

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



# **Corporate Performance Panel**

## **Agenda**

**Wednesday, 1st September, 2021**  
at 4.30 pm

in the

**Assembly Room  
Town Hall  
Saturday Market Place  
King's Lynn**





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

23 August 2021

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 1st September, 2021 at 4.30 pm** in the **Assembly Room, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

**AGENDA**

**1. Apologies**

**2. Minutes (Pages 6 - 15)**

To approve the minutes from the Corporate Performance Panel held on 21 July 2021.

**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 Chair 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. **Hunstanton Tourist Information Centre** (Pages 16 - 18)

Request from Councillor Paul Beal

9. **Procurement Update** (Pages 19 - 31)

10. **Q1 2021-2022 Corporate Recovery Performance Indicators Monitoring Report** (Pages 32 - 37)

11. **Review of the Persistent Complainants Policy** (Pages 38 - 45)

12. **Cabinet Forward Decisions List** (Pages 46 - 48)

13. **Panel Work Programme** (Pages 49 - 55)

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 take place on 20 October 2021.

15. **Exclusion of Press and Public**

To consider passing the following resolution:

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

16. **Exempt Report: King's Lynn Innovation Centre Repayment Plan**

17. **Exempt Report: Hunstanton Sailing Club Annual Update** (Pages 56 - 57)

To:

**Corporate Performance Panel:** Councillors B Ayres, J Collop, I Devereux (Vice-Chair), C Hudson, J Kirk, C Manning, J Moriarty (Chair), C Morley, S Nash, S Patel, C Rose and D Tyler

**Portfolio Holders:**

Councillor S Dark - Leader

Councillor Mrs A Dickinson - Finance

Councillor A Lawrence - Property

Councillor G Middleton – Business, Culture and Heritage/Deputy Leader

**Officers:**

Alexa Baker - Monitoring Officer

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

Phillip Eke - Senior Tourism Officer

Lorraine Gore - Chief Executive

Ged Greaves - Senior Policy and Performance Officer

Duncan Hall – Assistant Director, Regeneration, Housing and Place

Matthew Henry - Assistant Director, Property and Projects

Honor Howell - Assistant to the Chief Executive

Bethany O'Brien – Trainee Tourism Support Officer

David Ousby – Assistant Director, Companies and Housing Delivery

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK****CORPORATE PERFORMANCE PANEL**

**Minutes from the Meeting of the Corporate Performance Panel held on Wednesday, 21st July, 2021 at 4.30 pm in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor J Moriarty (Chair)  
Councillors J Collop (left the meeting at 5.42 pm), I Devereux (Vice-Chair), C Hudson, C Joyce, J Kirk, C Morley, S Nash, C Rose, Mrs V Spikings (substitute for Councillor S Patel) and D Tyler

**Portfolio Holders**

Councillor S Dark, Leader (via Zoom)  
Councillor Mrs A Dickinson, Finance (via Zoom)

**Under Standing Order 34:**

Councillor M de Whalley  
Councillor A Holmes (left the meeting at 5.55 pm)  
Councillor C Joyce (via Zoom)

**Officers:**

Becky Box, Management Team Representative  
Lorraine Gore, Chief Executive  
Honor Howell, Assistant to the Chief Executive (via Zoom)  
Wendy Vincent, Democratic Services Officer  
Sam Winter, Democratic Services Manager (via Zoom)

CP14 **APOLOGIES**

Apologies for absence were received from Councillors C Manning and S Patel.

CP15 **MINUTES**

The minutes of the Corporate Performance Panel held on 2 June 2021 were agreed as a correct record and signed by the Chair.

CP16 **DECLARATIONS OF INTEREST**

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CP17 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP18 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor M de Whalley for all items.  
Councillor A Holmes was present for all operational matters on the Agenda.  
Councillor C Joyce for items 11 and 13.

CP19 **CHAIR'S CORRESPONDENCE**

There was no Chair's correspondence.

CP20 **CALL-IN**

There were no call-ins.

CP21 **REPORT OF THE INFORMAL WORKING GROUP ON THE FREEDOM OF THE BOROUGH**

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

Councillor Dark as Chair of the Informal Working Group introduced the report and advised that the Corporate Performance Panel was invited to consider the recommendations put forward. Councillor Dark outlined the deliberations of the Informal Working Group and drew Member's attention to an omission from the report discussions had taken place at the Informal Working Group in that, once this really prestigious honour had been given to someone, there should be a mechanism in the very unlikely event of that person doing something wrong that the honour could be also removed. Councillor Dark thanked the Informal Working Group for their input, specifically Councillor Ayres, Chair of the Standards Committee.

The Democratic Services Manager provided background information following the submission of a Notice of Motion from Councillor Rust on 28 November 2019, which was referred to the Corporate Performance Panel for consideration, an Informal Working Group was set up to look at the Motion along with the existing criteria to review. It was highlighted that the Standards Committee would consider nominations received which would require the approval of Full Council. The current criteria stated that any former council member would remain ineligible for nomination for 10 years after they cease to be a councillor, the Informal Working Group felt that this placed Councillors in an unfair position and therefore recommended this be deleted. The Informal Working Group also asked that details of other awards available to be nominated for, for example, the Mayor's awards should be made clear on the council's website.

Councillor A Holmes addressed the Panel under Standing Order 34.

The Democratic Services Manager responded to questions and comments in relation to the recommendation of the Informal Working Group to delete 11 from the current criteria: Any former council member will remain ineligible for nomination for 10 years after they cease to be a Councillor.

The Chair thanked Councillor Dark and the Democratic Services Manager for the report.

**RESOLVED:** That the Corporate Performance Panel supported the criteria set out at 1 to 7 in the report.

CP22 **CORPORATE PERFORMANCE MONITORING UPDATE - INTERIM REPORT**

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

The Assistant to the Chief Executive presented the interim report which focused on the performance indicators where performance was worse than the previous year as at the 31 March 2021. It was highlighted that the indicators were linked to the Covid-19 Recovery Strategy and were grouped under the Corporate Business Plan's priorities.

The Panel's attention was drawn to the following sections of the report:

- Job Seekers allowance claimant rate reduced considerably on last year
- % rent arrears on industrial units some feedback has improved in June/July 2021
- Waste and recycling tonnage had reduced but with the reintroduction of the food collection it was anticipated the rate would improve.

The Assistant to the Chief Executive responded to questions in relation to:

- Why there had been an increase in the number of crime and anti-social behaviour incidents within the Borough and undertook to provide the Panel with the information requested.
- How the data was collated in relation to the anti-social behaviour incidents set out at 2.5.2 of the report and undertook to circulate a response to the Panel.

Councillor Holmes addressed the Panel under Standing Order 34 and asked if officers had an insight into the overall trends for the indicators . The Chair invited Councillor Holmes to identify any indicators he wished to have further information on and to inform the Assistant to the Chief Executive so the information could be brought back to a future meeting.

Councillor de Whalley addressed the Panel under Standing Order 34 in relation to anti-social behaviour within his ward and expressed thanks to borough council officers and the police for the multi-agency approach to address this important issue. Councillor de Whalley asked if there was anything wider the Borough Council could do to assist, In response the Assistant to the Chief Executive explained that the council worked in partnership with other organisations and that a multi-agency approach was taken. It was explained that there was a police presence in the King's Court office and regular meetings were held.

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

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

CP23 **CABINET REPORT: MEMBERS ENQUIRIES INBOX**

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

The Chief Executive presented the report and responded to questions and comments, a summary of which is set out below.

Councillor Spikings commented that the current response time of 10 days was too long and asked if it could be reduced in any way,

Councillor Joyce addressed the Panel under Standing Order 34 and concurred with the comments made by Councillor Spikings.

The Chair commented that he also concurred with the comments made by Councillor Spikings and thanked the Assistant to the Chief Executive for the introduction of the Members Enquiries Inbox. The Chair referred to the Member/Officer Protocol and the timescale to respond which was 3 working days and proposed that:

Recommendation 3.1 be amended to read: It is recommended to Cabinet that the Constitution is changed to permanently retain the Members Enquiries Inbox. This will enable responses to questions to be collated and responded to in a timely manner in consultation with the appropriate officers. **ADD – in line with the timescale set out in the Member/Officer Protocol.**

In response, the Chief Executive explain that she was happy to retain the existing Member\officer protocol of 3 working days but highlighted that some complex enquiries required longer than 3 working days but would aim to respond within no longer than 10 working days.

Under Standing Order 34, Councillor Joyce commented that if no response was received from the relevant officer within the timescale then the enquiry to be referred to the Executive Director or Chief Executive.

In response, the Chief Executive agreed to the request from Councillor Joyce set out above.

Following questions from Councillor Spikings on the monitoring undertaken, the Assistant to the Chief Executive explained that details were kept of the enquiries received and response times were monitoring.

The Chair invited the Panel to agree to the recommendation subject to the amendments set out above, which was agreed by the Panel.

There was general consensus from the Panel that they would like to receive an annual update.

**RESOLVED:** The Corporate Performance Panel supported the recommendation that Cabinet amend the council's constitution to retain the Members Inbox as a permanent measure to respond to general Member enquiries to enable them to carry out their roles within their constituencies, subject to the amendments set out below:

- 1) Recommendation 3.1 be amended to read: It is recommended to Cabinet that the Constitution is changed to permanently retain the Members Enquiries Inbox. This will enable responses to questions to be collated and responded to in a timely manner in consultation with the appropriate officers.  
**ADD – in line with the timescale set out in the Member/Officer Protocol.**

**If no response was received from the relevant officer within the timescale, then the enquiry be referred to the Executive Director or Chief Executive.**

- 2) The Panel to receive an annual update report.

## CP24 **CABINET REPORT APPOINTMENT OF MONITORING OFFICER**

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

In presenting the report, the Chief Executive provided an overview of the current arrangement with Eastlaw and the reasons why the council should appoint a full time monitoring officer. The Chief Executive outlined the recruitment process.

The Chief Executive responded to questions and comments in relation to:

- The job description and personal specification.
- Role of the Monitoring Officer

- Provision of assistance and advice to both Town and Parish Councils.
- The separate requirements/arrangements for the subsidiary companies.
- The role of the council's Appointments Panel in the recruitment process.

Under Standing Order 34, Councillor Joyce addressed the Panel and highlighted the importance of the Monitoring Officer role and supported the proposal.

Under Standing Order 34, Councillor Holmes addressed the Panel and asked what support would be available for the Monitoring Officer. Councillor Devereux commented that the Chief Executive would monitor the performance/workload of the Monitoring Officer. The Chief Executive added that currently Eastlaw provided the legal service to the council which had a Deputy Monitoring Role together with admin support. The next stage of the process would be to undertake a review of the provision of legal services going forward.

The Chair commented that he shared the concerns raised regarding the subsidiary companies and Director roles, but that he welcomed the proposal that the Monitoring Officer would be attending meetings of the council.

**RESOLVED:** That the Corporate Performance Panel supported the recommendation to Cabinet to agree that the borough council create a post and proceed with the recruitment and appointment of a full time Monitoring Officer to be employed solely by the council.

CP25

### **CABINET REPORT - PROPOSED COUNCILLOR COMMUNITY GRANT SCHEME**

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

The Assistant to the Chief Executive presented the report which proposed that the borough council introduce a Councillor Community Grant Scheme with the aim of funding community projects and initiatives that will deliver better outcomes for residents in their Ward as well as contributing to the achievement of the Council's Corporate Business Plan priorities. Each ward councillor will be given a budget of £1,000 per annum to assist their constituents with funding for projects which meet the criteria for the scheme.

The Assistant to the Executive responded to questions and comments in relation to:

- Risk exposure of £55,000 and reputation of the council.
- Admin required for the scheme.
- Due diligence checks to be undertaken.

- 2.1 Financial Assistance Grants Scheme – the total amount and 5.1 Financial implications. The Assistant to the Chief Executive undertook to email details regarding the total amount of grants and current underspend in the Financial Assistance Grants to the Panel.
- The level of minimum grant of £100.
- Applications not being considered during the period of purdah up to borough and county elections.

**RESOLVED:** That the Corporate Performance Panel supported the recommendation to Cabinet to introduce the Councillor Community Grant Scheme and set aside the budget required for the scheme.

**The Committee adjourned at 5.40 pm and reconvened at 5.55 pm.**

CP26

### **CABINET REPORT - INTERIM MEETING ARRANGEMENTS**

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In presenting the report the Assistant to the Chief Executive explained that following the expiry of the powers granted by Section 78 of the Coronavirus Act 2020, from 7 May the council had reverted to face-to-face meetings for Members, supported by Democratic Services Officers in the room. The report considered the impact of the decision not to extend the facility of virtual meetings for councils and to recommend to Cabinet/Council, interim measures to enable the council to fulfil their statutory obligations in respect of council meetings whilst maintaining social distancing and COVID-19 safety measures at all times.

The Assistant to the Chief Executive informed Members of the increase in the number of Covid cases in Norfolk and the difficulties to allow all officers back in the meeting room. The advice therefore was to have as few officers as possible in the meeting room to reduce the risk of infection. Officers presenting reports would join the meeting via Zoom.

Councillor Mrs Spikings commented on the efforts of officers undertaken to allow meetings to take place, but added that the sound quality in the Assembly Room was poor, and in some cases inaudible and asked if any changes could be made to improve the sound quality.

Councillor Hudson concurred with the comments made by Councillor Spikings.

Councillor Nash explained that he was using headphones via Bluetooth which could be used for all microphones.

With regard to the comments made regarding the use of headphones, Councillor Morley added that he had observed Councillor Nash and that headphones and a mask was too onerous and asked if IT could

come up with a better system with the use of loudspeakers. In conclusion, Councillor Morley commented that he was against the recommendations and it was far better for physical presence of officers in the meeting room.

Councillor Devereux commented that the compromise should be made as effective as possible for the decision making process.

Councillor Kirk added that he favoured hybrid meetings as in the meeting room he found it difficult to hear and that he was in favour of the use of headphones.

Councillor Rose made reference to internet difficulties when zoom meetings took place.

Councillor Tyler commented that he had taken the advice of Councillor Nash and had invested in a set of earphones.

Under Standing Order 34, Councillor de Whalley commented that he found it difficult to hear in the Assembly Room and commented he had discussed earphones with Councillor Nash. Councillor de Whalley asked if there was a possibility that sound engineers could be contacted to improve the sound quality.

Under Standing Order 34, Councillor Joyce addressed the Panel and commented that better sound quality was required but emphasised the importance of reducing the risk and protecting everyone against Covid.

In response to the comments made, the Chief Executive provided an overview of the increase in the number of Covid cases both in West Norfolk and Norfolk and highlighted the importance of limiting the number of people in the meeting room. It was explained that the interim arrangements would be reviewed in September 2021. The Chief Executive undertook to discuss the use of headphones with IT. Members were advised that IT had tested the sound quality that morning and improvements had been made. The council was looking at investment into both better visual and audio equipment. A trial was planned to take place on 2 August 2021 and would remain in situ until the tender exercise was conducted.

The Chair explained that in a previous meeting he had experienced difficulty in hearing an officer presentation via zoom and commented that at tonight's meeting it was difficult to hear those present in the meeting room. The Chair commented that at the beginning of the meeting two IT officers had been present and added that perhaps there could be an IT presence for the duration of meetings.

In conclusion, Councillor Mrs Spikings stated that the Planning Committee was a regulatory body which made decisions and the use of headphones be explored prior to the next meeting. In response, the Chief Executive advised that for the next Planning Committee the trial

equipment would be in place and those joining the meeting via zoom should use a headset.

**RESOLVED:** That the Corporate Performance Panel supported the recommendations to Cabinet and Council as set out below, subject to special consideration be given to the Planning Committee in relation to the comments made above by Councillor Mrs Spikings:

- 1) That Cabinet agree with the recommendations for the interim arrangements for council meetings.
- 2) It is recommended that Council and Scrutiny Panel meetings continue to meet at their current start times.
- 3) Officers will attend meetings via Zoom to limit the number of people in the room at one time.
- 4) Members attending under Standing Order 34 may do so via Zoom or in person.
- 5) That a further review of council meetings is conducted at the end of September 2021, when the impact of the relaxing of national covid measures are more widely known.

CP27 **REQUEST FROM COUNCILLOR NASH**

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

The Chair explained that he had received the request with Councillor Nash and that it had been placed on the Panel's work programme for the 1 September 2021 meeting.

Councillor Nash stated that he had had a discussion with the Monitoring Officer and the Chair prior to the meeting and wished to bring the item as a matter of urgency. Councillor Nash read out a statement as to why in his opinion the policy was unlawful and proposed that the current policy be suspended pending the September review.

The Chair added that it had been agreed the item would be considered by the Panel on the 1 September 2021 in the presence of the Monitoring Officer and that there no persons currently listed under the Unreasonably Complainants Policy.

**RESOLVED:** The request from Councillor Nash would be considered by the Panel on the 1 September 2021.

CP28 **CABINET FORWARD DECISIONS LIST**

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

The following item was identified for consideration at the Corporate Performance Panel meeting on 1 September 2021:

- Review of the Corporate Business Plan (currently scheduled for 21 September meeting).

CP29 **WORK PROGRAMME**

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The following items were identified:

1 September 2021

- Hunstanton Tourist Information Centre – request from Councillor Paul Beal.
- Cabinet Report: Review of the Corporate Business Plan (currently scheduled for 21 September meeting).
- How new Portfolio objectives met the Corporate Business Plan objectives via Directorate/Service Plans/key performance indicators/timescales.

CP30 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on 1 September 2021 at 4.30 pm in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 6.49 pm**

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	1 September 2021		
TITLE:	The changing of service and location of Hunstanton TIC into a Tourist Information Point at Alive Oasis		
TYPE OF REPORT:	Post Implementation Review		
PORTFOLIO(S):	Councillor Graham Middleton		
REPORT AUTHOR:	Phil Eke		
OPEN/EXEMPT	OPEN	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

**THE CHANGING OF SERVICE AND LOCATION OF HUNSTANTON TIC INTO A TOURIST INFORMATION POINT AT ALIVE OASIS**

PURPOSE OF REPORT/SUMMARY:
<p>Report issued by the Tourism Department in response to the following previous statement by a member of the panel: <b><i>"It is crucial that the only major tourist town in West Norfolk with thousands of tourists visiting every day requires a manned tourist office"</i></b>.</p> <p>This report, in response, highlights the steady national and regional decline in traditional TIC services and the lack of any clear link between an area not having a TIC and the level of tourism income to that area. The report also describes the new options and setup in Hunstanton with regards to tourism enquiries.</p>
KEY ISSUES:
<ul style="list-style-type: none"> <li>• Traditional TICs, though certainly a nice service to have, are not vital to the ongoing tourism income within any location in modern times. In 2012 VisitEngland issued their report "Case studies: Alternative Information delivery models" in response to TICs becoming less important to the tourism industry in the age of the internet/online booking and, from 2017, VisitEngland stopped accrediting Tourist information Centres and ceased all official ongoing TIC-specific information resources. In essence, TICs only now exist in name only and are increasingly rare (most often integrating with another existing community service to survive in some way), with a great many TICs having closed around the country and region over the past 20 years. For example: VisitScotland closed 39 information centres in 2017 and subsequently reported a tourism boom from Spring 2018 onwards, to present day. Since that time, Norwich, Ipswich and Bury St Edmunds have all closed their TICs, alongside a great many throughout England (such as the TIC in Oxford).</li> <li>• In 2019, visitors to the Hunstanton TIC decreased to less than a third of the visitors they had received in 1999.</li> <li>• It would thus be fair to say that the signs are at least far from good for a resurgence of national or regional investment in the traditional manned Tourist Information Centre service. A strong business case isn't there for it. This is especially the case</li> </ul>

now considering that, since the pandemic started, national household access to the internet has boomed up to 96% of all households, a steady increase of 26% over the past decade (Statista Survey 2020).

- Since almost the beginning of the pandemic, VisitEngland and local Destination Management Organisations like Visit West Norfolk have been conveying the national tourism industry message to tourists that it is vital to “Know Before You Go” (to research places to visit at the time of their online accommodation booking – certainly not to wait until you arrive at your destination to find out which venues have reopened and which venues strictly need online booking at this time).

#### OPTIONS CONSIDERED:

- The formation from May 17th 2021 of a **Tourist Information Point at Alive Oasis** in Hunstanton. This ‘TIP’ is placed at a key busy area of the town (on the southern promenade), contains a wide range of tourism literature, and there are staff on site who can possibly help with face-to-face tourism enquiries to some degree.
- The **Tourist Information Centre element of the Stories of Lynn venue** in King’s Lynn does also still deal with email and telephone enquiries for Hunstanton and west Norfolk as a whole.
- The publicly-accessible independently-run **Visitor Centre at Deepdale Backpackers** has reopened to provide tourism leaflets to visitors who pop in from the coast.
- The **Hunstanton Heritage Centre** expressed an interest in having a **Tourist Information Point** - a slightly scaled-down version to the one at Alive Oasis. Leaflets and posters have been supplied to the volunteer team there.
- The Tourism department believes that the proposed future plan for the relocated Hunstanton Library (Planning Application 20/00817/FM) would include an area specifically for becoming a **Tourist Information Point** too, of course with library staff at hand on site.
- **Tourism leaflet distributors** such as X-LT and Best4Promotions still conduct routine deliveries of leaflets within the Hunstanton area (after a break of service during the various lockdowns in recent times). Having a good level of printed tourist information available is still seen as desirable if possible (especially if 4G signal is poor on some devices at the time of the visit).
- Visitors to the **Visit West Norfolk tourism website** (including the five key sections about Hunstanton) and their other platforms have increased exponentially across the pandemic (and a steady increase in annual website visits before that time)
- 40,000 new copies of the Tourism Department’s annual **Hunstanton Mini Guide** leaflet and handy map were distributed around the area from June 2021 onwards for visitors to pick up and use across the summer and beyond, into next year. Updated Hunstanton leaflets like our *Hunstanton Wolf Trail* and *Horticultural Trail* titles are also to be found in the Alive Oasis Tourist Information Point.

#### RECOMMENDATIONS:

A lack of a strong business case for reintroduction of a traditional TIC service in the town indicates **no further action required**, especially in line with current tourism enquiry support

options in the area. Generally, this is in line with the evidenced 20-year decline in traditional TIC services in the UK tourism industry and, as such, not simply specific to Hunstanton and its March 2020 TIC closure in particular.

Also of note, all current reports and observations (anecdotal at this time) indicate Hunstanton has almost consistently had a great deal of visitors across this summer thus far, despite the lack of a traditional TIC in the town for the past two summer seasons, giving no evidence nor indication that the town's tourism trade is suffering from the lack of a TIC service (though, granted, the ongoing effects of the pandemic on the past two summer seasons of tourism trade is likely having more impact on visitor numbers than any lack of a TIC service).

**REASONS FOR RECOMMENDATIONS:**

N/A

# Procurement update

# 19 August 2021

Agenda Item 9

David Ousby

Borough Council of  
King's Lynn &  
West Norfolk



The Council's Procurement Strategy was adopted by Cabinet in April 2018 and covered the period up to 2020/21.

Changes in Council and government priorities, the impact of Covid19, departure from the EU, and likely future changes in Public Contract Regulations mean that we now need to develop a new strategy for the period 2021/22 – 2024/25.



# Existing strategy

The intention was for the Council to align this Strategy with the Local Government Association (LGA) National Procurement Strategy (NPS) – 2014. The main headings are:

- Making Savings
- Supporting the Local Economy
- Demonstrating Leadership
- Modernisation



# Corporate Priorities

The 2018 strategy identified the following areas where it supported corporate priorities:

2018 corporate priority	How procurement supports priority
Provide important local services within our available resources	Consider opportunities for additional income generation from procurement services
Drive local economic and housing growth 22	Having streamlined tendering processes that are not too complicated or time consuming for SMEs. Providing guidance to local businesses on how to submit tenders.
Celebrate our local heritage and culture	Provide guidance and support to client departments ensuring that they are procuring contracts to contribute to festivals, events or building improvements.
Work with our partners on important services for the Borough	Use Social Value criteria for larger tenders to require apprenticeship schemes to provide opportunities for young people.



# Corporate Priorities

Within the 2020 corporate plan, procurement could support corporate priorities 1-3:

2020 corporate plan priorities	How Procurement can support
One - Focus on delivery	delivery of value for money services
Two - Delivering growth in the economy and with local housing	promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination
Three - Protecting and enhancing the environment including tackling climate change	develop and implement the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact



# One – Focus on delivery - Value for money services:

- Spend analysis
- Spend Classification
- Use of Public Buying Organisations / Frameworks
- Sharing Procurement Services / Expertise
- Contract / Supplier Relationship Management
- Risk Management
- Financial Controls and Procedures

***Procurement service continues to deliver on Value for Money***



## Two – Delivering growth in the economy and with local housing

- Promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination
- <sup>25</sup> Market Engagement with Local Suppliers, SMEs & VCSEs - restricting contracts to local suppliers in support of the local economy
- Social Value - measure the monetary value of social value provided by contractors



# Three – Protecting and enhancing the environment including tackling climate change

- Carbon reduction plans for major contracts >£5m:
  - *Environmental impact of contract*
  - *Use of buildings by staff engaged in contracts*
  - *Transportation of goods or people during contract*
  - *Natural resources used in contract*

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# Procurement activity – 2020/21

- Covid 19 – initial lull in 2020 followed by a surge in exemptions
- Advertised 21 tenders (£3.2m)
- 12 RFQ exercises (£230k)
- 8 contracts awarded for Boston Council (£4.2m)
- 2.4 FTE reduced to 1.8FTE, due to retirement
- Increasing requirement to provide contract management assistance for service managers

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Procurement	Contract Management
market engagement	defining the specification
tendering	defining the contract terms
evaluation	<b><u>organise regular contract review meetings, monitor KPIs, produce agendas and minutes of meetings and follow-up action points</u></b>
negotiation	
contract award	
vendor rating	performance review



# Government Procurement Green Paper –

- Reducing the number of Procedures to “Competitive Flexible”; “Open”; and “Limited”.
- Using MAT (Most Advantageous Tender), rather than MEAT – removing the emphasis on cost.
- Additional grounds for exclusion of bidders and a central barring list (black list of companies)
- More allowance for consideration of past performance
- Changes to frameworks – 2 types: - “Closed” max. 4 years and multi or single supplier; “Open” – up to 8 years but open to new members after 3 years
- Supplier performance data to be published. (More admin time required)



# Breckland hosted service proposal

Potential for a shared system that aggregates requirements and systems, and aligns policies and procedures, across districts

Benefit of a procurement manager to oversee this activity, with respective districts retaining their own procurement and contract management resources.

<sup>30</sup>The shared arrangements to include formal arrangements for sharing resources with the partner districts as and when required and when future vacancies arise to consider joint appointments. This retains local knowledge and agility whilst providing career progression and staff retention.

Unclear that this would actually result in an improved service or better value for money



# Summary of issues for procurement strategy

- Procurement Strategy can support goals 1-3 of the 2020 Corporate plan
- Value (£M) of procurement activity unchanged, however fewer staff doing more work with additional contract management demands, with pipeline of funded projects (e.g. Towns Fund, Levelling Up, CRF, Shared Prosperity) likely to increase demand for procurement
- Changes due to Brexit and forthcoming Green Paper leading to increased workload – e.g. stakeholder engagement & accountability
- Hosted service with adjoining authorities could have some benefits

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**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	1 September 2021		
TITLE:	Corporate performance monitoring update Q1 2021/22		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Ged Greaves, Senior Policy and Performance Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
<p>The council's performance management framework has historically included performance monitoring and reporting of performance. Performance monitoring reports have been presented to the Corporate Performance Panel.</p> <p>A Covid-19 Recovery Strategy was agreed by Council on 8 October 2020. This report provides an update on the corporate performance monitoring indicators for the Recovery Strategy for the 2021/22 year.</p>
<b>KEY ISSUES:</b>
<p>Indicators have been included to monitor key council services and impacts on borough wide issues. These indicators are linked to the Covid-19 Recovery Strategy and are grouped under the Corporate Business Plan's priorities. Forecasting and target setting are very challenging given uncertainties relating to Covid-19 and its consequences for the community and economy. Comparative data has been included where available along with an indication of trend.</p> <p>The Corporate Performance Panel monitors all indicators to provide a corporate overview of performance. Environment and Community and Regeneration and Development Panels may request the monitoring of appropriate performance indicators to be included within their respective work programmes.</p> <p>The Corporate Business Plan is under review and the performance indicator suite will be revised accordingly.</p>
<b>OPTIONS CONSIDERED:</b>
Not applicable as this is a monitoring report.
<b>RECOMMENDATIONS:</b>
The Panel is asked to review and note the council's performance indicators for Q1 2021/22. Performance against these indicators will continue to be reported to the Corporate Performance Panel via periodic updates.
<b>REASONS FOR RECOMMENDATIONS:</b>
The Corporate Business Plan and Covid-19 Recovery Strategy set the framework for the council's work for 2020 through to 2023. 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 however, available officer capacity will be limited given the priority of supporting the Covid-19 response.

## **1. Introduction**

- 1.1 The council's performance management framework includes quarterly monitoring and reporting of performance.
- 1.2 The council monitors a range of indicators from across directorates as a form of corporate assurance, to demonstrate efforts to continuously improve services and to track progress with the Covid-19 Recovery Strategy.
- 1.3 The indicators to be monitored have been selected following consultation with senior officers and portfolio holders.
- 1.4 Processes are put in place to produce the required information by relevant services, and the information is then collated and analysed centrally by the Performance team.
- 1.5 The collated information is used to produce an overarching report which is presented to the Corporate Performance Panel and is made available to all councillors for information on the council's intranet known as Insite.
- 1.6 The performance indicators and targets will be reviewed following any future changes to the council's Corporate Business Plan and Covid-19 Recovery Strategy.

## **2. Indicators for the 2021/22 year**

- 2.1 The indicators are grouped using the Corporate Business Plan priority framework as some indicators span portfolio responsibilities, the indicators will be reviewed alongside the development of the revised Corporate Business Plan 2021-23.
- 2.2 This report covers the Q1 2021/22 period. Trend information is included to reflect the end of year position pre-covid (2019/20) and covid response/recovery (2020/21).
- 2.3 At the request of the Corporate Performance Panel, an interim report focusing on the performance indicators where performance was worse than the previous year as at the 31 March 2021 was presented to the panel on 21 July 2021.

## **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 2021/22 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 Covid-19 Recovery Strategy and 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
- Covid-19 Recovery Strategy

Q1 2021-22 Corporate Recovery Performance Indicators

■ Indicator performance is better than/same as previous year  
■ Indicator performance is worse than previous year  
■ No comparative data

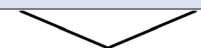
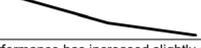
**Priority 1 - Focus on delivery**

Ref	Name	Quarter 1 2021/22			Q1 2021/22 cumulative performance	Q1 2020/21 cumulative performance	2020/21 full year performance	2019/20 full year performance	Comments/Trend
		April	May	June					
1.1	Average no of working days lost due to sickness absence per FTE employee - including both COVID-19 and non-COVID-19 related absence	0.51	1.18	1.70	1.70	1.89	8.19	Commenced in Q1 2020/21	No trend line due to data being cumulative
1.2	Average no of working days lost due to sickness absence per FTE employee - excluding COVID-19 related absence	0.50	1.17	1.69	1.69	1.85	7.33	8.69	No trend line due to data being cumulative
1.3	% of short term sickness - for both COVID-19 and non-COVID-19 related absences	28%	33%	35%	35%	32%	33%	Commenced in Q1 2020/21	
1.4	% of short term sickness - excluding COVID-19 related absence	28%	33%	35%	35%	33%	33%	44%	
1.5	% of supplier invoices paid within 30 days	99%	99%	99%	99%	99%	99%	98%	
1.6	% of local supplier invoices paid within 10 days	96%	98%	96%	97%	97%	97%	89%	
1.7	% of Council Tax collected against target (cumulative)	10%	19%	29%	29%	28%	97%	98%	No trend line due to data being cumulative
1.8	% of Business Rates collected against target (cumulative)	7%	13%	22%	22%	27%	98%	98%	Re-billing has taken place during Q1 with the amount of relief business received dropping from 100% to 66%. Direct debits forms continue to be received, hopefully performance levels will improve in Q2.
1.9	Number of digital and self-service transactions (web chats, online forms and Myaccount) benchmarked against pre-Covid 19 levels	3,283	3,185	3,766	10,234	13,450	43,870	38,462	Most of the online transactions including web chats in 2020/21 related to people chasing covid grants and making enquiries which is not relevant this year.

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**Priority 2 - Delivering growth in the economy and with local housing**

Ref	Name	Quarter 1 2021/22			Q1 2021/22 cumulative performance	Q1 2020/21 cumulative performance	2020/21 full year performance	2019/20 full year performance	Comments/Trend
		April	May	June					
2.1	Job seekers allowance claimant rate	369	282	252	252	581	441	278	
2.2	No in employment claiming Universal Credit	4,453	4,555	4,720	4,720	3,923	4,380	1,888	
2.3	% of rent achievable on industrial units	92.02%	95.83%	93.36%	93.36%	92.31%	92.10%	90.28%	
2.4	% of rent arrears on industrial units	17.69%	17.57%	15.93%	15.93%	12.07%	17.78%	5.50%	Arrears are being addressed positively with tenants and it is anticipated that the current position will improve over the coming months.
2.5	% of rent achievable on retail/general units	100%	100%	100%	100%	100%	100%	90%	
2.6	% of rent arrears on retail/general units	36.33%	34.39%	26.62%	26.62%	18.71%	32.87%	6.28%	The impact of Covid-19 has been felt more significantly in the retail sector, with tenants beginning to pay current rent. As a result the arrears position has stabilised however, the percentage of arrears continues to be a concern. Cases are continuing to be addressed on an individual basis with some recent positive results causing the figure to decline.
2.7	Total value of payments paid to local suppliers	£407,322	£452,646	£756,282	£1,616,250	£1,002,463	£5,280,913	£11,309,933	

Ref	Name	Quarter 1 2021/22			Q1 2021/22 cumulative performance	Q1 2020/21 cumulative performance	2020/21 full year performance	2019/20 full year performance	Comments/Trend
		April	May	June					
2.8	Number of new homes delivered	43	30	43	116	46	340	591	
2.9	Number of planning applications received (excluding discharge applications or pre applications)	226	198	184	608	421	2,129	1,963	
2.10	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	0.96%	0.96%	0.98%	0.97%	0.35%	0.99%	1.00%	Performance has increased slightly due to one appeal being allowed. In this calculation period there have been fewer major application decisions made compared to the same period last year and therefore results in a slight increase in performance.
2.11	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	0.60%	0.67%	0.71%	0.71%	0.63%	0.69%	0.60%	There has been the same number of non-major applications allowed on appeal (20) as there were for the same period last year but fewer non-major decisions were made, resulting in a slight increase in performance.

Priority 3 - Protecting and enhancing the environment including tackling climate change

Ref	Name	Quarter 1 2021/22			Q1 2021/22 cumulative performance	Q1 2020/21 cumulative performance	2020/21 full year performance	2019/20 full year performance	Comments/Trend
		April	May	June					
3.1	Electricity usage (kWh) across Council sites					690,857	3,560,562	5,239,603	Data to follow
3.2	Total tonnage of waste recycled and composted	2,279	2,223	3,119	7,621	7,548	27,056	28,034	
3.3	No of brown bins in use for composting	28,732	28,011	28,304	28,304	27,716	28,377	26,551	
3.4	Total tonnage of commercial waste	119.00	125.60	104.40	349.00	459.22	1710.89	1876.65	A number of businesses were still operating at reduced capacity in the hospitality sector especially in Q1. We have seen a number of these return to full service since June which will have a significant impact in Q2. Additionally business is increasing with holiday homes which although have lower tonnage have a higher margin. Invoiced income for the year is higher on both trade waste and trade recycling and are reported in budget monitoring.

Priority 4 - Improving social mobility and inclusion

Ref	Name	Quarter 1 2021/22			Q1 2021/22 cumulative performance	Q1 2020/21 cumulative performance	2020/21 full year performance	2019/20 full year performance	Comments/Trend
		April	May	June					
4.1	No of days to process new benefit claims	10.80	11.28	11.44	11.05	9.54	9.90	13.00	Assessors have been clearing a large backlog of Universal Credit notifications received from DWP.
4.2	No of days to process changes of circumstances	11.06	12.51	22.26	15.93	7.61	8.61	10.00	
4.3	No in temporary accommodation - bed and breakfast	-	-	22	22	1	45	61	Q1 data includes those accommodated under homelessness legislation and those accommodated in accordance with Covid provisions eg 'Everyone In'.
4.4	Spend on bed and breakfast accommodation (gross)	-	-	£4,624	£4,624	£637	£34,278	£43,441	As the ban on private sector evictions has been lifted, together with increasing number of presentations from family breakdowns and those fleeing domestic abuse we are likely to see an increase.
4.5	No of households with a homelessness declaration	-	-	193	193	26	552	469	There has been an increase in the number of applicants who have chosen to make a homeless declaration, triggering further investigations in accordance with the Homelessness Reduction Act, to establish whether a homeless prevention or relief duty is owed to them

Ref	Name	Quarter 1 2021/22			Q1 2021/22 cumulative performance	Q1 2020/21 cumulative performance	2020/21 full year performance	2019/20 full year performance	Comments/Trend
		April	May	June					
4.6	No of households prevented from becoming homeless for a minimum of 6 months	-	-	24	24	5	67	31	
4.7	No of households accepted as homeless with a need to be rehoused (Full housing duty)	-	-	6	6	4	43	34	A small increase in the number of applicants who have a priority need and whose homelessness has not been prevented or relieved since their homeless declaration, the council owes a duty to secure them accommodation for a minimum of 12 months
4.8	% of cases who were offered a prevention and relief duty who remain homeless and are owed no further duty.	-	-	5.0%	5.0%	10.3%	23.0%	33.7%	
4.9a	No of verified rough sleepers	2	2	0	0	3	29	Commenced in Q1 2020/21	These figures relate to the same two rough sleepers who had previously been accommodated but lost this through their own actions.
4.9b	No accommodated in emergency housing	11	10	8	29	93	194	Commenced in Q1 2020/21	
4.9c	No at risk of becoming homeless eg, insecure accommodation, sofa surfing	20	25	22	67	71	372	Commenced in Q1 2020/21	
4.10	No of social housing lettings	-	-	105	105	36	375	511	

**Priority 5 - Creating and maintaining good quality places that make a positive difference to people's lives**

Ref	Name	Quarter 1 2021/22			Q1 2021/22 cumulative performance	Q1 2020/21 cumulative performance	2020/21 full year performance	2019/20 full year performance	Comments/Trend
		April	May	June					
5.1	Number of crime incidents within the Borough	874	903	912	2,689	2,099	9,373	8,401	
5.2	Number of anti social behaviour incidents within the Borough	133	121	154	408	961	2,332	2,225	
5.3	No of fly tipping incidents recorded	113	92	67	272	312	1,202	1,261	
5.4	King's Lynn car park revenue (excluding season tickets)	£140,060	£183,853	£196,858	£520,771	£101,123	£1,208,865	£2,790,540	
5.5	Heacham, Hunstanton, Burnham Market car park revenue (excluding season tickets)	£87,927	£136,464	£213,269	£437,660	£180,757	£989,857	£994,816	
5.6	King's Lynn long stay car parking tickets purchased	6,606	9,610	11,241	27,457	4,288	54,563	124,652	
5.7	King's Lynn short stay car parking tickets purchased	56,383	73,489	76,829	206,701	45,982	497,086	1,156,587	
5.8	No of unique visitors to Visit West Norfolk website	14,013	16,972	16,178	47,163	29,476	179,509	146,526	

**Priority 6 - Helping to improve the health and wellbeing of our communities**

Ref	Name	Quarter 1 2021/22			Q1 2021/22 cumulative performance	Q1 2020/21 cumulative performance	2020/21 full year performance	2019/20 full year performance	Comments/Trend
		April	May	June					
6.1	% of Careline alarms installed within 10 days from date of enquiry	77.4%	71.2%	95.8%	83.9%	97.8%	94.3%	91.7%	The change of contractor for the monitoring service on 1st April 2021 has impacted on the amount of faults that our installers have had to respond to. Delays with stock has also had an impact on installations being fitted within target.
6.2	Hospital to Home - number of bed days saved	79	45	37	161	Commenced in Q3 2020/21	260 (Nov-Mar)	Commenced in Q3 2020/21	
6.3	Number of referrals to Lily	54	33	25	112	1,579	2,212	375	
6.4	Number of unique website visitors for Lily	2,853	2,511	3,085	8,449	8,871	32,530	39,994	Slightly below the number of website visitors achieved in 2020/21

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	1 September 2021		
TITLE:	Review of Unreasonably Persistent Complaints Policy		
TYPE OF REPORT:	Policy Review		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Honor Howell		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

**REPORT SUMMARY/COVER PAGE**

PURPOSE OF REPORT/SUMMARY:
The Unreasonable Complainants Policy was reviewed by the Corporate Performance Panel (CPP) in October 2019. At that meeting it was recommended that an annual review of the policy be completed. The policy is presented to CPP for a review.
KEY ISSUES:
The amended Unreasonable Complainants Policy was adopted by Cabinet on 12 November 2019 and full council on 28 November 2019. There has not been any cause to invoke the policy since its adoption. The policy is presented to CPP for annual review.
OPTIONS CONSIDERED:
CPP review the current policy and make any recommendations for amendment to Cabinet.
RECOMMENDATIONS:
None
REASONS FOR RECOMMENDATIONS:
CPP will recommend any proposed amendments to Cabinet to consider.

**1. Background**

1.1 The Unreasonable Complainants Policy was adopted by Cabinet on 12 November 2019 and by council on 28 November 2019. The Corporate Performance Panel requested an annual review of the policy. Due to covid constraints the policy was not reviewed in 2020. During the period since its adoption, there has been no cause to invoke the policy.

**2. Issues for the panel to consider**

2.1 The panel is invited to review the Unreasonable Complainants Policy and to make any proposed amendments as recommendations to Cabinet.

**3. Financial Implications**

None.

**4. Any other implications/risks**

None.

**5. Equal opportunity considerations**

Any amendments will be subject to an EIA on submission to Cabinet.

**6. Consultation**

None as policy review by the Corporate Performance Panel.

**7. Background papers**

CPP agenda October 2019  
Unreasonable Complainants Policy



## **BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK**

### **POLICY ON MANAGING UNREASONABLE COMPLAINANT BEHAVIOUR**

#### **UNREASONABLE COMPLAINANTS POLICY**

This policy sets out our approach to the exceptional circumstances when complainants pursue a particular complaint in a way that is unreasonable. We aim to deal fairly, honestly, consistently and appropriately with all complaints, but we retain the right to restrict or change access to our services where we consider a complainant's actions to be unreasonable. Our aim in doing this is to ensure that other complainants and our staff do not suffer any disadvantage from complainants who act in an unreasonable manner.

This policy will not affect anyone's rights under the Data Protection Act 1998 or the Freedom of Information Act 2000 or their rights in respect of other complaints they wish to make.

#### **DEFINITION OF UNREASONABLE BEHAVIOUR**

People may act out of character when under stress and we do not view behaviour as unreasonable because a complainant is forceful or determined. However, the actions of complainants who are angry, demanding or persistent may result in unreasonable demands on workloads and unacceptable behaviour towards staff. Such actions have been grouped under three headings:

##### **1. Unreasonable Persistence**

Examples include:

- Refusing to specify the grounds of a complaint, despite offers of assistance with this from the authority's staff.
- Refusing to co-operate with the complaints investigation process while still wishing their complaint to be resolved.

Refusing to accept that issues are not within the remit of the complaints procedure despite having been provided with information about the procedure's scope.

- Insisting on the complaint being dealt with in a way, which is incompatible with the adopted complaints procedure or with good practice.
- Making what appears to be groundless complaints about the staff dealing with the complaints, and seeking to have them replaced.
- Changing the basis of the complaint as the investigation proceeds and/or denying statements, he or she made at an earlier stage.
- Introducing trivial or irrelevant new information, which the complainant expects to be taken into account, and commented on, or raising large numbers of detailed but unimportant questions and insisting they are all fully answered.
- Electronically recording meetings and conversations without the prior knowledge and consent of the other persons involved.
- Adopting a 'scattergun' approach: pursuing parallel complaints on the same issue with various organisations **after** the complaint has been dealt with, the council consider the matter closed and an alternative route for the complaint has been made available to the customer i.e. Local Government and Social Care Ombudsman, Appeals Tribunal etc.
- Making unnecessarily excessive demands on the time and resources of staff whilst a complaint is investigated. For example, excessive telephoning or sending emails to council staff, writing lengthy complex letters every few days and expecting immediate responses.
- Submitting repeat complaints, after the complaints process has been completed, essentially about the same issue, with additions/variations, which the complainant insists make these 'new' complaints, which should be put through the full complaints procedure.
- Refusing to accept the decision – repeatedly arguing the point and complaining about the decision. Continually contacting members and officers of the council following a decision. The council will consider any **new** evidence presented in respect of the complaint up to two years following the resolution of the complaint. This is in line with the council's retention strategy for corporate complaints, taking account our responsibilities under the General Data Protection Regulations (GDPR).
- Combinations of some or all of these.

- The council will consider new evidence if presented within 12 years of the original complaint.
- This policy does not preclude complainants submitting complaints on matters unrelated to the complaint which has resulted in them being placed on the unreasonable complainants register. Any further complaints will be dealt with on their merits.

When we find a complainant to be unreasonably persistent, we will tell them why and ask them to change their behaviour. If the behaviour continues, we will take action to restrict the complainant's contact with the Council. Any such restrictions will be proportionate after consideration by the appropriate Assistant Director, in consultation with the Executive Director and the Chair or Vice Chair of the Standards Committee. The most likely outcome would be:-

- a) requesting contact in a particular form (e.g. by letter only)
- b) requiring contact to take place with a named member of staff and by prior appointment only
- c) restricting telephone calls to specific days and times; and /or
- d) Requesting the complainant enter into an agreement about their contact.
- e) where a) to d) fail to stem unreasonable behaviour, to advise the complainant that all further correspondence and complaints on or closely related to the same subject will be read and filed without acknowledgement and no further response will be sent by officers of the Council, unless the complaint contained new evidence/information.

The reason for the restriction will be recorded and the Assistant Director, in consultation with the Executive Director and the Chair or Vice Chair of the Standards Committee will state how long any restriction will apply for before it is reconsidered. Restrictions on contact will be automatically reviewed every six months, to determine whether the restrictions imposed are still necessary and should remain.

The complainant will be notified of the decision to place them on the register by letter. They will also be notified of the result of the 6-monthly review, unless there are good reasons not to do so.

## **2. Aggressive or Abusive Behaviour**

The Council recognises that customers who feel dissatisfied with the service they have received may feel angry about their treatment. However, the Council has a duty of care towards the safety and welfare of its staff.

Examples of unreasonable behaviour include any action or series of actions, which are perceived by the staff member to be abusive, threatening or offensive whether they are delivered verbally, in writing or via social media in the form of Cyber Abuse,

if the council is made aware of it. This includes not only behaviour directed at them, but also their families or associates. If a staff member feels threatened by a complainant, they should report their fears and the reason for them, to their line manager. The line manager will record the details and as part of the action arising from his/her, investigation will consider-

- Writing to the perpetrator requiring no repetition of the behaviour and, if necessary, setting conditions and restrictions for further contact with staff.
- Whether to report the matter to the Police.

If dealing with such behaviour in a telephone conversation, the staff member should tell the complainant that they would terminate the call if the behaviour continues. If, despite this warning the behaviour continues, the contact should be terminated and a note placed on the case file recording the circumstances of the termination. Staff will respond to repeated calls in the same way.

Repeated calls may be deemed harassment, which, after consultation with the Executive Director, may be reported to the Police.

## **2.1 Cyber Abuse**

The council or staff (individual or groups) may become targets of cyber abuse, which may include threats both direct and indirect, harassment, embarrassment, defamation, impersonation, insults or prejudice based abuse e.g. homophobic, sexist, racist or other forms of discrimination. Channels include email, mobile phones, website, chatrooms and social networking sites such as Facebook and Twitter. These actions can intrude into a victim's private life.

Any such incident will be investigated and appropriate action taken from writing to the perpetrator requesting they cease and delete all offending material to reporting the matter to the Police.

## **3. Unreasonable Demands**

Complainants may make unreasonable demands through the amount of information they seek, the nature and scale of service they expect or the number of approaches they make. What amounts to unreasonable demands will depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the complainant.

Examples might include demanding responses within an unreasonable timescale, insisting on speaking to or seeing a particular member of staff, continual phone calls or letters.

We consider these demands unreasonable if they start to impact substantially on the work of staff, such as taking up an excessive amount of staff time to the disadvantage of other customers or services. Actions falling within this category will be dealt with as set out in “Unreasonable Persistence” above.

#### **4. Implementation of the Policy**

In cases where this becomes necessary, we will write to the complainant saying why we believe their behaviour is unreasonable, what action we are taking and the duration thereof.

We will also tell them how to challenge the decision if they disagree with it and to whom such an appeal should be addressed.

Where a complainant continues to behave in an unacceptable fashion, the Assistant Director in consultation with the Executive Director and Chair or Vice Chair of the Standards Committee may authorise staff to terminate contact with the complainant on the subject of the complaint(s) and discontinue any further investigation. Any further contacts regarding the complaint in writing will be read and placed on file without acknowledgement. Telephone calls will be terminated and logged.

In taking the action described above, it is emphasised that this policy will only be used as a last resort and after all other reasonable measures have been taken to resolve complaints following the appropriate procedure. Judgement and discretion will be applied to ensure that contacts from the complainant about matters other than the complaint are not ignored and that as a result there is a failure to respond to a request for service or other information.

New complaints from customers who have been regarded as unreasonably persistent complainants will be treated on their merits.

Withdrawal of any action taken under this policy must be undertaken in consultation with the Assistant Director and the Executive Director who authorised it in consultation with the Chair or Vice Chair of the Standards Committee.

#### **5. Appeals Procedure**

A complainant can appeal a decision to classify them an unreasonably persistent complainant. A senior member of staff who was not involved in the original decision will consider the appeal, together with the Chief Executive Officer, a member of the Standards Committee, not involved in the original decision and the council's Independent Person. They will then advise the complainant in writing either that the original decision has been upheld or if a different course of action has been agreed.

## **6. Unreasonably Persistent Complainants and links to other policies**

The council's policy on Unreasonably Persistent Complainants aligns with other council policies, which include but is not limited to, Equality Policy, Health, Safety and General Welfare, Harassment Policy, Codes of Conduct for staff and Councillors and Freedom of Information and General Data Protection Requirements.

## **7. Confidentiality**

All complainants have the right for their information to be kept confidential. The appropriate Executive Director and the Monitoring Officer only will retain records of complainants who are registered as unreasonably persistent. Information of who is on the register will be released to officers/members only if it is necessary for the reasons of health and safety or for them to perform their functions properly and to discharge their duty.

## **8. The Policy**

This policy will be reviewed annually.

**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>
24 August 2021 - Special Meeting						
	Town Fund Submission	Key	Cabinet	Regeneration & Development Asst Dir Housing & Place – D Hall		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>
21 September 2021						
	Balloon and Lantern Policy	Non	Cabinet	Corporate Services and Environment Asst – M Chisholm		Public
	Revenue Outturn 2020/2021	Key	Cabinet	Leader Asst Dir - M Drewery		Public
	Capital Programme and Resources 2020-2025 Outturn	Key	Cabinet	Leader Asst Dir - M Drewery		Public
	Re-Fit - Street Lighting	Non	Cabinet	Environment Asst Dir – S Ashworth		Public
	Climate Change Strategy & Action Plan	Key	Council	Environment Asst Dir – S Ashworth		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>
16 November 2021	Gambling Act – Statement of Principles	Non	Council	Environment Assistant Director – S Ashworth		Public
	Enforcement Policy on Fly Tipping and Public Nuisance	Non	Council	Environment Assistant Directors – S Ashworth and J Greenhalgh		Public
	Lynnsport One	Key	Council	Project Delivery Asst Dir Companies & Housing Delivery – D Ousby		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
47	Review of Corporate Business Plan	Key	Council	Leader Chief Executive		Public
	Commercial Team Service Plan	Non	Cabinet	Environment Asst Dir – S Ashworth		Public
	Review of Legal Services	Key	Council	Chief Executive		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Pay Award 2021-22	Non	Cabinet	Leader Exec Dir – D Gates		Public
	Update to the Major Project Board terms of reference	Non	Cabinet	Leader Asst Dir Property & Projects – M Henry		Public

	CIL Report		Cabinet	Regeneration & Development Asst Dir S Ashowrth		Public
	3G Pitch – Lynnsport	Non	Cabinet	People & Communities Asst Dir – N Gromett		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
11 January 2022						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
8 February 2022						
48	Budget	Key	Council	Leader S151 Officer Asst Dir Resources		Public
	Capital Programme	Key	Council	Leader S151 Officer Asst Dir Resources		Public
	Treasury Management Strategy	Key	Council	Leader S151 Officer Asst Dir Resources		Public
	Capital Strategy	Key	Council	Leader S151 Officer Asst Dir Resources		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
15 March 2022						

## CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2021/2022

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
2 June 2021	Appointment of Vice-Chair			To appoint a Vice-Chair for the Municipal Year 2021/2022.
2 June 2021	Call-in (if any)			
2 June 2021	Nominations to Outside Bodies and Partnerships – Hunstanton Sailing Club	Appointment to Outside Body		To appoint a representative.
2 June 2021	Cabinet Forward Decisions List			
2 June 2021	Panel Work Programme			
2 June 2021	<b>Exempt:</b> KLIC Settlement Agreement and Repayment Plan	Quarterly Update	M Henry	Agreed on 2 September 2020 the Panel would receive quarterly updates.
2 June 2021	Corporate Performance Monitoring Update Full Year		H Howell	
21 July 2021	Call-in (if any)			
21 July 2021	Corporate Performance Monitoring Update – Interim Report		H Howell	

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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>
21 July 2021	Freedom of the Borough		S Winter	To consider the recommendations of the IWG following the Notice of Motion from Cllr Rust.
21 July 2021	Interim Meetings arrangements	Cabinet report	H Howell	
21 July 2021	Provision of Monitoring Officer	Cabinet report	H Howell	
21 July 2021	Allocations of Members budget	Cabinet report	L Gore	
21 July 2021	Members Enquiries Arrangements	Cabinet report	H Howell	
21 July 2021	Cabinet Forward Decisions List			
21 July 2021	Panel Work Programme			
1 September 2021	Call-in (if any)			
1 September 2021	Hunstanton Tourist Information Centre (Request from Councillor P Beal)	Councillor Referral	D Hall	To give consideration to the issue raised by Councillor Beal.
1 September 2021	Procurement Update	Update	D Ousby	
1 September 2021	Q1 2021-2022 Corporate Recovery Performance Indicator Monitoring Report	Update	G Greaves/ H Howell	

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
1 September 2021	Persistent Complainants Policy (referral from Cllr Nash)	Cllr Referral	H Howell	To review the policy.
1 September 2021	Cabinet Forward Decisions List			
1 September 2021	Panel Work Programme			
1 September 2021	<b>Exempt:</b> KLIC Repayment Plan	Quarterly Update	M Henry	Agreed on 2 September 2020 the Panel would receive quarterly updates.
1 September 2021	<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	Councillor C Rose	The Panel to receive a report from the Borough Council's Representative (Councillor C Rose).
20 October 2021	Call-in (if any)			
20 October 2021	Procurement Strategy Update	Policy Review	D Ousby	
20 October 2021	Waste Issues Hunstanton Promenade (Request from Councillor P Beal)	Councillor Referral	M Henry/M Chisholm	To give consideration to the issue raised by Councillor Beal.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
20 October 2021	Formal Complaints against the Borough Council 1 April 2020 – 31 March 2021  The number of compliments received also to be reported.	Annual	H Howell	For information only.
20 October 2021	Employment Monitoring Figures – Annual Report	Annual	B Box	For information only
20 October 2021	Cabinet Report: Review of the Corporate Business Plan (currently scheduled for 16 November 2021 Cabinet meeting)	Cabinet Report	H Howell	
20 October 2021	Cabinet Report: Update to the Major Project Board Terms of Reference	Cabinet Report	M Henry	
20 October 2021	<b>Exempt</b> Cabinet Report: Review of Legal Services	Cabinet Report	L Gore	
20 October 2021	Cabinet Forward Decisions List			
20 October 2021	Panel Work Programme			

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
8 December 2021	Call-in (if any)			
8 December 2021	Annual Communications Update	Annual Update	S Clifton, A Howell, J Hillard	
8 December 2021	Persistent and Vexatious Customers		H Howell	
8 December 2021	Request from Councillor A Ryves - A summary of the issue the performance of the council owned businesses, West Norfolk property, West Norfolk housing and Alive West Norfolk, and any other 100% owned or partially owned business which operate independently of the Council	Update	L Gore	
8 December 2021	Review of New Waste Collection Contract performance – Stage 1 – a) of the contract change transition from Kier to SERCO, and b) throughout the pandemic; with actions on the lesson to be learned.	Review	M Chisholm	Stage 2 of the Review of the New Waste Collection Contract – June 2022
8 December 2021	Cabinet Forward Decisions List			

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
8 December 2021	Panel Work Programme			
19 January 2022	Call-in (if any)			
19 January 2022	Cabinet Forward Decisions List			
19 January 2022	Panel Work Programme			
19 January 2022	<b>Exempt:</b> KLIC Repayment Plan	Quarterly Update	M Henry	Agreed on 2 September 2020 the Panel would receive quarterly updates.
3 March 2022	Call-in (if any)			
3 March 2022	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.
3 March 2022	Cabinet Forward Decisions List			
3 March 2022	Panel Work Programme			
3 March 2022	<b>EXEMPT:</b> KLIC Repayment Plan	Update	M Henry	To receive a quarterly update report.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
13 April 2022	Call-in (if any)			
13 April 2022	Cabinet Forward Decisions List			
13 April 2022	Panel Work Programme			

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

- Annual Sickness Monitoring Report
- Guidance in respect of Council Tax Support Scheme ahead of when it is presented to Council for approval – M Drewery
- Planning Sifting (last presented to CPP 22 July 2020).
- Scrutiny - to look at the compulsory statutory guidance and practice elsewhere.
- How the new Portfolio objectives meet the Corporate Business Plan objectives via Directorate/Service Plans/key performance indicators/timescales (suggested by Councillor Morley at CPP on 21 July 2021)
- Planning Enforcement
- Review of New Waste Collection Contract Performance (a two stage review) 1) Feedback on 'Customer' and Community experience a) of the contract change transition from Kier to SERCO, and b) throughout the pandemic; with actions on the lessons to be learned (Before end of 2021), 2) Review of the legal and technical contract performance for Year 1 of the Contract (end of Q1 2021/2022 – June 2022).

### **Post Evaluation Review of Projects**

- Cinema, Corn Exchange
- Post Evaluation: H & M – M Henry

Document is Restricted