authority as a result of respiratory infections, 793 days Apr-Dec. As a comparison 2021-22 570 days, 2020-21 229 days and 2019-20 546 days.
1.7	% of short term sickness	36%	33%	38%	45%	43%	45%	45%	45%	47%	47%	44%	32%	98% of the respiratory infections have been short-term sickness absences.
1.8	% of eligible employees in post on 1st April receiving an appraisal	-	-	-	-	-	100%	-	-	-	100%	100%	100%	
1.9	% of meeting minutes produced within 3 working days of meeting	100%	86%	87%	79%	91%	76%	83%	92%	94%	88%	90%	-	Improvement to performance levels has been recorded in Q3 by achieving monthly figures of 92% and 94%.
1.10	% increase in engagement on social media channels compared to previous year	71%	61%	186%	107%	187%	243%	36%	22%	148%	105%	Monitor only	20%	
1.11	% of supplier invoices paid within 30 days	98%	97%	98%	99%	99%	99%	99%	98%	98%	98%	99%	99%	Continued monitoring and reminders to staff to complete allocated tasks on Unit4 to prevent delays in processing payments.
1.12	% of local supplier invoices paid within 10 days	97%	95%	96%	95%	95%	96%	97%	95%	96%	96%	96%	96%	
1.13	% of Council Tax collected against outstanding balance (cumulative)	9%	19%	29%	38%	47%	57%	65%	74%	83%	83%	97.5% annual	83%	
1.14	% of Business Rates collected against outstanding balance (cumulative)	12%	20%	28%	37%	48%	58%	65%	74%	81%	81%	98% annual	80%	
1.15	S.151 Officer Satisfaction of Internal Audit performance 1-Very Poor 2-Poor 3-Good 4-Very Good 5- Excellent	5	5	5	5	5	4	5	5	5	5	3	-	
1.16	% of Internal Audit recommendations accepted by management	100%	-	100%	93%	-	100%	-	-	100%	99%	90%	87%	
1.17	No of completed fraud/corruption investigations (including data matching exercises)	0	22	817	3	239	1,756	1,527	304	547	5,215	5,000 annual	2,015	
1.18	No of unique website visitors	125,796	137,056	136,213	135,777	115,280	108,538	101,511	91,970	104,068	1,056,209	Monitor only	998,557	
1.19	% of BID Levy collected (cumulative)	9.0%	32.4%	43.3%	56.4%	78.2%	83.2%	87.3%	90.7%	92.9%	92.9%	97.5% annual	84.9%	
1.20	No of cyber security incidents reported	0	0	0	0	0	0	0	0	0	0	Monitor only	0	

## Priority - Delivering growth in the economy and with local housing

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Q3 2022/23 performance	2022/23 Target	Q3 2021/22 performance	Comments/Trend
2.1	% of rent achievable on industrial units	95.69%	95.86%	95.00%	96.58%	96.49%	96.11%	93.47%	94.99%	95.80%	95.80%	95.00%	94.69%	
2.2	% of rent arrears on industrial units	14.50%	14.29%	11.91%	13.65%	13.69%	13.38%	15.54%	14.51%	13.73%	13.73%	10.00%	17.92%	Comments are provided in the covering report
2.3	% of rent achievable on retail/general units	97.93%	92.69%	92.69%	92.69%	92.69%	92.69%	92.69%	92.40%	92.40%	92.40%	95.00%	97.96%	

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Q3 2022/23 performance	2022/23 Target	Q3 2021/22 performance	Comments/Trend
2.4	% of rent arrears on retail/general units	29.46%	32.49%	35.25%	35.68%	35.88%	39.82%	33.19%	26.87%	27.54%	27.54%	25.00%	29.97%	Comments are provided in the covering report
2.5	No of planning applications received (excluding discharge applications or pre applications)	155	169	193	160	189	148	129	175	146	1,464	Monitor only	1,681	
2.6	% of non-major planning applications determined within 8 weeks or within agreed timescale	81%	85%	89%	95%	90%	89%	91%	85%	82%	88%	70%	90%	
2.7	% of major planning applications determined within 13 weeks or within agreed timescale	80%	100%	100%	100%	100%	67%	100%	67%	100%	90%	65%	95%	
2.8	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.37%	1.37%	10%	0.00%	
2.9	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	0.85%	0.77%	0.74%	0.66%	0.66%	0.62%	0.62%	0.59%	0.55%	0.55%	10%	0.72%	
2.10	No of new homes delivered	77	32	14	25	37	38	48	62	20	353	539 annual	314	By the end of Q3 the projected number of homes to be delivered was 404, we are down approximately 14% compared to 20% in Q2.
2.11	No of new homes built (BCKLWN)	0	6	4	0	4	5	0	11	8	38	102 annual	0	Some slippage due to material supply issues and subcontractor insolvency (Nora4).
2.12	No of new homes sold (BCKLWN)	0	0	2	1	0	3	2	7	7	22	31 annual	0	Sales are ahead of target to ensure HTB equity loan homes meet the deadline for completion (Nora4)
2.13	No of new Private Rented Homes (West Norfolk Property Ltd)	0	6	4	0	0	0	0	0	3	13	44 annual	4	
2.14	No of new Affordable Homes (West Norfolk Housing Company Ltd)	0	0	0	0	0	0	1	1	3	5	27 annual	1	Some slippage due to material supply issues and subcontractor insolvency (Nora4).

**Priority - Protecting and enhancing the environment including tackling climate change**

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Q3 2022/23 performance	2022/23 Target	Q3 2021/22 performance	Comments/Trend
3.1	Electricity usage (kWh) across Council sites	256,813	297,269	270,540	307,211	302,543	356,065	394,751	452,817	475,429	3,113,438	Monitor only	3,008,763	
3.2	Gas usage (kWh) across council sites	533,558	411,744	297,848	253,593	245,232	272,103	382,875	476,513	699,268	3,572,734	Monitor only	4,652,245	
3.3	Water usage (Cub Mtrs) across council sites	-	-	-	-	-	-	-	-	-	To follow	Monitor only	49,197	There are some anomalies with the 2022/23 billing which will be resolved during Q4.
3.4	No of brown bins in use for composting	28,685	28,175	28,291	28,436	28,548	28,560	28,510	28,409	28,180	28,180	28,500	28,549	If we have an early Spring the number of bins may return to anticipated levels during Q4.
3.5	Total tonnage of commercial waste	185	211	201	217	223	217	208	171	171	1,804	1,700 annual	1,330	
3.6	Total tonnage of garden waste collected and treated	986	1,210	1,218	858	797	1,196	1,065	874	455	8,659	11,000 annual	10,023	A reduction in the amount of grass cutting over the dry hot summer has resulted in lower amounts being recorded which will have an impact on achieving the annual target.
3.7	Total tonnage of food waste collected and treated	174	168	155	151	160	158	144	160	157	1,427	1,800 annual	687	
3.8	Total tonnage of mixed recycling collected and treated	1,201	1,192	1,256	1,182	1,252	1,137	1,092	1,183	1,198	10,693	15,500 annual	11,494	Slightly down compared to 2021/22, it may be difficult to achieve the annual target with an average of 1,188 tonnes per month.

## Priority - Improving social mobility and inclusion

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Q3 2022/23 performance	2022/23 Target	Q3 2021/22 performance	Comments/Trend
4.1	No of days to process new housing benefit claims	13	12	8	9	11	10	10	11	9	10	22	11	
4.2	No of days to process new council tax support claims	14	12	12	11	13	12	14	14	14	14	22	-	
4.3	No of days to process housing benefit changes of circumstances	9	10	16	18	7	7	6	7	7	10	18	25	
4.4	No of days to process council tax support changes of circumstances	25	19	40	42	13	16	16	15	14	25	18	-	Performance has improved during Q3 and the bulk year end annual processing due in Q4 should have a positive impact. The Government continues to announce funding schemes such as the Council Tax Energy Payments and Energy Bills Support Scheme Alternative Funding which is administered by the Revenues department. This has an impact on processing times of other work as the staff focus on ensuring grant payments are made to residents.
4.5	No in temporary accommodation - bed and breakfast	-	-	52	-	-	63	-	-	92	207	Monitor only	83	
4.6	Spend on bed and breakfast accommodation (gross)	-	-	£40,648	-	-	£69,547	-	-	£56,449	£166,644	Monitor only	£19,475	
4.7	No of households with a homelessness declaration	-	-	231	-	-	240	-	-	182	653	Monitor only	609	
4.8	No of households prevented from becoming homeless for a minimum of 6 months	-	-	27	-	-	24	-	-	16	67	Monitor only	68	
4.9	No of households accepted as homeless with a need to be rehoused (Full housing duty)	-	-	31	-	-	15	-	-	22	68	Monitor only	25	
4.10	% of cases who were offered a prevention and relief duty who remain homeless and are owed no further duty.	-	-	14%	-	-	19%	-	-	13%	13%	Monitor only	13%	
4.11	No of verified rough sleepers	-	-	0	-	-	1	-	-	0	0	Monitor only	0	
4.12	No accommodated in emergency housing	-	-	8	-	-	14	-	-	12	34	Monitor only	14	
4.13	No at risk of becoming homeless eg, insecure accommodation, sofa surfing	-	-	20	-	-	24	-	-	20	64	Monitor only	20	
4.14	No of social housing lettings	-	-	56	-	-	77	-	-	74	207	Monitor only	303	
4.15	Housing Benefit and Council Tax Support Caseloads. Based on Equivalent Band D Taxbase figures	5,033	5,013	4,975	4,921	4,912	5,016	4,916	4,861	4,843	4,843	Monitor only	4,972	
4.16	% of employees undertaking an apprenticeship	-	-	-	-	-	6.15%	-	-	-	6.15%	2.30%	-	
4.17	% of employees commencing an apprenticeship who successfully complete	100%	-	-	100%	-	-	100%	-	-	100%	95%	97%	
4.18	No of Councillor Community Grants awarded	8	7	6	5	5	2	4	6	6	49	Monitor only	0	80 grants provided Nov 2021 - Mar 2022

## Priority - Creating and maintaining good quality places that make a positive difference to people's lives

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Q3 2022/23 performance	2022/23 Target	Q3 2021/22 performance	Comments/Trend
5.1	No of fly tipping incidents recorded	122	128	100	126	186	127	168	146	131	1,234	Monitor only	912	
5.2	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	95%	-	
5.3	% of waste enforcement cases referred to CSNN resulting in an intervention (investigation to prosecution)	90%	100%	100%	100%	100%	100%	100%	100%	100%	99%	90%	-	
5.4	King's Lynn car park revenue (excluding season tickets)	£230,704	£239,121	£236,335	£245,707	£255,644	£232,808	£250,935	£253,913	£299,452	£2,244,619	£2,560,000 annual	£1,900,306	
5.5	Heacham, Hunstanton, Burnham Market car park revenue (excluding season tickets)	£158,430	£135,559	£171,271	£233,911	£347,585	£112,542	£80,238	£25,840	£26,893	£1,292,269	£1,100,000 annual	£1,281,306	
5.6	King's Lynn long stay car parking tickets purchased	11,334	12,149	13,049	13,668	13,528	12,505	13,221	112,866	13,564	215,884	124,890 annual	101,913	



Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Q3 2022/23 performance	2022/23 Target	Q3 2021/22 performance	Comments/Trend
5.7	King's Lynn short stay car parking tickets purchased	83,760	86,405	84,111	87,474	89,773	83,512	89,210	89,721	104,250	798,216	854,658 annual	740,757	
5.8	No of unique visitors to Visit West Norfolk website	15,704	16,549	17,112	17,890	22,046	18,999	12,165	9,179	32,157	161,801	197,459 annual	120,232	
5.9	% of food premises achieving a rating of 3 or above	95%	94%	96%	95%	92%	93%	93%	94%	92%	94%	90%	95%	
5.10	% of valid (all checks/information requirements complied with) new vehicle licence applications that are processed within 3 days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	95%	93%	

**Priority - Helping to improve the health and wellbeing of our communities**

Ref	Name	April	May	June	July	August	Sept	Oct	Nov	Dec	Q3 2022/23 performance	2022/23 Target	Q3 2021/22 performance	Comments/Trend
6.1	No of social isolation and loneliness referrals to Lily	16	15	17	22	29	30	21	20	8	178	160 annual	149	
6.2	No of disabled facility grants completed (cumulative)	0	2	4	8	9	16	16	24	27	27	50 annual	32	The number of grants completed will increase during Q4 with 56 grant completions predicted for 2022/23.
6.3	No of adapt grants completed (cumulative)	19	39	47	68	92	103	108	138	157	157	300 annual	231	The annual target is unlikely to be met, 77 grants will now be processed in 2023/24 due to contractor and budget availability which is out of our control.
6.4	No of emergency repair grants completed (cumulative)	1	1	1	1	1	1	1	2	3	3	10 annual	2	It is anticipated that no further ER grants will be completed in 2022/23, minor adaptations and repairs are being covered via low level prevention grants (see PI 6.5).
6.5	No of low level prevention grants completed (cumulative)	83	193	304	478	583	695	772	920	978	978	1,000 annual	891	

**REPORT TO CABINET**

Open		Would any decisions proposed:			
Any especially affected Wards	Discretionary	(a) Be entirely within Cabinet's powers to decide NO			
		(b) Need to be recommendations to Council NO			
		(c) Is it a Key Decision NO			
Lead Member: Cllr S Dark E-mail: cllr.Stuart.Dark@west-norfolk.gov.uk		Other Cabinet Members consulted:			
Lead Officers: Lorraine Gore E-mail: Lorraine.Gore@west-norfolk.gov.uk		Other Members consulted:			
		Other Officers consulted:			
Financial Implications	Policy/ Personnel Implications	Statutory Implications	Equality Impact Assessment required	Risk Management Implications	Environmental Implications
NO	NO	NO	NO	NO	NO

Date of meeting: 7 March 2023

**LOCAL GOVERNMENT ASSOCIATION (LGA) - CORPORATE PEER CHALLENGE**

**Summary**

To consider Notice of Motion (16/22) presented to Council on 1 December 2022. It was resolved that the Motion be referred to Cabinet for consideration and decision.

**RECOMMENDATION**

That Cabinet:

approve that a Corporate Peer Challenge be undertaken as set out in the report and the LGA scoping document

delegate to the Chief Executive in consultation with the Leader to agree the final details with the LGA to facilitate the delivery of the Corporate Peer Challenge

**Reason for Decision**

To respond to the Motion to Council on 1 December 2022.

**1 INTRODUCTION**

1.1 Notice of Motion (16/22) was presented to Council on 1 December 2022:

“This Council will, without any delay, arrange with the LGA to organise an immediate Peer Review of its Scrutiny and Transparency practices.”

- 1.2 Council resolved that the Motion be referred to Cabinet for consideration and decision

## 2. ARRANGEMENTS FOR A CORPORATE PEER CHALLENGE

- 2.1 The Notice of Motion focused on a Peer Review of the council’s Scrutiny and Transparency practices. In discussion with the LGA it is recommended that a Corporate Peer Challenge be undertaken with a focus on the following five high-level themes which have been adopted for all LGA Corporate Peer Challenges:

1. **Local priorities and outcomes:** Are the council’s priorities clear and informed by the local context? Is the council delivering effectively on its priorities and achieving improved outcomes for all its communities?
2. **Organisational and place leadership:** Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture:** Are there clear and robust governance arrangements? Is there a culture of respect, challenge and scrutiny?
4. **Financial planning and management:** Does the council have a clear understanding of its current financial position? Does the council have a strategy and a clear plan to address its financial challenges?
5. **Capacity for improvement:** Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

- 2.2 A peer challenge usually takes around 6 months lead-in time, including to secure time in peers’ diaries. In discussion with the LGA and given the elections in May 2023 it is suggested that it is appropriate for arrangements to be made for the peer challenge to take place in September 2023. This will provide time for the council to settle post-election, prepare the position statement and timetable and avoid the summer holiday period.

- 2.3 The scoping document for the peer challenge is attached.

### **3. PERSONNEL IMPLICATIONS**

3.1 The council will need to identify a peer challenge co-ordinator, this will be the Assistant to the Chief Executive, and will act as a day-to-day contact and oversee the practical arrangements, including:

- The council will be required to develop an information and data pack, including a Position Statement in advance of onsite activity
- The peer team will also undertake some pre-onsite conversations with key officers and members
- The council will need to prepare a timetable of meetings and focus groups for the team.

### **4. FINANCIAL IMPLICATIONS**

4.1 The Local Government Association offers all councils a Corporate Peer Challenge (CPC) at no cost every 5 years.

**FORWARD DECISIONS LIST**

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
7 March 2023						
	Review of Unreasonable complaints Policy	Non	Council	Leader Monitoring Officer		Public
	LGA Model Code of Conduct	Non	Council	Leader Asst Dir – A Baker		Public
	Notice of Motion 16/22 – Peer Review	Non	Cabinet	Leader Chief Executive		Public
	Governance Review Task Group	Non	Cabinet	Leader Chief Executive		Public
37	Members Allowances Scheme 2021-25	Non	Council	Finance Chief Executive		Public
	Freedom of the Borough - amendments	Non	Council	Leader Chief Executive		Public

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
18 April 2023	West Winch Collaboration Agreement	Non	Cabinet	Development and Regeneration Exec Dir – G Hall		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Asset Management – Land and Property	Key	Cabinet	Property Asst Dir Property and Projects		Private - Contains exempt Information under para 3 – information relating to the business affairs of

						any person (including the authority)
	Southend Road Hunstanton	Key	Cabinet	Development and Regeneration Asst Dir – D Ousby		Public
	Southgates Regeneration Area Development Brief and Next Steps	Key	Council	Development and Regeneration Asst Dir – D Hall		Public
	Towns Fund Local Assurance Framework	Non	Cabinet	Business Culture & Heritage Asst Director – D Hall		Public
	Alive West Norfolk Fees and Charges	Non	Cabinet	People and Communities Alive West Norfolk		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
20 June 2023						
38	Assets of Community Value	Non	Council	Leader? Monitoring Officer		Public
	5 Year Mart Agreement	Non	Cabinet	Business Culture & Heritage Exec Dir – G Hall		Private - Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
1 August 2023						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
26 September 2023						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
31 October 2023						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
5 December 2023						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
15 January 2024						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
6 February 2024						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
5 March 2024						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
23 April 2024						

**Items to be scheduled**

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	Leader Asst Dir B Box		Public
	Procurement Strategy	Non	Cabinet	Finance Asst Dir – D Ousby		Public
	Review of Planning Scheme of Delegation (summer 23)	Non	Council	Development and Regeneration Asst Dir – S Ashworth		Public
	Lynnsport One (summer 23)	Key	Council	Regeneration & Development Asst Dir Companies & Housing Delivery – D Ousby		Public



**CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2022/2023**

<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
16 June 2022	Appointment of Vice-Chair			To appoint a Vice-Chair for the Municipal Year 2022/2023.
16 June 2022	Call-in (if any)			
16 June 2022	Nominations to Outside Bodies and Partnerships – Hunstanton Sailing Club	Appointment as an Observer to an Outside Body		To appoint a representative as an observer role only.
16 June 2022	Review of New Waste Collection Contract Performance – Stage 2 – Review of the legal and technical contract performance for year 1 of the contract.	Councillor Request	B Brandford/ M Chisholm	
16 June 2022	Tourism – Harmful or Helpful? A review of key qualitative and quantitative factors influencing the future growth of Tourism resourcing, processes and benefits – do our residents benefit from our approach to promoting tourism in West Norfolk	Review	D Hall	Item put forward by Councillors Moriarty and Devereux

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DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
16 June 2022	Full Review of Performance Indicators 2021/2022	Review	G Greaves	
16 June 2022	Scheme of Delegation/ Planning Sifting Panel	Cabinet	S Ashworth	
16 June 2022	Resourcing - Development Management Team (Planning)	Cabinet	G Hall	
16 June 2022	Hunstanton Promenade Waste Water – Update	Update	M Henry	
16 June 2022	Portfolio Holder Question and Answer Session			Questions to be submitted in advance of the meeting.
16 June 2022	Cabinet Forward Decisions List			
16 June 2022	Panel Work Programme			
16 June 2022	<b>Exempt:</b> KLIC Repayment Plan	Quarterly Update	M Henry	Quarterly Update
18 July 2022 – <b>MEETING CANCELLED</b>				
12 September 2022 – <b>MEETING CANCELLED</b>				

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
3 October 2022	Matters Arising	Standing		The Panel are invited to submit any matters arising prior to the meeting.
3 October 2022	Call-in (if any)			
3 October 2022	Call in of Officer Delegated Decisions		A Baker	Request from the Chair
3 October 2022	Town Deal Board (Governance)		J Hay	Details set out in email from Councillor Moriarty dated 17 March 2022
3 October 2022	Q1 2022/23 Corporate Performance Monitoring Report	Monitoring	G Greaves	
3 October 2022	Notice of Motion from Council 14 July 2022: Menopause Workplace Pledge	Notice of Motion from Council referred to CPP		A discussion to be held on the views of the Panel.
3 October 2022	Portfolio Holder Question and Answer Session			Questions to be submitted in advance of the meeting.
3 October 2022	Cabinet Forward Decisions List			
3 October 2022	Panel Work Programme			
3 October 2022	<b>Exempt:</b> KLIC Repayment Plan	Quarterly Update	M Henry	Quarterly Update
3 October 2022	<b>Exempt:</b> Update on Crofters	Councillor	M Henry	(Chair of CPP)

		Request		
<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
17 October 2022	Matters Arising	Standing		The Panel are invited to submit any matters arising prior to the meeting.
17 October 2022	Call-in (if any)			
17 October 2022	Formal Complaints against the Borough Council 1 April 2021 - 31 March 2022  The number of compliments received also to be included in the report.	Annual	H Howell	For information only
17 October 2022	Report from the Informal Working Group – Review of the Corporate Complaints Policy		H Howell	
17 October 2022	Corn Exchange Cinema – Report Open  (To include information requested by Councillor Morley)  Appendix Exempt	Review	H Howell	
17 October 2022	Cabinet Report – Microsoft Enterprise Agreement	Cabinet Report	R Godfrey	To consider the report and make any appropriate recommendations to Cabinet

17 October 2022	Portfolio Question and Answer Session			
<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
17 October 2022	Cabinet Forward Decisions List			
17 October 2022	Work Programme			
31 October 2022	Matters Arising	Standing		The Panel are invited to submit any matters arising prior to the meeting.
31 October 2022	Call-in (if any)			
31 October 2022	Corporate Business Plan Monitoring Report 1 April – 30 September 2022	Monitoring	G Greaves	
31 October 2022	Governance of Council Bodies	Cabinet	A Baker	
31 October 2022	Town Deal Board Governance/ – Terms of Reference		A Baker	
31 October 2022	Portfolio Holder Question and Answer Session			Questions to be submitted in advance of the meeting.
31 October 2022	Panel Work Programme			
31 October 2022	<b>Exempt Report:</b> Post Evaluation Review of H & M	Post Evaluation Review	M Henry	To undertake a review of the project

31 October 2022	<b>Exempt Report:</b> Serco Contract	Councillor Request	B Brandford/ M Chisholm/ G Hall	
<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
31 October 2022	<b>Exempt Report:</b> Hunstanton Sailing Club (Prior to receiving the update, the Panel to determine if the item should be discussed as an exempt report)	Annual Update	Borough Council's Appointed Representative	The Panel to receive an annual report from the Borough Council's representative.
4 January 2023	Matters Arising	Standing		The Panel are invited to submit any matters arising prior to the meeting.
4 January 2023	Annual Communications Update	Annual Update	T Baldwin/ J Hillard/ A Howell	
4 January 2023	Q2 2022/23 Performance Indicator Monitoring Report	Monitoring	H Howell	
4 January 2023	Council Tax Support – Final Scheme for 2023/2024		J Stanton	
4 January 2023	January 2021 to December 2021 Report on use, or non-use of RIPA Powers	Update	M Chisholm	
4 January 2023	West Norfolk Climate Change Partnership chaired by the Borough Council to meet any	Councillor Request	L Gore	Request from Councillor de Whalley

	of its terms of reference over the first 28 months of its existence			
DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
4 January 2023	Meeting Arrangements Informal Working Group Report	Report back from the IWG	L Gore	
4 January 2023	Hunstanton Advisory Group:	Councillor Request	A Baker	Request from Councillor Moriarty. Elected councillors have no idea what exactly this body is, how it is composed, where its minutes might be found, where it fits in the constitution, what powers it has, what money it has, what elections have been held, what remit it has - we know nothing about it. Yet it features in the local press as an important Consultee for major investments in the town.
4 January 2023	Review of the Unreasonable Complainants Policy (Report back from IWG)	Cabinet	A Baker	
4 January 2023	Cabinet Forward Decisions List			
4 January 2023	Portfolio Holder Question and Answer Session			Questions to be submitted in advance of the meeting.
4 January 2023	Panel Work Programme			
4 January 2023	<b>Exempt Report:</b> Call-in: Waste Contract Re-investing	Call in		

	Performance Deductions			
4 January 2023	<b>Exempt Report:</b> KLIC Repayment Plan	Quarterly Update	M Henry	Quarterly Update
<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
4 January 2023	<b>Exempt Report:</b> Review of New Waste Collection Contract Performance – Stage 2 – Review of the legal and technical contract performance for year 1 of the contract.	Update	B Brandford/ M Chisholm	Further Update following 16.06.22 meeting
27 February 2023	Matters Arising	Standing		The Panel are invited to submit any matters arising prior to the meeting.
27 February 2023	Call-in (if any)			
27 February 2023	Presentation on Rent Arrears	Presentation	M Henry	
27 February 2023	Hunstanton Promenade Waste Water – Update	Update	M Henry	
27 February 2023	Q3 2022/23 Corporate Performance Report	Monitoring	H Howell	
27 February 2023	Local Government Association (LGA) - Corporate Peer Challenge	Cabinet	L Gore	
27 February 2023	Portfolio Holder Question and			Questions to be submitted in advance



	Answer Session			of the meeting
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<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
27 February 2023	Full Review of IDC to include the appointment of Members, standing orders relating to the investigation of discipline of statutory officers and terms of reference for that Committee.	Councillor Request	B Box	Request from Councillor Nash. This item to be considered as the last item on the Agenda if required to go into exempt session.
27 February 2023	Cabinet Forward Decisions List			
27 February 2023	Panel Work Programme			
5 April 2023	Matters Arising	Standing		The Panel are invited to submit any matters arising prior to the meeting.
5 April 2023	Call-in (if any)			
5 April 2023	Members' ICT	Councillor Request	R Godfrey	
5 April 2023	Provide a summary of the issue the performance of the council owned businesses, West Norfolk property, West Norfolk housing and Alive Leisure, and any other 100% owned or partially owned business which operate independently of the Council	Councillor Request	H Howell	Request from Councillors Morley and Ryves

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
5 April 2023	Statement of Community Involvement	Councillor Request	S Ashworth	
5 April 2023	Menopause Workplace Pledge – two separate reports to come back to Panel. One setting out services and initiatives for staff and one dealing with Legislation and Policies for Councillors.	Notice of Motion to Council	A Baker/ B Box	
5 April 2023	KLIC – revenue and outcomes	Panel request	M Henry	Requested by CPP at meeting on 4 January 2023.
5 April 2023	Mental Health Support for Councillors	J Arrandale		
<i>*5 April 2023</i>	<i>Feedback from Councillor Blunt on the enforcement issues discussed on 13 April 2022</i>			
<i>*5 April 2023</i>	<i>Parkway - what changed on the project from inception to it being approved by Full Council</i>			<i>Requested by Councillor J Moriarty – email 11 January 2023)</i>
5 April 2023	Portfolio Holder Question and Answer Session			Questions to be submitted in advance of the meeting
5 April 2023	Cabinet Forward Decisions List			
5 April 2023	Panel Work Programme			

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*\*Added following sifting meeting on 8 February 2023*

**Forthcoming Items – date to be advised**

Guidance in respect of Council Tax Support Scheme ahead of when it is presented to Council for approval – J Stanton (Chair confirmed requirement of report to include the financial calculation, the no of households that would receive this support and their house bandings, the Councils plans to manage the Collection Fund and the sums expected by its preceptors, the rationale for selecting this demographic as the only segment of householders that need hardship support)

Annual Employment Monitoring Report – B Box – Requirements of the Panel to be discussed at sifting meeting on 6 October 2022.

**Councillor Requests**

**Items Post May 2023**

January 2022 to December 2022 Report on use, or non-use RIPA powers (Annual Report) – **July 2023**

Performance of the Corn Exchange Cinema – N Gromett - **July 2023**

Carnegie Building – (requested by Councillor J Moriarty - email 11 January 2023)

Councillor J Moriarty – Relationship with the Shakespeare Trust in relation to the Guildhall. (Item to be scheduled following outcome of the HLF bid.

Scrutiny – to look at the compulsory statutory guidance and practice elsewhere – Councillor J Moriarty – agreed to wait for the Peer Review coming later in the year.

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	27 February 2023		
TITLE:	Review of IDC		
REPORT AUTHOR:	Becky Box, Assistant Director Central Services		
OPEN/EXEMPT		WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes/No

**REPORT SUMMARY/COVER PAGE**

<p><b>PURPOSE OF REPORT/SUMMARY:</b></p> <p>This item has been requested by CPP, supported by the Chair of CPP. The report responds to a brief as captured on the CPP work programme as follows:</p> <p>“Full Review of IDC* to include the appointment of Members, standing orders relating to the investigation of discipline of statutory officers and terms of reference for that Committee.”</p> <p>(* IDC = Investigating and Disciplinary Committee)</p> <p>The attached report sets out the information requested.</p>
<p><b>KEY ISSUES:</b></p> <p>Members are referred to the attached report which sets out the background to the creation of the IDC and covers the other points requested in the brief.</p>
<p><b>OPTIONS CONSIDERED:</b></p> <p>N/A</p> <p>The report explains the background and approach to the creation of the Council’s IDC.</p>
<p><b>RECOMMENDATIONS:</b></p> <p>That the report is considered by Panel members to familiarise themselves with the requirements for implementing an IDC within the Council and the steps undertake to establish this Committee.</p>
<p><b>REASONS FOR RECOMMENDATIONS:</b></p> <p>To fulfil the Panel’s request.</p>

**REPORT DETAIL**

**1. Introduction/Background**

A request for a review of the Council's Investigating and Disciplinary Committee was agreed by CPP.

The request was captured as a "Full Review of IDC to include the appointment of Members, standing orders relating to the investigation of discipline of statutory officers and terms of reference for that Committee."

A report outlining the various points requested is attached for Members' consideration.

To assist Members' understanding of the requirements for an IDC, the report also sets explains:

- What the IDC is
- The legal requirements governing disciplinary procedures for statutory officers
- Why the Council needs an IDC

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

Members are asked to note that:

- The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 set out requirements governing disciplinary procedures for statutory officers
- Model procedures to reflect these requirements have been introduced by the Joint Negotiating Committee (JNC) for Local Authority Chief Executives
- The JNC requires all Council's across England to establish an IDC to govern disciplinary procedures for statutory officers
- The arrangements implemented by the Council are consistent with the JNC's requirements

## **3. Corporate Priorities**

Not applicable.

## **4. Financial Implications**

Not applicable.

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

Failure to adopt the JNC model procedures could result in legal challenge by a statutory officer.

## **7. Equal Opportunity Considerations**

Not applicable – the model procedures are applicable to all statutory officers.

## **8. Environmental Considerations**

Not applicable.

## **9. Consultation**

Statutory officers are aware that they are subject to different disciplinary procedures to other members of staff. This is reflected in the Council's disciplinary procedure which states that "The Chief Executive, Monitoring Officer, and the Authority's 151 Officer, are subject to the

requirements of The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 and the associated disciplinary procedure for statutory officers.”

## **10. Conclusion**

A review of a range of matters related to the Council’s Investigating and Disciplinary Committee was requested by CPP and a paper has been provided to respond to these points.

## **11. Background Papers**

The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015  
The JNC for Local Authority Chief Executives model procedures  
Part 3, Appendix A of the Council’s Constitution

## Review of the Investigating and Disciplinary Committee (IDC) for CPP

### 1 What is the Investigating and Disciplinary Committee (IDC)?

The Investigating and Disciplinary Committee (IDC) is a Council body, as set out in Part 3 of the Council's constitution which outlines the remits and terms of reference for Council bodies. Specifically, Appendix A of Part 3 of the Constitution sets out the composition, functions and terms of reference for the Appointments Board/Investigating and Disciplinary Committee.

The purpose of the IDC is to provide the structure to support procedures which must be followed in the event that disciplinary action is contemplated against a statutory officer of the Council.

For the avoidance of doubt, a Local Authority's Statutory Officers are:

- The Chief Executive (Head of Paid Service)
- The Monitoring Officer
- The Chief Financial Officer (Section 151 Officer)

### 2 What are the legal requirements governing disciplinary procedures for statutory officers?

Normally each employer determines its procedures for the handling disciplinary matters for its employees, taking into account the relevant considerations in general employment law and the relevant ACAS Code of Practice. However, in the case of Local Authority Statutory Officers there are further legal requirements which need to be taken into consideration. These additional requirements are to ensure Statutory Officers, who have duties to protect the Council as a corporate body, are protected from unwarranted political interference in carrying out their duties.

There have been specific regulations in place to govern disciplinary matters relating to statutory officers since 2001 and these have been reflected in the Council's local disciplinary procedures since that time. The Local Authorities (Standing Orders) (England) Regulations 2001 (as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015) are the current regulations governing disciplinary procedures for statutory officers.

### 3 Why does the Council need an IDC?

The revisions to The Local Authorities (Standing Orders) (England) Regulations 2001 agreed in 2015 included changes to the process for dismissing a statutory officer. This prompted the need for a national review of disciplinary arrangements for statutory officers.

The Joint Negotiating Committee (JNC) for Local Authority Chief Executives is the negotiating body for the Local Government Association (LGA) representing employer local authorities. To assist authorities in implementing the revisions required by the 2015 Regulations the JNC agreed model procedures to reflect the new requirements and these procedures were incorporated into the conditions of service handbook for local authority Chief Executives.

The model procedure, and associated guidance, requires Councils across England to establish an IDC to govern any future disciplinary procedures for their statutory officers.

The model procedure is shown in Appendix A.

**NB. While the conditions of service handbook relates specifically to Chief Executives, the associated guidance is clear that the same procedures should be followed for the Monitoring Officer and Section 151 Officer.**



#### 4 How were the IDC's terms of reference determined?

The JNC produced detailed guidance to support the model disciplinary procedure. This sets out the structures which are necessary to manage the process. The guidance also sets out a number of factors which a Council must consider regarding the composition of committees and delegation of powers in relation to the model procedure to bring these into effect, including:

##### *For the IDC:*

- That the IDC must be politically balanced
- That the IDC must include at least one member of the executive
- That there may be circumstances where members of the IDC may find themselves in a position where they have a conflict of interest, so this should be taken into consideration when constructing the committee
- That the committee which performs this function may be known locally by a different name and may also fulfil other functions

##### *For the Appeals Committee:*

- That the Appeals Committee must be politically balanced
- That the Appeals Committee members must not be members of the IDC
- Where the Council operates an Executive structure the Appeals Committee must include at least one member of the Executive

##### *For the Independent Panel:*

- That the Independent Panel should comprise of independent persons (at least two) who have been appointed by the Council, or by another Council, for the purpose of the Council members' conduct regime under section 28(7) of the Localism Act 2011

As staffing issues are a non-executive function these factors were reflected in a report prepared for Full Council on 9<sup>th</sup> April 2020, which included a number of recommendations to bring the required structures into effect. This included a recommendation to revise the remit of the Council's existing Appointment Board to become the Appointment Board/Investigating and Disciplinary Committee. The full list of recommendations included in the report can be found in Appendix B. However, the Council meeting was cancelled due to the outbreak of the COVID19 pandemic and the report on the Disciplinary and Dismissal Procedures for Statutory Officers was approved by the Chief Executive under emergency powers on 16<sup>th</sup> April 2020. Members were advised of this position at the time.

#### 5 How and when was the IDC introduced?

The changes detailed in 2015 Regulations necessitated an immediate revision of all Council's Constitution's and in the case of BCKLWN this was implemented in June 2015 by the then Monitoring Officer.

The model procedure, and associated guidance, was not finalised by the JNC until late 2016. In 2019 the JNC identified that many Council's had not updated their procedures in full to reflect the required changes. Work to progress the required changes was undertaken leading to the submission of a report being prepared for Full Council in April 2020. The recommendations from this report were agreed on 16<sup>th</sup> April 2020.

Following approval the required changes have been incorporated into Part 3, Appendix A of the Council's Constitution.

## 6 What are the agreed Terms of Reference for the IDC?

In line with the recommendations from the report to Council agreed in April 2020, the Council has revised the terms of reference for the Appointment Board to expand the remit of this council body to become the Appointment Board/Investigating and Disciplinary Committee. This is consistent with the relevant guidance, which states that the Committee may also fulfil other functions.

The terms of reference of the Appointment Board/Investigating and Disciplinary Committee which relate specifically to the role of the IDC are provided in Appendix C.

## 7 What discretion does the Council have regarding the implementation of the Model Procedure and IDC?

As already mentioned, all Councils are required to adhere to the model procedures as outlined in the conditions of service handbook for Chief Executives and the associated guidance. The guidance is very prescriptive and specifically highlights the need for all Councils to establish:

- An Investigating and Disciplinary Committee (IDC)
- An Appeals Committee
- An Independent Panel
- An elected member with the designated power to suspend the Chief Executive immediately in an emergency

These requirements were addressed in the April 2020 Council report.

The recommendations to Council in April 2020 delegated authority to the relevant Executive Director to “develop a procedure, based on the NJC Model Disciplinary Procedure but adapted to reflect the specific details outlined in this report, to be followed in the case of a complaint against a statutory officer”. This procedure reflects the specifics with regards to BCKLWN, namely:

- specific panel/committee names, job titles etc
- the JNC guidance documents recommendation that Council’s determine their own method for filtering complaints, by using a sub-committee of the IDC as a filter to; a) facilitate the redirection of complains to the appropriate Council procedure or b) to filter out that which have not merit
- local arrangements for supporting the IDC process

## 8 How are Members appointed to the Investigating and Disciplinary Committee?

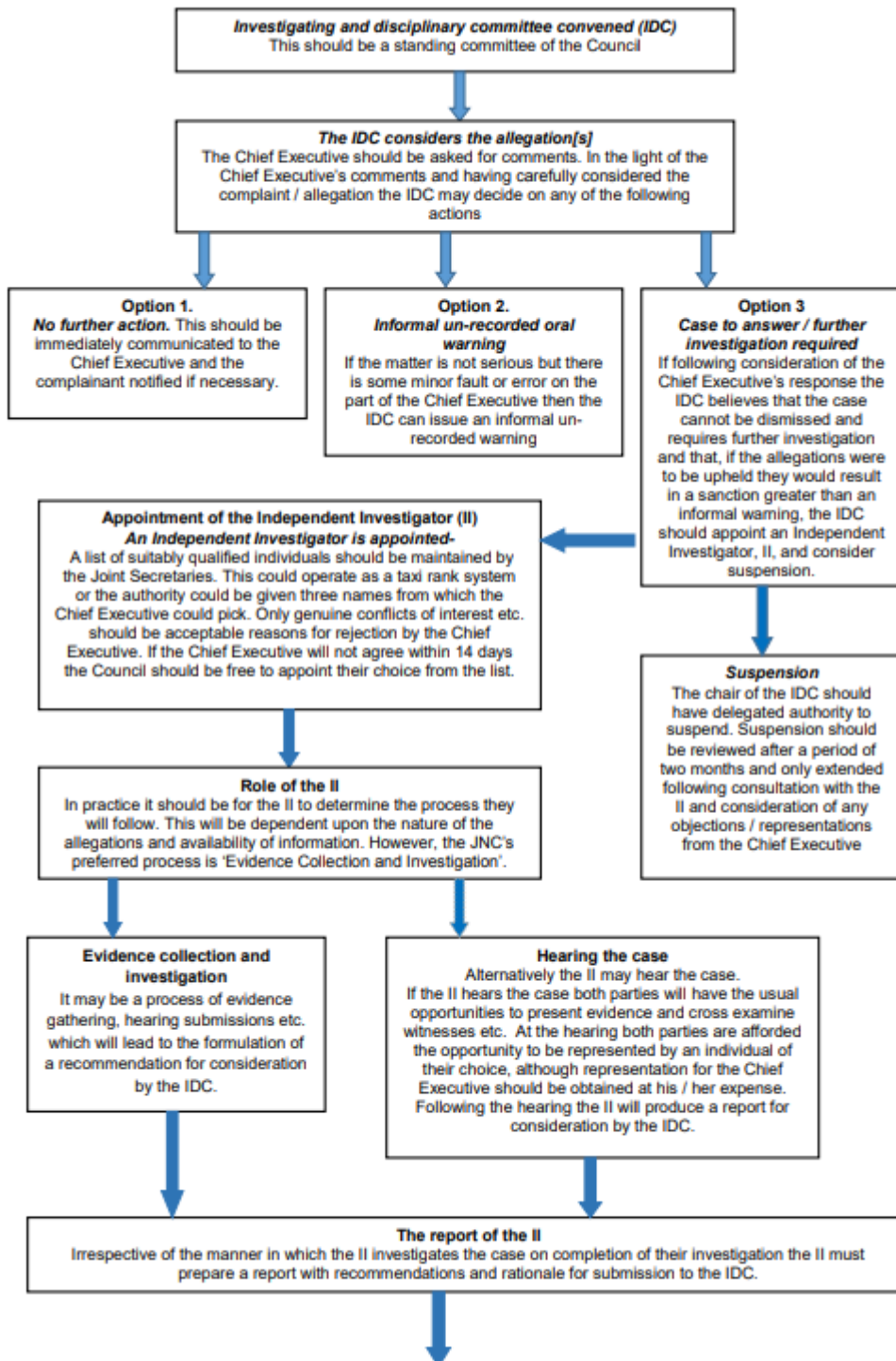
Prior to Annual Council each year Group Leaders are asked to nominate their required number of representatives for all Council bodies, including the Appointment Board/IDC. These nominations are then submitted for approval at the Annual Council meeting.

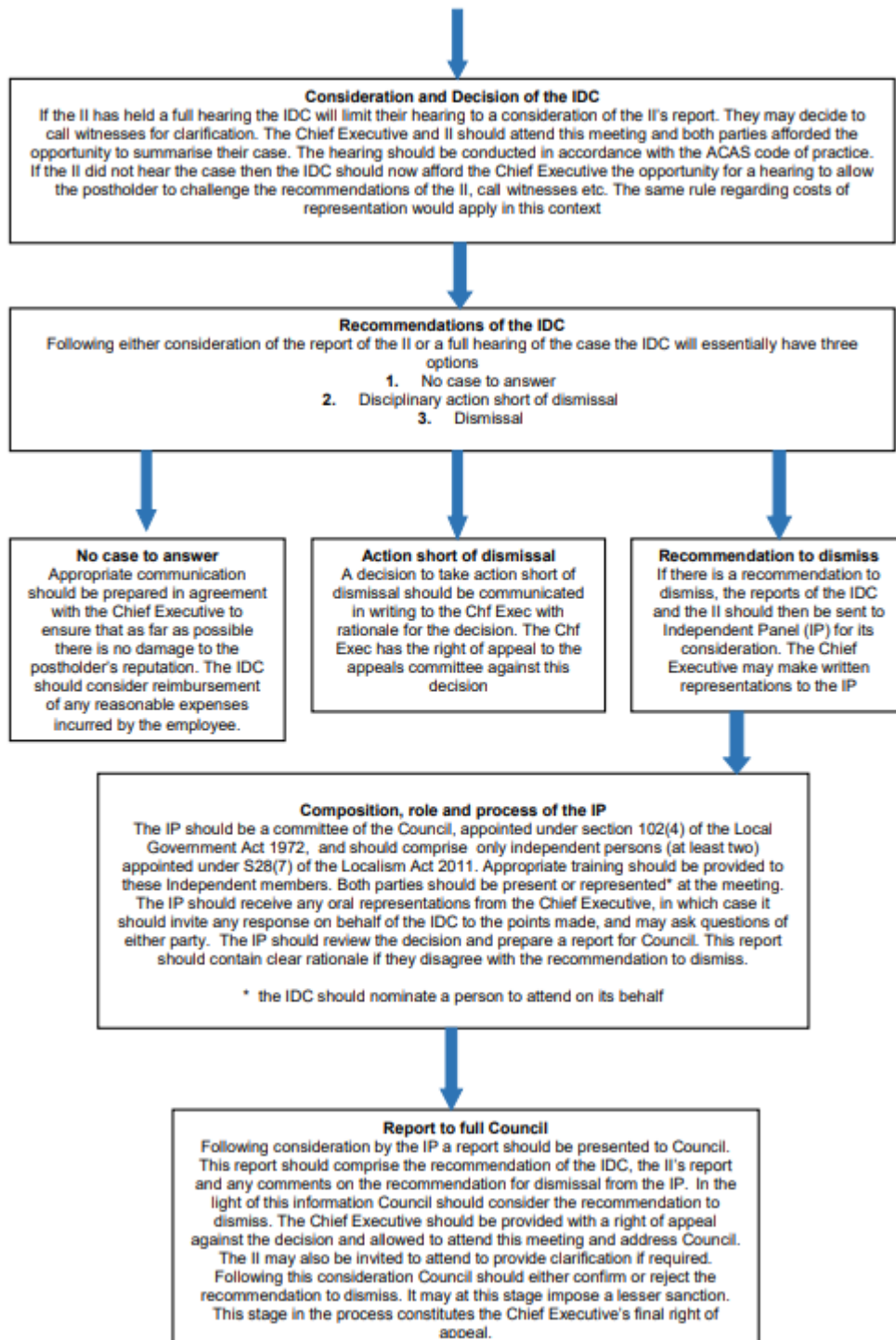
The guidance issued by the JNC recommends training for elected members involved in the IDC process. As the training for IDC members is delivered by an external trainer nominated members and deputies have been trained, to facilitate timely meetings as required.

Becky Box  
Assistant Director Central Services  
January 2023

**Appendix A – Model Procedure for Local Authority Statutory Officers**

**ENGLAND ONLY: Disciplinary Procedure for Local Authority Chief Executives**





## **Appendix B - Recommendations to Council April 2020**

- 1) To revise the terms of reference of the Appointments Board to deal with disciplinary matters relating to the relevant officers. This committee is to be a politically balanced committee, at least one of whom is to be a member of the Cabinet.
- 2) To revise the terms of reference of the Licensing and Appeals Panel to deal with appeals against disciplinary sanctions short of dismissal relating to the relevant officers. This committee is to be a politically balanced committee, at least one of whom is to be a member of the Cabinet.
- 3) That in the case of a complaint being received against a relevant officer, the decision whether to refer the matter to the Investigating and Disciplinary Committee (IDC) will be delegated to a sub-committee of the IDC consisting of three members, and which will be politically balanced as far as is practicable. All decisions made by the sub-committee will be made in consultation with the Executive Director and Chief Executive/Monitoring Officer as appropriate. The three members forming the sub-committee will then be excluded from participating in any process arising from their decision.
- 4) That the IDC will have delegated responsibility for the appointment of an Independent Investigator to undertake an investigation into any matter it considers warrants investigation. Such investigator to be appointed from the list provided by the National Joint Secretaries, and co-ordinated by the Executive Director.
- 5) That the Investigating and Disciplinary Committee (IDC) will have delegated responsibility for the suspension of “the relevant officers.” In the event of the need for urgency, this function to be delegated to the Chief Executive, should there be a need to suspend the Monitoring Officer or Section 151 Officer, or the Monitoring Officer should there be a need to suspend the Chief Executive, in all cases the decision to be made in consultation with the Chair of the IDC and the Executive Director.
- 6) To establish an Independent Panel comprising at least two people appointed under section 28 Localism Act 2011 to advise Council in the event of a recommendation from the Independent Disciplinary Committee to dismiss a relevant officer.
- 7) That the Executive Director be authorised to develop a procedure, based on the NJC Model Disciplinary Procedure but adapted to reflect the specific details outlined in this report, to be followed in the case of a complaint against a statutory officer.
- 8) That the Monitoring Officer be authorised to make all necessary and consequential amendments to the constitution to give effect to these recommendations.
- 9) That the Executive Director be authorised to arrange appropriate mandatory training for members serving on the Investigating and Disciplinary Committee and Appeals Committee and the Independent Persons serving on the Independent Panel.
- 10) That the Investigation and Disciplinary Committee and Appeals Committee be appointed and seats thereon allocated to political groups in accordance with the rules of proportionality and that appointments be made to Committees in accordance with the nominations received from political groups.

## **Appendix C - Terms of Reference for the IDC**

The terms of reference of the Appointment Board/Investigating and Disciplinary Committee which relate specifically to the role of the IDC are as follows:

### **Composition**

- A1 The Appointments Board/Investigating and Disciplinary Committee shall consist of up to nine members and no councillor shall be disqualified from appointment by membership of any other Council body.
- A.2 To comply with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015) an Investigating and Disciplinary Committee must be politically balanced and must include at least one member of the executive.
- A.5 In the case of a complaint being received against a statutory officer, the decision whether to refer the matter to the Investigating and Disciplinary Committee will be delegated to a sub-committee of the IDC consisting of three members, and which will be politically balanced as far as is practicable. The three members forming the sub-committee will then be excluded from participating in any process arising from their decision.
- A.6 In designating the members to form Appointments Panels or sub-committees of the Investigating and Disciplinary Committee, and in advising on it, the Chairman and the Chief Executive (or where appropriate, the Monitoring Officer) respectively shall have regard to political proportionality, to the responsibilities of members in relation to the duties attaching to the post to be filled, and to the need for any substitution of members.

### **Functions Referred to the Board and the Terms of their Reference**

- A.8 Within the procedures established by the Council, the Investigating and Disciplinary Committee will have delegated responsibility for the appointment of an Independent Investigator to undertake an investigation into any matter it considers warrants investigation. Such investigator to be appointed from the list provided by the National Joint Secretaries, and co-ordinated by the relevant Executive Director.
- A9 The Investigating and Disciplinary Committee will have delegated responsibility for the suspension of “the relevant officer(s)”. In the event of the need for urgency, this function will be delegated to the Chief Executive, should there be a need to suspend the Monitoring Officer or Section 151 Officer, or the Monitoring Officer should there be a need to suspend the Chief Executive. In all cases the decision will be made in consultation with the Chair of the IDC and the relevant Executive Director.