

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



Corporate Performance Panel

Agenda

Monday, 8th November, 2021
at 4.30 pm

in the

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

Also available to view on
<https://www.youtube.com/user/WestNorfolkBC>



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

29 October 2021

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 8th November, 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 - 31)

To approve the minutes from the Corporate Performance Panel held on 1 September 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 is taken.

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

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

8. **Waste Issues Hunstanton Promenade** (Pages 32 - 40)

9. **Review of the Persistent Complaints Policy** (Pages 41 - 47)

10. **Cabinet Report: Review of the Corporate Business Plan** (Pages 48 - 57)

11. **Cabinet Report: Update to the Major Project Board Terms of Reference - REPORT TO FOLLOW**

12. **For Information Only - Formal Complaints against the Borough Council 1 April 2020 to 31 March 2021** (Pages 58 - 64)

13. **Cabinet Forward Decisions List** (Pages 65 - 68)

14. **Panel Work Programme** (Pages 69 - 77)

15. **Date of Next Meeting**

To note that the date of the next meeting of the Corporate Performance Panel will take place on 8 December 2021.

To:

Corporate Performance Panel: 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 P Kunes, Environment

Councillor B Long, Corporate Services

Officers:

Alexa Baker, Monitoring Officer

Becky Box, Assistant Director, Central Services

Lorraine Gore, Chief Executive

Ged Greaves, Senior Policy and Performance Officer

Matthew Henry, Assistant Director Property and Projects

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

**Minutes from the Meeting of the Corporate Performance Panel held on
Wednesday, 1st September, 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 B Ayres, J Collop, I Devereux, C Hudson, C Morley, S Nash, S Patel,
C Rose, Mrs V Spikings (substitute for Councillor C Manning) and D Tyler

Portfolio Holder:

Councillor Mrs A Dickinson, Finance

Under Standing Order 34:

Councillors P Beal, M de Whalley, Mrs E Nockolds and J Rust

Officers present in the Assembly Room:

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

Lorraine Gore, Chief Executive

Honor Howell, Assistant to the Chief Executive

Wendy Vincent, Democratic Services Officer

Officers present via the Remote Meeting Room, Zoom:

Noel Doran, Eastlaw

Ged Greaves, Senior Policy and Performance Officer

Philip Eke, Senior Tourism Officer

Matthew Henry, Assistant Director

Bethany O'Brien, Trainee Tourism Support Officer

David Ousby, Assistant Director

CP31 **APOLOGIES**

Apologies for absence were received from Councillors B Long and C Manning.

CP32 **MINUTES**

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

The minutes of the Corporate Performance Panel held on 21 July 2021 were agreed as a correct record and signed by the Chair, subject to Councillor B Ayres being added to the list of attendees.

CP33 **DECLARATIONS OF INTEREST**

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Councillor C Rose declared an interest as a Member of the Hunstanton Sailing Club.

CP34 **URGENT BUSINESS UNDER STANDING ORDER 7**

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

The Chair explained why there was no urgent business.

CP35 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

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Councillor P Beal for item 8.

Councillor M de Whalley for items 4, 8 to 11, 16 and 17.

Councillor Mrs E Nockolds for item 8.

Councillor J Rust for items 9, 10, 16 and 17.

CP36 **CHAIR'S CORRESPONDENCE**

There was no Chair's correspondence.

CP37 **CALL-IN**

There were no call-ins.

CP38 **HUNSTANTON TOURIST INFORMATION CENTRE**

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

The Panel received a PowerPoint presentation from the Senior Tourism Officer, a copy of which is attached to the minutes.

The Panel was informed that the report highlighted the steady national and regional decline in traditional Tourist Information Centre (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. It was explained that the report also set out the new options which had been set up in Hunstanton with regards to tourism enquiries.

The Senior Tourism Officer presented the report which was in response to a request from Councillor Beal and highlighted the key issues.

The Chair commented that he appreciated the extra work put into the report following the sifting meeting and also since the agenda was

published. The presentation was not included with the Agenda, but the Senior Tourism Officer explained that it was an expansion of the report circulated with the Agenda. The Chair asked if it was therefore possible for Democratic Services to circulate the presentation after the meeting and added that it would have been useful to look at figures prior to meeting as questions may well arise from a closer examination of them.

Under Standing Order 34, Councillor de Whalley addressed the Panel and the Senior Tourism Officer responded in relation to questions regarding a staffed TIC as a unique selling point to promote tourism in Hunstanton.

Under Standing Order 34, Councillor Mrs E Nockolds addressed the Panel and stated that she considered the report to be an excellent report and added that she was aware of the increase in the number of website visitors. Councillor Nockolds commented that she herself was personally a fan of Tourist Information Centres (TICs) and provided an overview of the arrangements which had been put in place during the Pandemic. Councillor Nockolds also informed the Panel of the many different ways tourist information was available, for example, leaflets in Bed and Breakfast/hotel accommodation and from the Tourism Information Points in the Oasis and other venues within the Borough. Councillor Nockolds advised that the staff located at the Oasis had received training to provide specific tourist information to visitors. In conclusion, Councillor Nockolds commented that all businesses, etc in Hunstanton were ambassadors to promote tourism in Hunstanton and emphasised the importance of information being available on line and via leaflets, etc.

Under Standing Order 34, Councillor Rust addressed the Panel and highlighted the importance of information being available not just on the website, but alternative ways such as libraries, as there were a number of people who did not have access to online services. In response to further questions from Councillor Rust, the Senior Tourism Officer explained that prior to the Pandemic, the TIC in King's Lynn moved to and merged with the Stories of Lynn, which provided a walk in advice service, and a variety of tourist information for the whole of West Norfolk, including Hunstanton.

Councillor Morley commented on the use of statistics and the mapping of the austerity and funding of the Borough Council against the decline of TICs. He asked if there was any evidence available that the internet enquiries relating to West Norfolk were directed to Hunstanton and commented on the importance of having a manned TIC in Hunstanton.

Under Standing Order 34, Councillor Beal addressed the Panel and read out a report (copy attached to the minutes) from the town of Hunstanton which he stated required scrutinising.

The Senior Tourism Officer responded to questions and comments from Councillor Beal in relation to:

- The steady national decline in traditional Tourist Information Centres and alternative ways of providing tourist information to visitors and the investment in digital ways of communicating.
- Case studies (set out in key issues of the report on page 16 of the agenda) – querying which businesses and associations were approached in Hunstanton regarding the TIC.
- External and internal signage to direct visitors to the Tourist Information Point at the Oasis Leisure Centre. It was reported that the signage had been delayed but was scheduled to be erected imminently.
- Staffed Tourism Information Centre based at the Stories of Lynn, King's Lynn.

The Senior Tourism Support Officer responded to general questions from the Panel in relation to:

- Closure of TIC's in other parts of the country.
- VisitEngland ceasing to accrediting TICs and all official ongoing TIC specific information resources.
- Information available at the Hunstanton Tourist Information point.
- Cost of providing a manned TIC.
- Statistics available to demonstrate the increase in website visitors in the country. The Senior Tourism Officer undertook to share the national statistics with the Panel.

In response to questions and comments from Councillor Mrs Spikings on the figure of 94% internet usage for the elderly and that the figure appeared high, the Senior Tourism Support Officer explained that the data had been obtained from national statistics would share the information with the Panel.

The Chair asked how the Panel would like to take this item forward to ensure that it was not lost.

Councillor Hudson commented that various accommodation venues in the country had leaflets to inform visitors of places to visit and could not see there being a case to afford the staff at a TIC, the cost of employment would be beyond the return.

Councillor Nash proposed that the Portfolio Holder for Business, Culture and Heritage speak to businesses in Hunstanton in order to gauge their view on the removal of a staffed TIC and that in 6 months' time to invite the Portfolio Holder to attend the Corporate Performance Panel to debate the issue and if appropriate set up an informal working group to explore the issues raised. The proposal was seconded by Councillor Morley who added that he would support a group being set

up to explore the issues raised and on being put to the vote this was carried.

The Chair thanked the Senior Tourism Officer for the presentation and report.

RESOLVED: 1) The Portfolio Holder for Business, Culture and Heritage be requested to meet with the businesses in Hunstanton.

2) The Portfolio Holder for Business, Culture and Heritage be invited to attend the Panel in 6 months' time to present his perception of those views, and if appropriate set up an informal working group to explore the issues raised.

CP39 **PROCUREMENT UPDATE**

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

The Panel received a presentation (copy attached to the agenda) from the Assistant Director, Programme and Project Delivery (Commercial and Housing).

The Assistant Director, Programme and Project Delivery (Commercial and Housing). responded to questions and comments in relation to:

- Officers having membership of Institute of Procurement.
- New Trainee – to graduate upon completion with relevant qualification.
- Towns Fund – civil work contracts.
- Major Projects, for example, Enterprise Zone.
- Major Housing project.
- Competence and skills held by current in-house team.
- Working with partners on important services for the Borough.
- Sharing procurement services and expertise.
- Procurement activity.
- Contract management and multi-discipline approach.
- Breckland hosted service proposal.
- Issues for procurement strategy.
- Borough Council's contract process.
- Lists for preferred suppliers.
- Recognition of a climate emergency by the council and the impact on requirements for the contract tender process and potential burden to businesses submitting bids for work with the council.

Under Standing Order 34, Councillor de Whalley addressed the Panel and asked what measures had been put in place to ensure that procurement was resilient to the effect of Climate Change. In response, the Assistant Director provided examples of environmental enhancements included within the Parkway housing development contract, and an overview of the monitoring procedures in place for projects.

The Chair thanked the Assistant Director for the presentation.

RECOMMENDATION: That the update report be noted.

CP40

Q1 2021-2022 CORPORATE RECOVERY PERFORMANCE INDICATORS MONITORING REPORT

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

In presenting the report, the Assistant to the Chief Executive reminded Members that a Covid-19 Recovery Strategy was agreed by Council on 8 October 2020. The report, therefore provided an update on the corporate performance monitoring indicators for the Recovery Strategy for the 2021/22 year.

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

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

- 1.8 - % of Business Rates collected against target (cumulative).
- 2.2 – number in employment claiming Universal Credit.
- 2.4 – % of rent arrears on industrial units.
- 2.5 - % of rent achievable on retail/general units.
- 3.4 – total tonnage of commercial waste.
- 4.2 – number of days to process changes of circumstances.
- 4.4 – spend on bed and breakfast accommodation.
- 5.1 – number of crime incidents within the Borough.
- 6.1 - % of Careline alarms installed within 10 days from date of enquiry.

In response to questions from Councillor Devereux on the “red areas” for example that people being supplemented with Universal Credit and the potential impact following the end of the Furlough Scheme in September, the Assistant to the Chief Executive explained that it was difficult to foresee the impact and provided an overview of the factors that could impact upon the indicators.

Councillor Morley commented that it had been an interesting debate on how the external factors could affect the council's Corporate Business Plan and hoped that the new corporate business plan when presented to the Panel on 20 October 2021 would set out the process of delivering services which met the requirements that Councillors had identified, for example, the Direction of Travel and indicators which would set out the outcome of performance in relation to climate change, biodiversity, etc.

The Chair commented that the trends presented interesting information.

The Chief Executive added that the comments made by the Panel would be taken on board when the Corporate Business Plan and performance indicators were refreshed.

The Chair thanked the Chief Executive and Assistant to the Chief Executive for presenting the report and responding to questions and comments from the Panel.

RESOLVED: The Panel reviewed and noted 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.

CP41 **REVIEW OF THE PERSISTENT COMPLAINANTS POLICY**

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

The Chair reminded the Panel that Councillors were invited to review the current Persistent Complainants Policy.

The Chief Executive introduced the report and invited the Panel to review the current policy.

Councillor Nash presented his report (copy attached to the minutes) and explained that he had brought this item to the Corporate Performance Panel on 21 July 2021 as his opinion was that the policy was not lawful. However, the council's Monitoring Officer had determined that the council's current Persistent Complaints Policy was lawful. Councillor Nash advised that he had written his own report for the Panel to consider the changes he had identified. Councillor Nash proceeded to read his report to the Panel. In presenting his report, Councillor Nash made reference to the 2013 Persistent Complainants Policy. Councillor Nash outlined his proposed changes to the policy.

The Chair summarised the two points made by Councillor Nash.

Councillor Mrs Spikings asked if legal advice could be obtained on the changes proposed by Councillor Nash.

The Chair stated that the 2013 policy with proposed amendments from Councillor Nash to be brought back to the Panel for discussion and asked that the 2013 policy be circulated to Members.

Councillor Ayres commented that Councillor Nash had undertaken a lot of work on the policy and asked if legal advice could be obtained and then be brought back to the Panel in an understandable context.

Councillor Mrs Spikings concurred with the comments made by Councillor Ayres.

The Chief Executive advised that Councillor Nash would need to make it clear what exactly he wished the Panel to look at in order that legal advice could be obtained.

RESOLVED: 1) Councillor Nash to clarify what the Panel were being requested to look at in order that legal advice could be obtained.

2) Councillor Nash to circulate the 2013 policy he referred to the Panel.

3) Item to be considered by the Panel on 20 October 2021 once Members had had an opportunity to consider the changes proposed by Councillor Nash. The Panel to be provided with the following documents in order to consider the proposed changes put forward by Councillor Nash.:

- Current Persistent Complainants Policy.
- 2013 Current Persistent Complainants Policy.
- Legal advice.

CP42 **CABINET FORWARD DECISIONS LIST**

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It was noted that the following Cabinet Reports were currently on the Panel's Work Programme:

20 October 2021

- Review of the Corporate Business Plan.
- Update to the Major Project Board Terms of Reference.
- Exempt Report – Review of Legal Services.

CP43 **PANEL WORK PROGRAMME**

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

The following two items were identified to be placed on the list of forthcoming items for the Panel to consider:

- Presentation on the Borough Council's vehicle fleet – types, age, asset values disposal strategy, market residual values, electric parking locations, process used mileage v consumption.
- Review of the Council's working structure to support the Corporate Business Plan. (Organisational chart setting out how FTE had been allocated to service areas to ensure delivery of the Corporate Business Plan).

CP44 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on 20 October 2021.

CP45 **EXCLUSION OF PRESS AND PUBLIC**

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

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 items 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.

CP46 **EXEMPT REPORT: KING'S LYNN INNOVATION CENTRE REPAYMENT PLAN**

The Assistant Director, Property and Projects provided a verbal update and responded to questions and comments from the Panel.

The Chair thanked the Assistant Director for the update.

RESOLVED: The update report be noted and the published set of accounts for NWES for the year ending 31 March 2020 be circulated to the Panel.

CP47 **EXEMPT REPORT: HUNSTANTON SAILING CLUB ANNUAL UPDATE**

Councillor Rose, the Borough Council's appointed observer provided an annual update to the Panel.

The Chair thanked Councillor Rose for his annual report as the Borough Council's appointed observer.

The meeting closed at 6.59 pm

Post-TIC Tourism in Hunstanton

20314



Minute Item CP38

The Tourism Department, BCKLWN
September 1st 2021

Borough Council of
King's Lynn &
West Norfolk



In response to the Corporate Performance Panel's question:

"It is crucial that the only major tourist town in West Norfolk with thousands of tourists visiting every day requires a manned tourist office".

And briefly looking at:

- The changing tourism industry over the past 20 years.
- 15204 The changing ways within which the general public access information over the same period.
- How the Hunstanton area is provided with tourism enquiry support since the March 2020 closure of the Hunstanton TIC.

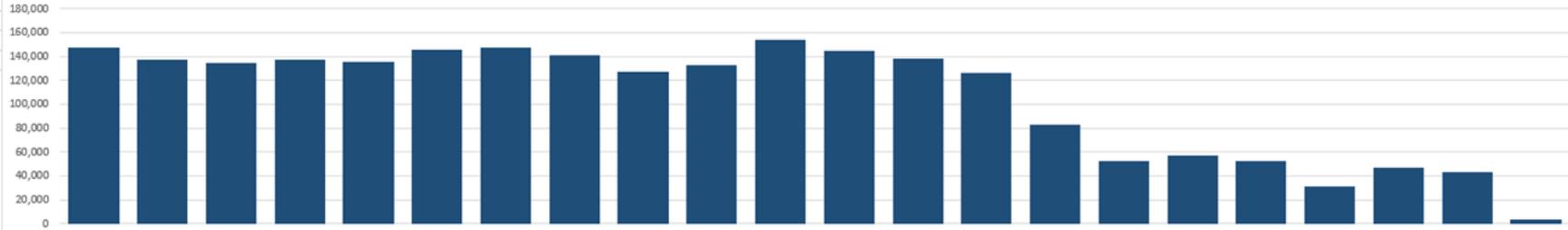


Hunstanton TIC Visitors 1999-2020

[Common era of home internet use]

Number of Visitors to Hunstanton TIC

20516



No. of Visitors to Hunstanton TIC:	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020*
	147,995	137,728	135,026	137,591	135,994	145,625	147,624	140,959	127,092	133,013	153,935	145,146	138,563	126,192	83,196	52,295	56,723	52,671	31,111	46,599	43,266	3,289

Tourism income to west Norfolk (Source: Volume & Value Surveys):	The overall value of tourism to the area in 1999 was an estimated £157.6 million.			The overall value of tourism to the area in 2007 was an estimated £395.4 million.			The overall value of tourism to the area in 2013 was an estimated £462.3 million.			The overall value of tourism to the area in 2019 was an estimated £577.3 million.		
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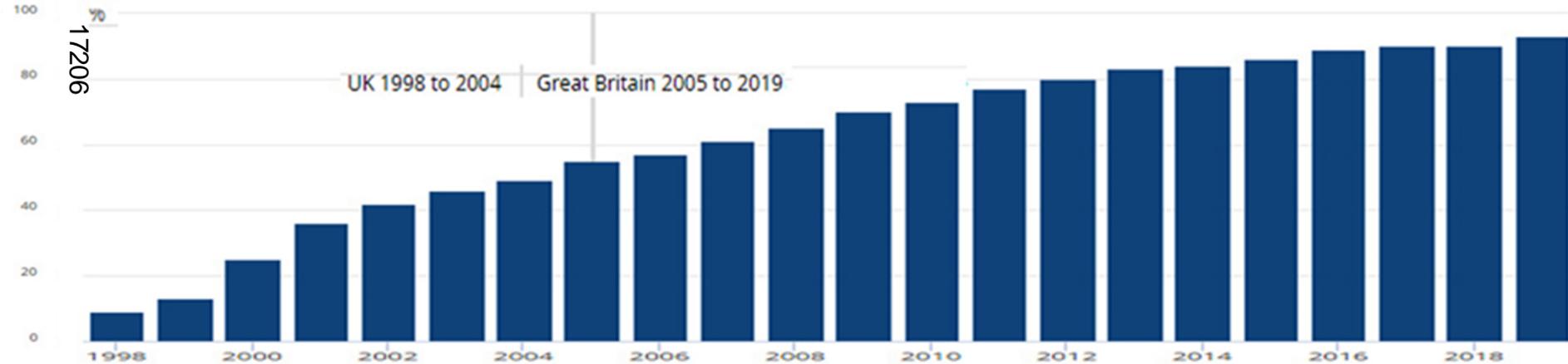
Inflation: £100 in 1999 is worth £177.77 in 2021.

Yearly UK/GB Internet Use Comments of Note (ONS and other sources):	35% of all adults used the internet daily or almost every day in 2006 [when comparable records began].	Access to the Internet using a mobile phone more than doubled between 2010 and 2012, from 24% to 51%.	73% of all adults used the internet daily or almost every day in 2013. 20 million more than in 2006.	78% of all adults used the internet daily or almost every day in 2015.	In 2018, approximately half of all households in the UK had an iPhone.	87% of all adults used the internet daily or almost every day in 2019
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How the UK now accesses information and booking facilities

Almost two-thirds of households now have mobile broadband access

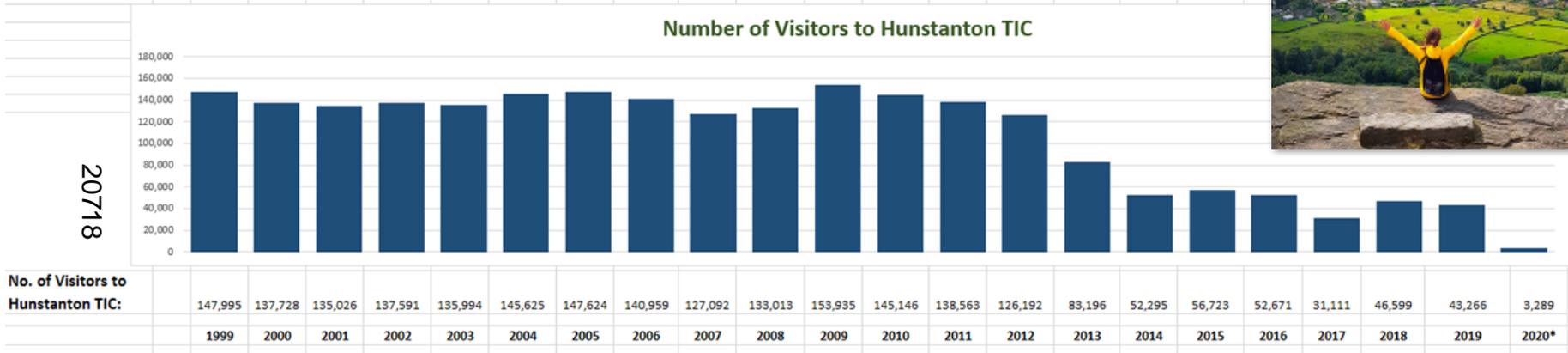
Figure 1: Household internet access, UK and Great Britain, 1998 to 2019



Comparison between Hunstanton TIC visitors and Visit West Norfolk website visitors

Hunstanton TIC Visitors 1999-2020

[Common era of home internet use]



Hunstanton TIC Visitors:
 2018: 46,599
 2019: 43,266
 2020: 3,289 [only until March]
 2021: n/a

Visit West Norfolk Website Visitors:
 2018: 185,105
 2019: 212,803
 2020: 414,648 [pandemic era]
 2021: 180,141 [only for Jan-Aug 2021]

Visit West Norfolk Total Website Page Visits:
 2018: 623,578
 2019: 887,312
 2020: 2,253,011 [pandemic era]
 2021: 1,162,737 [only for Jan-Jul 2021]



The National Decline of the Importance of TICs

The Guardian UK edition

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Travel Comment

An ode to the tourist information centre, a British institution trundling towards extinction

19208

Tourist information centres face extinction

TICs closing across UK as council funds favour websites to attract visitors - but locals are not giving up without a fight

Manchester Visitor Information Centre is bucking the downward trend with an average of 1,000 people a day. Photograph: Christopher Thomond for the Guardian

They were Britain's response to the package holiday; a network of Tourist Information Centres funded by the government to divert vacationers from

19208

Advertisement

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Most vi

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Scotland Scotland Politics Scotland Business Edinburgh, Fife & East Glasgow & West

VisitScotland to shut 39 tourist offices

12 October 2017

BBC NEWS

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Why are tourists flocking to Scotland?

16 March 2015

 **Anke Monestel - VisitEngland** May 24th

Hi @Sally Coleman- Leicester/Leicestershire, unfortunately, we no longer support TICs - that resource went a few years ago. So there is no such thing as accreditation. We might be able to dig out branding - I'll email my colleague who deals with branding and cc you.

Post-TIC Tourism Support for Hunstanton



- The formation from May 2021 of a **Tourist Information Point** at Alive Oasis in Hunstanton.
- The **Tourist Information service** element of the *Stories of Lynn* venue in King's Lynn still deals with email and telephone enquiries for Hunstanton, as well as walk-ins from King's Lynn town centre.
- The independently-run **Visitor Centre at Deepdale Backpackers** provides tourism leaflets to visitors.
- The **Hunstanton Heritage Centre** has a slightly scaled-down version of a Tourist Information Point.
- The Tourism department believes that future plans for the **relocated Hunstanton Library** would include an area specifically for a TIP, with library staff on site.
- Tourism **leaflet distributors** conduct routine deliveries of leaflets around and within the Hunstanton area: having a good level of printed tourist information available is still seen as desirable if possible.
- Visitors to the **Visit West Norfolk** website and our other platforms have increased across the pandemic.
- 40,000 new copies of the Tourism Department's annual **Hunstanton Mini Guide** leaflet were distributed around the area from June 2021 for visitors to pick up and use across the summer, plus our other Hunstanton titles.

2020



Conclusion

- From all recent and current sources of evidence within the tourism industry there is a lack of a strong business case for the reintroduction of a traditional TIC service in Hunstanton town, especially with consideration of the current tourism enquiry support options in the area.
- Generally, this situation is in line with the previously evidenced 20-year decline in traditional TIC services in the UK tourism industry (if not in the western world itself) and, as such, not simply a situation specific to Hunstanton (and its March 2020 TIC closure in particular).

21210



HUNSTANTON Tourist Information Centre

Background Notes – March 2020 to March 2021

During the first national lockdown, which began on March 23rd 2020, Hunstanton TIC was closed down. This closure was effected with no consultation or communication with local residents or businesses – not even by email or by letter. Such disregard for local people and their opinions on this matter smacks of total arrogance and contempt for those who pay their Council Tax costs to BCKLWN.

The ‘decision’ to close Hunstanton’s TIC was taken by a small number of BCKLWN representatives and an equal number of Hunstanton Town Councillors, behind closed doors.

No transparency. No note of the meeting, other than the one obtained under an FOI request.

A total erosion of local democracy through the back door of the Covid-19 scenario.

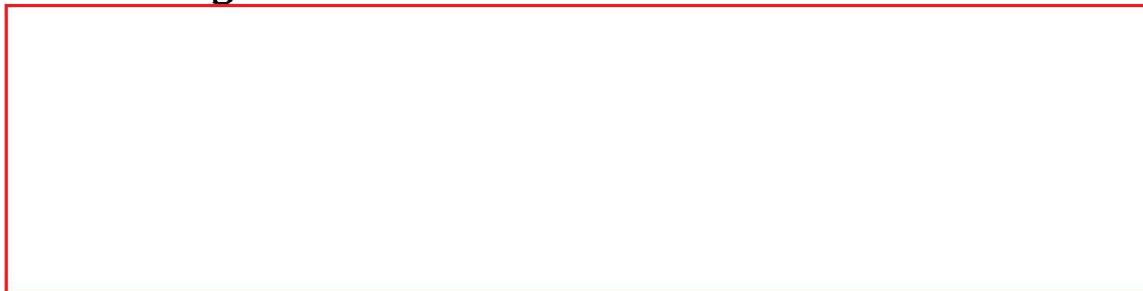
In June 2020, the then Mayor of Hunstanton released a statement announcing the closure of Hunstanton TIC.

Between June 2020 and March 2021 an active campaign by a group of Hunstanton residents, called for a reinstatement of a staffed Hunstanton TIC. They met with Cllr Nockolds, the then Portfolio Holder for Culture, Health and Heritage. She undertook to review the situation. The campaign group were not invited to join the review, and, once again, a decision was simply passed

We do not know the scope of this review nor under which informed evidence it was conducted.

The outcome of Cllr Nockold's review was not to reinstate a staffed TIC facility in Hunstanton but to locate a Tourist Information Point within the Alive Oasis café.

To this very date, the August Bank Holiday 2021, there is absolutely zero signage on the front or the sides of the building indicating the provision of tourist literature within this building.



Alive West Norfolk had no problem putting up a banner advertising their own activities within Alive Oasis over the summer months – but no parallel banner alongside it about tourism information.

This alone speaks volumes of the zero importance attached to providing tourists to Hunstanton with a service of any sort.

The case for not restoring a staffed TIC in Hunstanton centred on the following two arguments by Cllr Nockolds –
“that everyone has a smartphone these days and that everyone goes online for tourist information.”

Both of these arguments are totally wrong and were used as the justification for the closure of Norwich TIC too.

There is absolutely no evidence to support the view that everyone in Hunstanton and everyone living in or visiting Hunstanton has a smartphone. Even if they did, mobile reception on Hunstanton seafront is so poor that no calls could be made or information retrieved. What has been conveniently overlooked in the midst of all of the posturing about mobile phones, internet etc is that Hunstanton TIC provided information and services for local residents, a larger than UK average proportion of whom are not digitally-enabled, for one reason or another and who do not have family members close by.

At a full BCKLWN meeting held on Thursday January 21st 2021, a member of the public asked for a reconsideration of the closure of the staffed Hunstanton TIC.

All Councillors were informed that the costs of operating a staffed TIC in Hunstanton (43.000 pounds SLA) had equated to just 0.1 of 1% of the total annual budget figure for BCKLWN. Hardly major outlay.

Cllr Long, at this same meeting, made a statement to say that the decision to close Hunstanton TIC had been taken by Hunstanton Town Council and not by BCKLWN and he furthermore went on to state that the number of tourists to Hunstanton TIC had 'decreased massively' over recent years. When asked for the evidence behind these words, he failed to produce it.





I quote from Hunstanton Town Council's Report 2019/2020 as follows:

"Hunstanton Town Council received an annual subsidy from the Borough Council of King's Lynn and West Norfolk to provide the services of a Tourist Information Centre (TIC) in the 2019/2020 financial year for the benefit of visitors and residents.

Popular services have included the processing of parking permits, not only for residents but also for businesses and visitors to the town, ticket sales for local attractions, often at reduced prices and tickets for the popular pantomime held in the Town Hall at Christmas.

The excellent and knowledgeable staff ensure that local businesses are promoted.

A wide selection of leaflets are stocked for hundreds of local attractions as well as bus timetables, Holiday guides, 'Where to go' guides and Hunstanton mini Guide.

Tickets are sold for all local events, whether purchased over the phone or mailed out."

April 2021 to present date

So.....where are we now?



A Tourist Information Point in a seafront building, with no clear  visible signage whatsoever.

Thousands upon thousands of tourists and visitors will have walked along the prom between April and today's date, totally unaware of any tourism information within the building.

This all smacks of no interest in tourism whatsoever from the BCKLWN, and no forward-thinking at all.

Shame upon officers of this Borough.

Hunstanton is our coastal tourism magnet. Its economy depends on tourism. Lives, livelihoods and family incomes depend upon tourism. Hunstanton is the ONLY seaside town in the BCKLWN portfolio and it certainly deserves better than zero signage for a non-staffed facility.



 What happened to the Wayne Hemingway proposals? Washed out on the tides?



Hunstanton could be, and has the potential to be, a real full-on, all-year round destination resort – but it requires a massive amount of 'thinking outside the box' and an equal amount of creative, innovative thinking, consultation and

decision-making (not to mention funding) to bring the town to life and to put it well and truly on the list of 'must visit' seaside towns in the UK.



Where and when will the process begin? A good start would be for the new portfolio holder for Tourism, Cllr Middleton, along with Philip Eke, to come and engage with Hunstanton's businesses and residents and to really get to grips with designing a fit-for-purpose 21st century seaside town with an integrated community hub, incorporated with a staffed services (including tourism information) facility for businesses, residents and visitors alike.

At the risk of stating the obvious, people go into Tourist Information Centres to source information. Information about local attractions and much, much more. This in turn, acts as a driver for local businesses, and, once again, in turn, boosts the town's economy.

For the record, from the survey of 106 of the businesses in Hunstanton carried out in July 2020, the percentage of businesses which highlighted in their comments a variety of negative effects of the closure of the staffed TIC on the town's local business economy as a whole was 70%. 





I totally reject Mr Eke's argument that there is not a business case for a staffed Tourist Information Centre in Hunstanton.

By spending time in Hunstanton engaging with business owners and talking with residents and other stakeholders, Cllr Middleton and Mr Eke could then listen to what they are saying rather than making a 'decision' about what is 'best' for them.

I note that Mr Eke's report has been marked as 'not for forwarding to a Cabinet meeting'.

I hereby recommend that this suggestion be overthrown and that the future of Hunstanton's tourism be a priority for debate and development at both BCKLWN level and at local level in Hunstanton.



Just because other town and cities (often with well-developed and comprehensive signposting and signage) have closed their Tourist Information Centres does not mean that Hunstanton has to fall in line and do the same.

Let's 'buck the trend' and showcase what a thriving Tourist Information Centre can do – for businesses, residents and visitors alike.

Where there is a political will to do so, there IS a way.

I am ready and willing to be an active, working member of the task force which I have just outlined and look forward to getting started.

B Cllr Paul Beal

Unreasonable Complainants Policy CPP 01/09/2021

Following a 2018 complaint to the Local Government and Social Care Ombudsman, the response to which was published in August of that year, it was deemed by the Ombudsman that the use of the Unreasonable Complainants policy as it is now known by the Borough Council against a complainant had been “*unjust*” with particular reference to the requirement for an appeal. It was further recommended by the Ombudsman that the Council review its policy annually in order to ensure that the policy remained fit for purpose.

Although there was no requirement by the Ombudsman to necessarily change the policy at every review, the policy was reviewed and revised in September 2018 albeit with no amendment to the appeals process.

The intentions of the March 2013 policy being reviewed at that time were essentially good. It is indeed important to maintain such a policy in order to protect Council officers from abuse and also to reasonably limit the use of Council resources. It is important to note that there is also a duty of care upon the Council to deal appropriately not only with complaints, but also the individuals making those complaints in a fair and transparent manner. Looking at the wider picture, there is in fact a very great benefit to the Council in ensuring that alleged service failures have been appropriately addressed.

There are essentially two routes of complaint through the Council. Complaints against councillors are dealt with through the Standards process as defined in law, and where those complaints follow a lawful process, a councillor and a complainant alike can have a reasonable expectation that a fair hearing will ensue under the auspices of the Independent Person and the Standards Committee. Councillors would be the first to complain if complaints against them were dealt with behind closed doors, the outcome being reached through a process that fails to meet any test of impartiality. Complaints against Council services terminate to this day in just such a potentially partisan manner contrary to part 2, section 13.04 of the Council’s Constitution which states:

quote “The Council, councillors and officers, when acting as a tribunal or in any other quasi-judicial capacity or deciding or considering the civil rights and obligations or the criminal responsibility of any person, shall (rather than simply giving advice) follow a process which respects the requirements of natural justice and fair trial in accordance with Article 6 of the European Convention on Human Rights” unquote

In this respect, a very important legal doctrine was quoted by Cllr. Dark at the CPP meeting of October 2019:

quote “justice must not only be done, it must be seen to be done”. unquote

In view of this doctrine and the Council’s own Constitution, the debate at the CPP meeting of October 2019 addressed to good effect the matter of appeal. No longer would Council officers be faced with the difficult task of making a judgement over their work colleagues. Whilst it was deemed to be acceptable for officers to be involved in a decision to invoke the policy against a complainant in the first instance, the final arbiter on the matter was agreed to be the Standards Committee. A concern was raised at the October 2019 meeting that the remit of the Standards Committee might not extend to this role, so for reference, section 54, paragraph 3 of the Local Government Act 2000 states:

quote “A relevant authority may arrange for their standards committee to exercise such other functions as the authority consider appropriate.” unquote

Whilst the use of the Standards Committee for this purpose was recommended by the CPP at the October 2019 meeting, this recommendation was not carried forward to Cabinet.

At the October 2019 CPP meeting, Cllr. Morley proposed the use of a flow chart to explain to all concerned the process of the Unreasonable Complainants Policy. Flow charts are used by various organisations such as the Driver and Vehicle Standards Agency to very good effect, providing clear and concise guidance to all concerned; this recommendation was also not carried forward to Cabinet.

At the October 2019 CPP Meeting, it was suggested that a time limit be inserted into the policy in order to draw a line under a complaint. Where the Council invoke this policy against an individual, whilst that policy remains in place, the Council in respect of the responsibility afforded to it under the “presumption of regularity” rule ought to remain open to any new evidence whenever that evidence is presented. Whilst a study into the method to introduce new evidence was suggested by Cllr. Dark during the discussion, a time limit to new evidence was not agreed and yet, a time limit was taken forward to Cabinet.

The use of the Council’s Localism Act, section 28 Independent Person as a part of the appeals process was discussed at the October 2019 CPP meeting but the recommendation was not adopted. On further study of the role of the Independent Person, that individual can be appointed to roles that are commensurate with their primary function but under such circumstances it must be ensured that both parties would be able to discuss the complaint with the Independent Person as is required when dealing with councillor complaints and that those discussions, as per the law in councillor standards investigations, would take place before any judgment on the appeal is reached by the Council. Whilst this may seem obvious, it has historically not been the case and therefore the process by which the Council would use their Independent Person would need to be formally agreed.

Essentially, where an appeal is conducted in a fit and proper manner, service deficiencies within the Council where they exist can be addressed to the benefit of all concerned. Where an appeal is overturned, the Council will be able to demonstrate that they have behaved reasonably.

It is my proposal that with the addition of a robust appeals process, the Unreasonable Complainants Policy be returned otherwise to that as agreed in March 2013. The 2013 policy was in the main copied from the Local Government Ombudsman’s website at that time but the Council had made two significant and questionable changes requiring amendment, namely:

- The scattergun approach had been extended by the Council to include anybody that a complainant might be reasonably expected to rely on in such a potentially complex event; for example: a Member of Parliament, a solicitor, the police and in contradiction of the Council’s own Complaints Policy, a councillor!
- Where it is stated that a complainant refuses to accept the decision on a complaint, the Council had removed the text “unless new evidence is provided”. This text clearly requires reinstating.

Thank you Mr. Chair.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	CORPORATE PERFORMANCE PANEL		
DATE:	8 November 2021		
TITLE:	Performance and Policy relating to Waste related matters on Hunstanton Promenade		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):			
REPORT AUTHOR:	Barry Brandford & Matthew Henry		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
A Councillor request for a report addressing the points raised as they relate to the work of the Panel with specific reference to waste related matters on the Promenade at Hunstanton
KEY ISSUES:
The Promenade is a focal point for tourism in Hunstanton the allocation of resources and implementation of policy is key to the continued success of Hunstanton as a destination.
OPTIONS CONSIDERED:
<ol style="list-style-type: none"> 1. Note that the application of the resources and implementation of policies provides for an acceptable outcome within existing policy and legal constraints 2. Provide for revisions to policies and changing resource allocations to achieve alternative outcomes.
Members are invited to note the report and the outcomes which are compliant with the law and provide for the delivery of the Corporate Plan and Policies of the Council.
REASONS FOR RECOMMENDATIONS:
Alternative or additional use of powers available to the council would reduce the visitor experience and be counter productive or be subject of both internal and external challenge which would be hard to resist.

REPORT DETAIL

1. Introduction

Report requested to be presented to the panel on performance and policies of the council in respect to waste related matters on the Promenade at Hunstanton. This report sets out the key policies, constraints and performance outcomes as requested. It offers insights in to the allocation of resources and opportunities for change which could most impact waste on the Promenade.

2. Monitoring Report.

The Council owns the Promenade and beach at Hunstanton. The promenade forms part of the sea defences which protect Hunstanton and the communities around west Norfolk. The size and scale of the Promenade is set out for this primary purpose. As an owner of the land the council leases out parts of the Promenade for activities, the sale of goods and refreshments and the provision of services to visitors and residents. The Promenade is a key feature of the resort at Hunstanton acting as the gateway to the beach and a thoroughfare along the shorefront and an access point to business and facilities adjacent. In addition the Promenade provides cycling and walking access between Heacham and Hunstanton.

The council supports the vibrancy of Hunstanton and the benefits this brings in economic, social and health whilst protecting its environment. This is demonstrated in the Priorities of the Council.

It is accepted that most activities from visitors and businesses will produce waste. This report identifies policies and performance matters which deliver the councils priorities and the constraints which have to be applied.

The report identifies the most significant points that effect performance and options for action.

3. Issues for the Panel to Consider

Borough Council commercial lettings on the promenade and beach

The council leases a number of sites (21) for the purposes of siting kiosks that undertake a variety of trading activities that mainly operate during the tourist and visitor “season” as well as a variety of other periods during the calendar year. The kiosks sites are leased out on commercial business tenancies and the kiosks are operated by independent, private sector traders. In addition, a number of licences/concessions are (or have been) issued for activities on the beach, such as pony rides, kite surfing tuition etc.

The kiosk operators deliver different trading activities, some of which include food and drink preparation and sale.

As mentioned above the council grants commercial business tenancies for the kiosk sites. Insofar as “waste” is concerned, the kiosk leases now contain the following provisions :

Not to form any dump or rubbish or scrap heap on the Property or Promenade or any adjoining land of the Landlord and in any event at least once a week to remove therefrom all refuse rubbish and scrap and generally to keep the Property clean and tidy and free from weeds deposits of materials or refuse

Not to do or suffer in or upon the Property any wilful or voluntary waste or spoil

Damage to the Conduits and environment

Not permit any oil or grease or any deleterious, objectionable, dangerous, poisonous or explosive matter or substance to be discharged into any of the drains or conduits or channels on or within the Promenade or other adjoining land of the Landlord does not harm the environment, or corrode or otherwise harm the drains or conduits or channels on or within the Promenade or other adjoining land of the Landlord or cause any obstruction or deposit in them.

Poisons and pollutants

Not permit the discharge into any of the drains or conduits or channels on or within the Promenade or other adjoining land of the Landlord of any fluid of a poisonous or noxious nature or of a kind likely to sicken or injure the fish or other aquatic life, or that does in fact destroy them, or likely to contaminate or pollute the water of any stream or river.

Spillages and contamination

To take all practicable precautions to ensure that no noxious substances are spilled or deposited on the Property and that contamination does not occur.

Controlled, special or radioactive waste

Not to deposit on the Property or any adjoining land of the Landlord any controlled or special waste as defined in the Environmental Protection Act 1990, or radioactive waste as defined in the Radioactive Substances Act 1993 Section 18, or any other substance that may produce concentrations or accumulations of noxious gasses or noxious liquids that may cause pollution of the environment or harm to human health.

Notice of spillages and inspection

Within 14 days of the spilling or deposit on the Property of any noxious substance in a quantity that may cause serious damage to or pollution of the environment or serious damage to property or serious harm to human health, the Tenant must inform the Landlord of this and permit him to enter and inspect the Property

Indemnity for damage and pollution

To indemnify the Landlord, and keep him indemnified, against any losses in respect of damage to, or pollution of, the environment or damage to property or harm to human health caused by the Property or any substance on them whether in liquid or solid form or in the form of gas or vapour.

The abovementioned lease provisions clearly sets out tenant requirements in respect of waste and pollution issues and does provide the council, as landlord, some protection. It is important to note that the kiosk operators do not operate on a large scale and most of the waste issues arising will potentially relate to waste water from cleaning, potentially oils and fats from frying food, product packaging and litter once purchases have been made by visiting members of the public. The majority of the clauses set out above are perhaps constructed more to deal with larger scale waste/pollution events rather than small-scale issues that are currently perceived to happen.

A business tenancy is a contractual arrangement between the landlord and the tenant and both parties should comply with the terms of this contract. If informal management/discussion between the parties does not remedy the identified lease breach(es) legislation (Law of Property Act 1925 (s146)) provides that if there is a breach of a lease term/clause (by the tenant) the landlord can seek formal recourse, via the courts, for the tenant to remedy the breach. This process can be convoluted as it involves court appearances and often the judge will afford the tenant (in potential breach) the opportunity to remedy the breach – sometimes (often) on several occasions. If the landlord goes through this process and the tenant fails to remedy the breach(es) of the lease term(s) then the court may allow the lease to be forfeited i.e. the lease will be terminated (forfeiture) and the landlord takes back the “property”.

It is important to note that the landlord seeking such recourse via the courts would need to evidence persistent, and on-going, breach(es) of the lease covenants

One Local Ward Member has raised concern about the activities of some of the businesses trading from the kiosk sites leased out by the borough council, particularly relating to waste issues, including pouring waste water into drains on the promenade. Managing this situation is extremely difficult as it is not possible to continually monitor the activities of the kiosk operators on a daily basis - particularly such sporadic (alleged) activities. If the council was minded to take formal action (forfeiture) as outlined above it would need to formally evidence the purported breaches which is not achievable.

Litter

Litter is the visible consequence of poorly managed waste. Uncontained it is visible as single items or as it accumulates. The evidence is that the most common littered items on the Promenade and nationally is smoking related litter and the item of litter that creates the largest volume is single use drinks bottles with a capacity of less than 750 ml.

It is an offence to discard litter and given the large number of litter bins on the Promenade such behaviour is entirely unnecessary. Smoking related litter predominates litter issues on the Promenade.

It is possible for the council to enforce the law on this matter and issue Fixed Penalty Notices for the offence. However, enforcement in a public place in what can be a crowded environment creates perception risks and health and safety risks to the enforcement officer. Low level interventions such as verbal warnings fall with the Corporate Enforcement Policy and key points from this are set out under Constraints.

Litter Bins

The council adopted a Policy on Litter Bins in Parished Areas in 2008 which details the policy on the provision of litter bins on the Promenade. There are 50 240 ltr litter bins on the Promenade set as either single or double bins between the Power Boat Ramp and the end of the North Promenade near the cliffs.

The emptying of these bins forms part of the outsourced Waste and Related Services Contract provided by Serco Ltd.

The contract specification requires that a demand based emptying service is provided so that a litter bin should not become full. This is constrained on the Promenade by the limited access available. No vehicle is permitted on the Promenade for waste related service after 10 am. Services may commence at 6 am.

In North Norfolk District Council's area Serco are permitted to access the Promenade at Cromer through the day with vehicles, including a small refuse collection vehicle, during the day. Parts of the Promenade are wider at Cromer but still creates risk of accidents. This council considers the risk of access to the Promenade after 10 am is too high to be acceptable. Litter bins are emptied daily during the Easter, Whitsun and Summer Holidays with the summer period extended during good weather. During the months with lesser demand litter bins are emptied daily during weekends and 2 or 3 times during the week.

Trade Waste

Businesses which create waste are obliged by law to contain, transfer and have treated their waste. The council offers a trade waste service as part of its suite of waste management and recycling operations. The council is part of a competitive market which contains both national and local service providers.

Businesses will determine their particular need, based upon their business type and anticipated demand. Business waste removal is a cost to businesses. It is for businesses to forecast their requirements and make appropriate arrangements. Where businesses on the Promenade fail to anticipate appropriately this can lead to waste being inadequately contained.



The Waste Duty of Care Code of Practice requires that a waste producer must limit access to the waste to only those that are authorised to handle it. This will help prevent accidents, pests, incidents of vandalism and theft. Failure to anticipate and manage waste can lead to this not being complied with on the Promenade. Failure to comply with the Code of Practice can be used as evidence as to the offence under Section 34 of the Environmental Protection Act.

The council assists businesses with compliance with the law by providing a Trade Waste Collection service for both residual waste and mixed recyclable waste with collections up to 6 days of the week (Mon-Sat). The council manages its trade waste accounts through a computerised system which is used to provide Serco with requirements for trade waste collections.

The collection of trade waste forms part of the outsourced Waste and Related Services Contract provided by Serco Ltd. The requirements of the contract are for Serco to collect waste where it is contained within the bin, without overloading. An overloaded bin is where

the lid is raised so that the clenched hand is not touching the lid when the elbow is paced on the front edge of the bin. Safety requirements are that the collection crew must have safe access to the bin without having to move waste or other material to enable it to be safely transferred to the collection vehicle.

Traders are able to book, in advance, additional empties of their bins as long as this is sufficiently in advance to allow the transfer of the request to Serco. It is anticipated that this may be automated in the future with online ordering of additional collections being possible.

The council has the ability to take enforcement action against non-compliant traders. Having due regard to the councils Enforcement Policy and the resources available the actions have been targeted to ensuring that all businesses on the Promenade have evidence of their arrangements as to the containment and transfer of waste to Registered Carriers through the checking of Controlled Waste Transfer Notes. In respect of these checks there is no evidence of transgression.

Cleansing

The Promenade in Hunstanton is maintained by the council through the duty imposed by the Environmental Protection Act 1990. Cleansing operations are designed to remove litter and detritus. However, in relation to the Promenade detritus is predominantly sand originating from the beach which is deposited, and removed, by wave action, accidental deposit as people move between the beach and the Promenade. Detritus in terms of small deposits of sand is not treated as a cleansing waste and natural wave action during high tides also removes sand from the Promenade. If sand were removed from the Promenade to the highest available standards the cost of collection and disposal would be substantial and would not be sustainable in terms of the removal of natural beach material.

The council operates to the standards of the Code of Practice on Litter and Refuse issued by Defra (September 2019). Cleansing during the summer months is provided by Resort Services and during the winter by Public Open Space.

The Promenade has a high intensity of use and therefore the response of the council is to seek to maintain the area generally free of litter during the day and to cleanse the area so that litter is absent before the start of normal activities. The presence of a few small items of litter and refuse, not yet accumulating, are regarded by the public as acceptable for short periods of time.

Before 10 am the council will seek to achieve the absence of litter and refuse
During the day after 10 am the council will seek to ensure that the area is predominantly litter free apart from some small items.

Due to the high number of visitors it is not always possible to maintain that standard where only some small items may be visible but the Promenade is thoroughly cleansed before 10 am each morning during the summer period when it is most heavily used.

Constraints

The performance of the council in delivering its objectives is not unfettered. A number of important constraints apply including the availability of resources and their appropriate application.

Operational inc Health and Safety

Operations such which involve the use of plant and vehicles creates risks of collision and the presence of children, animals and elderly or infirm increases the risk of collision. The nature of Resort visits reduces the attention to certain risks by the public. Therefore it is prudent to

exclude vehicles from the Promenade when the risk is greatest. This limits operations such as litter bin and trade waste collections.

Cleansing operations are also more difficult to undertake when the Promenade is very busy with visitors due to the difficulty of working around large numbers of walking people. Therefore the priority is to cleanse the Promenade each morning by litter picking.

Enforcement and Enforcement Policies

Where there are matters which may provide some evidence of transgression because the council is a landowner who leases sites to traders and is a provider of waste services to many of the businesses there is a careful choice to be made as to whom should regulate to avoid conflict of interests.

Issues associated with water and waste water such as washing of equipment or washing of premises is capable of effective independent regulation by the Environment Agency. The Environment Agency have previously presented to the Environment and Community Panel on issues relating to water quality in Hunstanton. The Environment Agency have considered that the waste water is not a significant issue based upon the examples provided at that time. Therefore they did not propose any intervention. The use of lease terms and private action by the council under Landlord and Tenant Acts would be inappropriate. Similarly for waste related matters where the council is a service provider as well an enforcer it is possible to use a lighter touch which delivers the desired outcomes. This approach is taken to trade waste matters across the borough.

Ultimately the council has a duty to enforce and we will have full regard to our policies.

The councils Enforcement Policy sets out five principles of Good Regulation. These are:

- Transparency;
- Accountability;
- Proportionality;
- Consistency; and
- Targeted only at cases for which action is needed or where it is expedient to take action.

All enforcement action will be primarily targeted towards those situations that give rise to the most serious risks, where the risks are least well controlled and against deliberate or organised crime. Other factors also determine priorities for enforcement activity, including Government targets and priorities, new legislation, national campaigns and public concerns.

The work in terms of enforcement needs to be proportional in terms of the risk and equitable across the service. The approach taken is further explained in the Enforcement Policy.

Any action required will be proportionate to the seriousness of the breach and the risk to people, property, the community or the environment. The most serious formal action, including prosecution, will be for breaches of the law where there is a significant risk to people, public health, safety, amenity or the environment, or where there has been a flagrant disregard for the requirements of the law.

When arriving at a point at which sufficient evidence available to determine if any matter needs further intervention in a structured way, which is a long list from a written letter to prosecution, the following applies.

The Council will consider taking formal action for serious breaches, which may include, but is not limited to, any of the following circumstances:

- Where there is a risk to people, property, land, the community or the environment;
- For matters where there has been recklessness or negligence.

- A deliberate or persistent failure to comply with advice, warnings or legal requirements.
- Any act likely to affect animal health or welfare, disease prevention measures, or the integrity of the food chain.
- Obstruction or assault (including verbal assault) of an officer in the execution of their duties.
- Emergency action where there is an imminent serious risk to people, property, land, the community or the environment.

4. Corporate Priorities

The provision of keys services to create a vibrant Promenade are identified in the Corporate Priorities.

One - Focusing on delivery

The objectives are:

- delivery of value for money services

Two - Delivering growth in the economy and with local housing

The objectives are to:

- 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

The objectives are to:

- develop and implement the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact
- improve recycling levels

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

The objectives are to:

- protect, promote and enhance the borough's natural and built environment
- maintain accessible, clean, pleasant and safe public places and communities

Six - Helping to improve the health and wellbeing of our communities

The objectives are to:

- support our local communities to be healthy and more active

There are additional council policies which support these outcomes including the Parish Litter Bin Policy which identifies that the council will be responsible for the provision and emptying of litter bins in Hunstanton as a tourism asset as a way of maintaining the area as an attractive place to visit.

The council has a number of powers available to it to deal with the harm that waste creates. However, the actions of the council are tempered by its own Enforcement Policy. The council in dealing with any potential issue of non compliance must have regard to this policy as well as the Crown Prosecutors Guide at all stages where they apply.

5. Financial Implications

The costs of servicing Litter Bins on the Promenade is £21,000 per annum. Provision of trade waste and related services is self financing and makes a contribution to the overall Waste Management Budget. Cleansing of the Promenade is provided for by the Resort Services and Public Open Space budgets.

The Council receives rent for the leases on the Promenade and forms part of the Property Services budget.

6. Any other Implications/Risks

The most common form of waste found uncontained on the Promenade is smoking related litter. This litter has long term deleterious effects on the environment and the dropping of smoking related litter is an offence. However, the application of the law in a consistent and formal way could have negative impacts on the perception of Hunstanton as a place visit and stay. The council do not wish to appear hostile in its approach to infringements of the law in Hunstanton which it does not similarly enforce elsewhere in the borough.

7. Equal Opportunity Considerations

None

8. Environmental Considerations

Waste generated on the Promenade can if uncontrolled lead to pollution of the environment including the sea. Some of the wastes are long lived and capable of breaking down in to micro plastics or causing harm before breaking down.

Uncontrolled waste includes waste outside of bins in sacks which can be scavenged by seagulls.

9. Consultation

This report was produced following consultation with the Assistant Director – Commercial Services.

10. Conclusion

Although available as an option the robust enforcement of the law in terms of litter and waste is constrained by the Enforcement Policy and operational resources to monitor issues of compliance. The option of increased enforcement on the most common waste type smoking related litter could have considerable negative impacts on the perception of the council and Hunstanton as a resort destination and is therefore discounted.

11. Background Papers

List all papers referred to in compiling the report.

Unreasonably Persistent Complainants Policy 2021

The Unreasonably Persistent Complaints Policy (UPCP) deals primarily with Council service and officer related issues and differs distinctly from the legally required Code of Conduct complaint process which is engaged where allegations are raised and complaints made against councillors.

It is of vital importance that the UPCP serves two functions:

- (1) That the Borough Council, its staff and resources are protected from those who are truly unreasonable, those complainants to be managed in accordance with the Council's statutory health and safety and financial obligations by the use of this policy.
- (2) To ensure that complaints are assessed by means of a process that is both fair and transparent which can, if administered properly, provide an effective method to scrutinise the Council, that scrutiny being provided from external sources which are in this case the complainants.

A complaint that was raised with the LGO in 2018 deemed the treatment that a complainant had received under this policy was "*unjust*". The LGO advised that the complainant in this case be granted an appeal and that the Council review its UPCP annually.

With regard to the LGO ruling, the 2013 policy in force at that time does explain under section 5, the right of the complainant to an appeal; the Council in this case had failed to provide such an appeal and had failed to do so for a significant period of time. Without any need or desire to labour over the possible reasons for that failure, the fact of the matter is that the policy was managed at that time by only one officer and as such, there was an unacceptable deficit in respect of scrutiny accountability and transparency. The complaints process from start to finish was in fact dealt with entirely by officers of the Council with no policy based or constitutional requirement to involve councillors for the purposes of overview and scrutiny to the use of that policy.

There have been three versions of the Council's UPCP since March 2013. The March 2013 policy was essentially a 'copy and paste' from the website of the the Local Government Ombudsman (LGO) at that time.

The March 2013 policy is on the whole a well intentioned document written for the purpose of managing, as the name suggests, unreasonably persistent complainants. The March 2013 UPCP is not overly complicated and it is easy for officers, councillors and laypersons alike to understand.

The March 2013 policy does though differ significantly from the LGO policy on two points under the heading "**Unreasonable Persistence** – *Examples include:*" being:

- (1) The definition of a "scattergun" approach.
- (2) The right of a complainant to present further evidence supporting their complaint.

In respect of item (1), the scattergun approach of the March 2013 policy states:

"• Adopting a 'scattergun' approach: pursuing a complaint or complaints with the authority and, at the same time, with a member of parliament/a councillor/the authority's independent auditor/the Standards Board/local police/solicitors/the Ombudsman."

Raising a complaint with a local authority can prove to be an extremely complicated task in respect of understanding the Council's constitution, policies and legislation that may relate to that

complaint. The potential complexity of these issues may indeed require, quite reasonably, professional advice and at the very least, Borough councillor assistance. The actual intention of citing a 'scattergun' approach is to encourage a complainant to deal with only the Council's designated complaints handler rather than raising the same complaint at the same time or afterwards with other officers. The wording of the March 2013 policy and incidentally, also of the September 2018 policies would leave a complainant entirely unsupported under the threat of being deemed unreasonably persistent if they were to seek help. Further, the wording of the 2013/18 policies contradict the Council's own complaints policy wherein a complainant is advised to seek the assistance of their Borough councillor. This wording was clearly quite unacceptable and was quite rightly debated and an alternative proposed by the Corporate Performance Panel at its October 2019 meeting.

In respect of item (2), the proposed UCP of 2019 re-established a complainant's right to present further evidence in support of their complaint. The proposed 2019 policy did not include a time limit to produce such evidence; at the Corporate Performance Panel meeting of October 2019, a time limit was discussed but was not agreed and yet a time limit was presented to the Cabinet at its meeting of November 2019.

Part 2 of the Council's constitution states:

"13.04 The Council, councillors and officers, when acting as a tribunal or in any quasi-judicial capacity or deciding or considering the civil rights and obligations or the criminal responsibility of any person, shall (rather than simply giving advice) follow a process which respects the requirements of natural justice and fair trial in accordance with Article 6 of the European Convention on Human Rights."

Denying an individual the right to present new evidence/information at any time contravenes this constitutional requirement.

Appeals Process

The process of appeal against the UCP was debated and agreed at the October 2019 meeting of the Corporate Performance Panel. It was decided by the Corporate Performance Panel that the appeal process was to be administered by the Standards Committee, thereby removing as far as is reasonably possible within the authority, the likelihood of a conflict of interests arising. Unfortunately, the wishes of the committee were not carried forward to Cabinet or beyond.

The Standards Committee is a politically proportioned body of elected representatives and as such, those members will not find themselves under the same peer or employment related pressures that will in some cases be unavoidably associated where complaints relating to officers are dealt with by those officers' work colleagues. Imagine if you will a complaint being raised against a senior officer and a subordinate officer being tasked with deciding upon that complaint; as councillors, it is not beyond our responsibilities or powers to prevent such a staff related conflict from arising.

Further to its responsibilities under the Localism Act 2011, the Standards Committee is afforded the authority to hear appeals of this nature under section 54 of the Local Government Act 2000 thus:

"54 Functions of standards committees

- (3) *A relevant authority may arrange for their standards committee to exercise such other functions as the authority consider appropriate."*

Human nature unfortunately dictates that there will always be a risk of dishonesty and also a possibility of individuals seeking to protect their own positions. A policy such as the UPCP can be very effectively underpinned by a robust appeals process. The likelihood of an independent appeal process can only result in the tightening up of the whole complaints system; the prospect of independent scrutiny helping to ensure that not only the handling of, but also the decisions on complaints will remain objective.

From a logistical point of view and according to Council records, the Standards Committee has only met three times in the last eight years. In the same period, I am aware of only seven individuals being placed under the UPCP. In view of these figures and even in the worst case scenario, the Standards Committee will by no means be overly burdened.

It is my proposal that:

- The UPCP be returned to the March 2013 wording with three amendments. Subsequent amendments to that policy currently in force, whilst being negated will in fact be inherently satisfied by a proper appeal process.
- Under bullet point 9, the ‘scattergun’ definition be narrowed in accordance with this report.
- Under bullet point 12, new and relevant evidence/information can be presented at any time during the period in which an individual’s complaint is registered under the policy.
- The Standards Committee be employed to administer appeals to the UPCP in a process commensurate with that of the Localism Act 2011 standards regime whereby both parties to the complaint are afforded the opportunity to present their evidence to the committee either personally or through a representative. Additionally, it has already been established that the role description of the Council’s Localism Act 2011, section 28 Independent Person allows for that individual to be nominated to a role commensurate with the Localism Act 2011 standards regime and as such, the Independent Person can be approached by either or both of the parties to the complaint in order for the Independent Person to provide an independent opinion before the Standards Committee reaches its decision.

For reference, my proposal reflects debates and proposals that have already been agreed although subsequently, not carried forward. Please find attached the March 2013 policy.

Cllr. Simon Nash
Borough Council of King’s Lynn and West Norfolk
West Winch



BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK

POLICY ON UNREASONABLY PERSISTENT COMPLAINANTS

UNACCEPTABLE COMPLAINTS POLICY

This policy sets out our approach to the relatively few complainants whose actions or behaviour we consider to be unacceptable. We aim to deal fairly, honestly, consistently and appropriately with all complainants, but we retain the right to restrict or change access to our services where we consider a complainant's actions to be unacceptable. 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 unacceptable manner.

This policy will not affect anyone's rights under the Data Protection Act 1998 or the Freedom of Information Act 2000.

DEFINING UNACCEPTABLE ACTIONS

People may act out of character when under stress and we do not view behaviour as unacceptable just 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 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 a complaints procedure despite having been provided with information about the procedure's scope.
- Insisting on the complaint being dealt with in ways which are incompatible with the adopted complaints procedure or with good practice.

- Making what appear 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 a complaint or complaints with the authority and, at the same time, with a Member of Parliament/a councillor/the authority's independent auditor/the Standards Board/local police/solicitors/the Ombudsman.
- Making unnecessarily excessive demands on the time and resources of staff whilst a complaint is being looked into, by for example excessive telephoning or sending emails to numerous council staff, writing lengthy complex letters every few days and expecting immediate responses.
- Submitting repeat complaints, after complaints processes have been completed, essentially about the same issues, 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.
- Combinations of some or all of these.

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 appropriate and proportionate after consideration by the appropriate Executive Director. The most likely options would be:-

- a) *requesting contact in a particular form (eg by letter only)*
- b) *requiring contact to take place with a named member of staff and by prior appointment*
- c) *restricting telephone calls to specific days and times; and /or*
- d) *asking the complainant to enter into an agreement about their contact.*
- e) *where a) to d) fail to stem unacceptable 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.*

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 unacceptable 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 or in writing or a combination of the two. 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 will 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 to be harassment, which, after consultation with the Executive Director, may be reported 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 to be 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 unacceptable, 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 Executive Director 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 need to 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 unreasonable persistent complainants will be treated on their merits.

Withdrawal of any action taken under this policy must be undertaken in consultation with the Executive Director who authorised it.

5. Appeals Procedure

A complainant can appeal a decision to restrict contact. A senior member of staff who was not involved in the original decision will consider the appeal. They will then advise the complainant in writing that either the original decision has been upheld or if a different course of action has been agreed.

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	Mandatory	Be entirely within Cabinet's powers to decide		NO	
		Need to be recommendations to Council		YES	
		Is it a Key Decision		YES	
Lead Member: Cllr Stuart Dark E-mail: cllr.stuart.dark@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet members			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Ged Greaves E-mail: Ged.Greaves@West-Norfolk.gov.uk Direct Dial:01553 616804		Other Officers consulted: Management Team and Extended Management Team			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening/ Full Assessment	Risk Management Implications YES	Environmental Considerations YES
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 16 November 2021

CORPORATE BUSINESS PLAN 2021-2023

Summary

This report appends the revised corporate business plan for the period to the next local elections in 2023.

Recommendation

That the attached corporate business plan is approved.

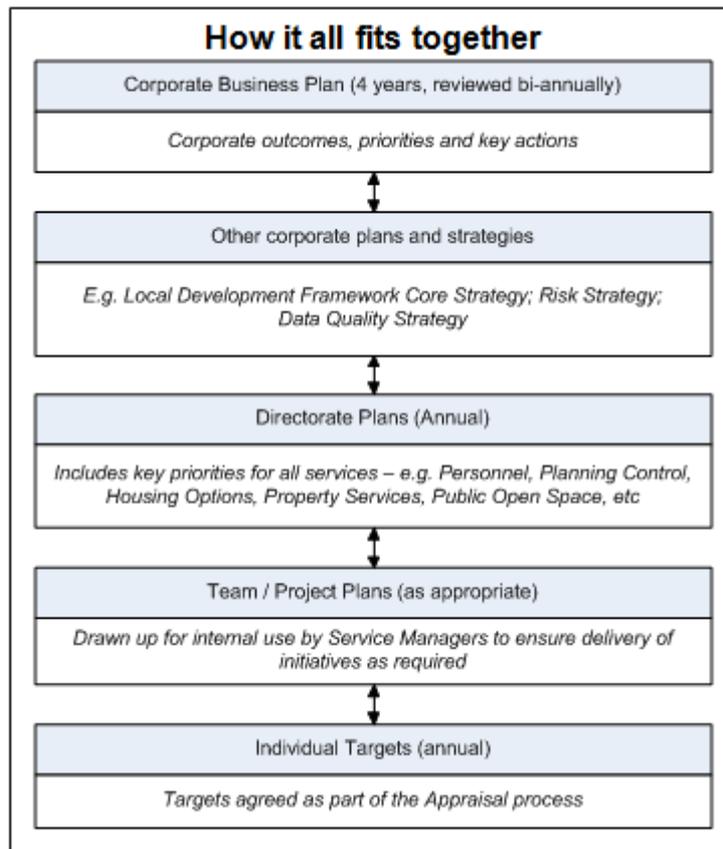
Reason for Decision

To establish the council's policy framework for the term of the current administration and how the council will focus its resources over the next four years.

1 Background

- 1.1 This corporate business plan covers the remaining period of the administrative term 2021 to 2023/24.
- 1.2 It has been developed in the focused format used in the current corporate business plan as much of the detail underpinning this plan already exists in other strategies and documents or will be derived from developing work such as climate change, Towns Fund, Local Plan, etc.

- 1.3 In broad terms, the six priority areas that the council will continue to focus on are:
- Focusing on delivery.
 - Delivering growth in the economy and with local housing
 - Protecting and enhancing the environment including tackling climate change.
 - Improving social mobility and inclusion.
 - Creating and maintaining good quality places that make a positive difference to people's lives.
 - Helping to improve the health and wellbeing of our communities.
- 1.4 These priorities are further defined in 12 objectives and 47 key initiatives that will be reflected in directorate and service plans and individual objectives set during staff appraisals.
- 1.5 The outline Corporate Business Plan is appended at Appendix A. It is a high level document and is supported by a framework of plans, strategies and targets as shown in the diagram below:



- 1.6 The plan will be monitored via the 'Corporate Business Plan Monitoring Report' and formally presented to the Corporate Performance Panel.
- 1.7 Work will also be undertaken, to align performance measures to the priorities and objectives outlined in the corporate business plan. In addition, the priorities outlined in the plan will underpin annual directorate and service plans, which in turn will be cascaded into annual performance targets for employees, through the council's performance management scheme.

2 Options Considered

2.1 None.

3 Policy Implications

3.1 This document sets the council's policy framework until the next electoral cycle in May 2023 and as such is the council's primary policy document. All other documents and plans will need to take account of this new policy framework when they are being prepared or refreshed.

4 Financial Implications

4.1 There are no direct financial implications of this plan as its implementation is through the existing services, programmes and budget provisions already in place.

5 Personnel Implications

5.1 None.

6 Environmental Considerations

6.1 The corporate business plan includes a specific priority focused on protecting and enhancing the environment including tackling climate change. This will be progressed through the delivery of the council's climate change strategy and action plan and through related plans such as the emerging Local Plan.

7 Statutory Considerations

7.1 None.

8 Equality Impact Assessment (EIA)

8.1 None – see attached pre-screening report.

9 Risk Management Implications

9.1 There are risks that without the benefit of a coherent corporate business plan the work of the council could lack a clear focus and sense of direction. This plan provides clarity to our work and a rationale for our activities whilst aligning the work of the council with local and national political priorities.

9.2 The corporate risk register will be reviewed to ensure it is aligned with the new corporate business plan.

10 Declarations of Interest / Dispensations Granted

10.1 None.

11 Background Papers

11.1 None.

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	Corporate Business Plan 2021-2023				
Is this a new or existing policy/service/function?	New (updated plan)				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>	<p>The corporate business plan sets the direction of the council and the priorities of the current administration.</p> <p>The plan reflects local need, local political priorities and the changing legislative and policy framework in which the council operates.</p>				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
Age				<input checked="" type="checkbox"/>	
Disability				<input checked="" type="checkbox"/>	
Gender				<input checked="" type="checkbox"/>	
Gender Re-assignment				<input checked="" type="checkbox"/>	
Marriage/civil partnership				<input checked="" type="checkbox"/>	
Pregnancy & maternity				<input checked="" type="checkbox"/>	
Race				<input checked="" type="checkbox"/>	
Religion or belief				<input checked="" type="checkbox"/>	
Sexual orientation				<input checked="" type="checkbox"/>	
Other (eg low income)				<input checked="" type="checkbox"/>	

Question	Answer	Comments
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No	
3. Could this policy/service be perceived as impacting on communities differently?	No	
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	
5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions:
		Actions agreed by EWG member:
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Not applicable.</p> <p>Decision agreed by EWG member: <i>B. Box</i></p>		
Assessment completed by: Name	Ged Greaves	
Job title	Senior Policy and Performance Officer	
Date	26 October 2021	

Corporate Business Plan 2021-23

Priority: Focusing on delivery			
Objective	Key initiatives	Cabinet Portfolios	Lead Officers
Set a Medium-Term Financial Strategy to fund council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves	Monitor performance against revenue and capital budgets on a monthly basis to Management Team and Members.	Finance	M. Drewery
	Report variances and corrective action in a timely manner to Management Team and Members.	Finance	M. Drewery
	Provide treasury functions for the delivery of the financial plan and advise and support on new projects and initiatives.	Finance	M. Drewery
	Prepare revenue and capital estimates and report to Panel/Cabinet as part of the budget and council tax setting process.	Finance	M. Drewery
Develop and increase the range and effectiveness of the Council's approach to communicating and engaging with employees, businesses, local communities and visitors	Develop and implement communications plans for major council projects as required or identified by Leader and Chief Executive.	Leader	B. Box
	Communicate the new corporate business plan.	Leader	B. Box H. Howell
Be attentive to our customer and community needs	Continue to deliver all statutory services to an appropriate standard within available resources, whilst also responding to the priorities set out in the Corporate Business Plan.	All	All
	Ensure that effective recruitment, retention and employee development processes are in place so that services are appropriately and effectively resourced and aligned to the delivery of statutory services and the Council's corporate priorities.	Leader	B. Box

Priority: Delivering growth in the economy and with local housing			
Objective	Key initiatives	Cabinet Portfolio	Lead Officer
54 Develop our town centres and the rural offering; recognised as great places to live, visit and invest into	Implement the Town Investment Plan.	Deputy Leader and Cabinet Member for Business, Culture and Heritage Development and Regeneration	D. Hall
	Develop a business case for projects / programmes that were part of the Heads of Terms agreement from MHCLG.	Deputy Leader and Cabinet Member for Business, Culture and Heritage	D. Hall
	Develop further the West Norfolk Holiday guide in the context of the on-going changes to accessing information digitally.	Deputy Leader and Cabinet Member for Business, Culture and Heritage	D. Hall
	Deliver the Council's directly managed commercial and housebuilding programmes.	Deputy Leader and Cabinet Member for Business, Culture and Heritage Development and Regeneration	D. Ousby
	Develop and manage the portfolio of PRS properties managed by West Norfolk Property Limited.		
	Develop affordable homes to be managed by West Norfolk Housing Company Limited.		
	Achieve community benefits through market engagement with Local Suppliers, SMEs & VCSEs - in support of the local economy; and measure the monetary value of social value provided by contractors (Through the 2021-2025 Procurement Strategy).	Finance	D. Ousby
Deliver the Local Plan	Ensure the close relationship between Local Plan, Corporate Business Plan and other corporate work.	Development and Regeneration	S. Ashworth
	Engage with internal departments in Local Plan Review consultation.	Development and Regeneration	S. Ashworth
	Take forward strategic transport policies for the Borough.	Development and Regeneration	S. Ashworth
	Assist towns and parishes to prepare their own neighbourhood plans.	Development and Regeneration	S. Ashworth

Priority: Protecting and enhancing the environment including tackling climate change			
Objective	Key initiatives	Cabinet Portfolio	Lead Officer
Deliver on our commitment to be carbon neutral by 2035 by implementing the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact	Declare a Climate Emergency.	Environment	S. Ashworth
	Adopt the Climate Change Strategy and Action Plan.	Environment	S. Ashworth
	Increase the number of trees in the district.	Environment	S. Ashworth
	Increase walking, cycling and sustainable transport.	Environment	S. Ashworth
	Work in partnership with the Chamber of Commerce to co-ordinate Expo22.	Environment	S. Ashworth
	Continue to provide an active role within the Norfolk Climate Change Partnership.	Environment	S. Ashworth
	Implement a communications programme to promote the council's activities to address climate change and encourage mitigation and adaptation by residents and businesses.	Environment	S. Ashworth B. Box
	Show leadership by assessing the environmental impact of council procurement (Through the 2021-2025 Procurement Strategy).	Finance	D. Ousby

Priority: Improving social mobility and inclusion			
Objective	Key initiatives	Cabinet Portfolio	Lead Officer
56 Assist our residents to maximise their opportunities by accessing the support and services they are entitled to	Review the Homelessness and Rough Sleepers Strategy following the implementation of 'Everyone In' initiative and the introduction of a number of new accommodation and support services funded by central government through the Next Steps Accommodation Programme and the Rough sleeper Initiative.	People and Communities	J. Greenhalgh D. Hall
	Support the production of and publish key strategic documents in conjunction with Norfolk County Council that identify needs, gaps in services and strategies to address them. Strategic work is underway with Norfolk County Council in the following areas; <ul style="list-style-type: none"> • Older Persons Housing Needs assessment • Norfolk Homelessness Prevention Strategy 2021-2025 • Support In Safe Accommodation Strategy for Norfolk 2021-2024 • Norfolk Domestic Abuse Support & Accommodation Needs Assessment 2021 • Supported Living Position Statement June 2021 	People and Communities	J. Greenhalgh D. Hall
	Deliver a Council Tax Support scheme for working age people in the borough that supports those most in need.	People and Communities	M. Drewery
	Improve the digital offer for our residents and service users and consider ways of addressing digital exclusion.	People and Communities	B. Box M. Drewery
	To help tackle loneliness and social isolation in adults of all ages.	People and Communities	J. Greenhalgh
Ensure the Council participates in a range of initiatives which support the development of skills in and pathways to work for local people.	Support the development of skills intervention projects including the College of West Anglia (CWA) School of Nursing, and the Town's Fund – King's Lynn Youth and Retraining Pledge.	People and Communities	B. Box D. Hall
	Explore ways of delivering an employment support initiative (possibly through Towns Deal) that could align with the emerging Youth Pledge.	People and Communities	D. Hall
	Continue to ensure opportunities for the provision of apprenticeships are maximised, both by the Council as an employer and by supporting local businesses to maximise use of apprenticeship schemes.	Leader	B. Box D. Hall
	Review and re-prioritise/re-focus the Council's improving educational attainment programme in line with identified needs in relation to skills in West Norfolk.	Leader	B. Box
	Assist educational agencies / establishments deliver work experience opportunities; enhance links with COWA and schools.	Leader	B. Box

Priority: Creating and maintaining good quality places that make a positive difference to people's lives			
Objective	Key initiatives	Cabinet Portfolio	Lead Officer
Target littering and fly-tipping.	Work with partners across the county and regionally to deliver the SCRAP fly-tipping campaign.	Corporate Services	M. Chisholm J. Greenhalgh
Maintain standards for open and green spaces.	Engage with the public to enhance the involvement and interest of local residents with regards to areas of Public Open Space.	Corporate Services	M. Chisholm
	Engage with and assist in developing and supporting existing voluntary and community group's including Parish Councils.	Corporate Services	M. Chisholm
	Continue to develop and improve visual image on key routes into west Norfolk.	Corporate Services	M. Chisholm

Priority: Helping to improve the health and wellbeing of our communities			
Objective	Key initiatives	Cabinet Portfolio	Lead Officer
Improve and develop the quality of local sport and leisure facilities.	Work with partners including Alive West Norfolk on local projects to improve health and physical activity levels.	People and Communities	J. Greenhalgh
	Support the development of health & well-being schemes to encourage activity.	People and Communities	J. Greenhalgh
	Consider Playstreet initiatives and specific health programmes for targeted groups.	People and Communities	J. Greenhalgh
	Work with NHS and Active Norfolk on a borough/county wide approach to exercise referral as well as implement a Cancer Rehab programme delivered from the new Wellbeing Centre at Queen Elizabeth Hospital.	People and Communities	J. Greenhalgh
Reduce crime and anti-social behaviour.	Work with partners to tackle anti-social behaviour, fear of crime and to deal with neighbourhood nuisance/public health issues.	People and Communities	J. Greenhalgh
	Provide technical knowledge and expertise to help develop proposals which benefit the town economically whilst conforming with current codes of practice on good design for noise control and ensuring opportunities for Crime and Anti-Social Behaviour are designed out.	People and Communities Development and Regeneration	J. Greenhalgh D. Hall S. Ashworth

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	<i>Corporate Performance Panel</i>		
DATE:	8 November 2021		
TITLE:	Complaints against the Borough Council of King's Lynn and West Norfolk 1 April 2020 – 31 March 2021		
TYPE OF REPORT:	<i>For information only</i>		
PORTFOLIO(S):	Cllr Brian Long		
REPORT AUTHOR:	Honor Howell – Assistant to the Chief Executive		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

SUMMARY:
<p>This report is produced on an annual basis for the period 1 April 2020 to 31 March 2021 and sets out the breakdown of MP Enquiries, Corporate and Ombudsman complaints and details on compliments received from members of the public. It is presented to Members for information only.</p>
ANALYSIS:
<p><u>MP Enquiries</u></p> <p>In total, 107 MP Enquiries were dealt with during 2020/21, compared with 82 during the previous year. These were broken down by service area with Leisure (15), Planning (16), Central Services (14) and Chief Executive (62). MPs are often contacted by their constituents for help and advice on a range of local issues or individual problems with a service delivered by the council. These are then passed to the relevant Assistant Director or Service Head for a response.</p> <p><u>Corporate Complaints</u></p> <p>22 Corporate Complaints were received during 2020/21, compared with 23 during the previous year. Of these complaints during 2020/21, 1 was considered to be justified and 2 were partly justified at stage 1 of the complaints process.</p> <p>Of the 22 Corporate Complaints which were received, 9 went to an Appeal to the Chief Executive (Stage 2) and out of the 9 complaints, 0 were considered to be justified and 0 partly justified.</p> <p>A breakdown of the complaints received and the service area they relate to is attached at Appendix A.</p> <p>The complaints relating to Finance include those made in respect of Revenues and Benefits. Some areas already have well established statutory processes for appeals on decisions e.g. Planning and Housing Benefits and these are not classed as corporate complaints unless the complaint is in respect of something the council or a member of staff has done. Complaints about decisions are directed via the usual appeals process.</p> <p><u>Ombudsman Complaints</u></p> <p>In total, 7 complaints were received by the Local Government and Social Care Ombudsman, and out of these, 33% of complaints that were investigated were</p>

upheld.

Attached at **Appendix B** is the brief Ombudsman Annual Report 2020/21 for information. Of these 7 complaints, 1 was upheld. Again, the Ombudsman will usually only investigate certain complaints in respect of **process**. For example, a complaint about a planning decision will only be investigated if a process has not been correctly followed, not about the decision made as planning is so subjective.

Compliments

Whilst we receive complaints about a range of issues, we also receive compliments from customers, visitors and businesses expressing their gratitude and thanks for the service they received. This information is captured and published in the staff monthly magazine 'Internal Affairs' to share good feedback with colleagues and to acknowledge the service provided by that individual/team.

For the year 2020/2021, we received 65 compliments from our customers. This is slightly down from 2019/2020 but covered the majority of the national lockdown periods so services were reduced during this time.

OPTIONS CONSIDERED:

N/A

RECOMMENDATIONS:

There are no recommendations; it is an annual report for Members to note.

REASONS FOR RECOMMENDATIONS

N/A

Appendix A

Corporate Complaints 2020/2021

Month	Total Received 2019-2020	Total Received 2020-2021	Leisure	Parking	Property	Planning	Licensing	Central Services	Housing	Finance	Cumulative Total
Apr	4	0									0
May	4	0									0
Jun	1	0									0
July	5	2							1	1	2
Aug	2	4				1		1	1	1	6
Sept	0	1			1						7
Oct	2	4				1		1		2	11
Nov	1	2						1		1	13
Dec	2	1							1		14
Jan	1	2				1				1	16
Feb	1	1								1	17
Mar	0	5	2			2				1	22
Total	23	22	2	0	1	5	0	3	3	8	22

21 July 2021

By email

Ms Gore
Chief Executive
King's Lynn & West Norfolk Council

Dear Ms Gore

Annual Review letter 2021

I write to you with our annual summary of statistics on the decisions made by the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2021. At the end of a challenging year, we maintain that good public administration is more important than ever and I hope this feedback provides you with both the opportunity to reflect on your Council's performance and plan for the future.

You will be aware that, at the end of March 2020 we took the unprecedented step of temporarily stopping our casework, in the wider public interest, to allow authorities to concentrate efforts on vital frontline services during the first wave of the Covid-19 outbreak. We restarted casework in late June 2020, after a three month pause.

We listened to your feedback and decided it was unnecessary to pause our casework again during further waves of the pandemic. Instead, we have encouraged authorities to talk to us on an individual basis about difficulties responding to any stage of an investigation, including implementing our recommendations. We continue this approach and urge you to maintain clear communication with us.

Complaint statistics

This year, we continue to focus on the outcomes of complaints and what can be learned from them. We want to provide you with the most insightful information we can and have focused statistics on three key areas:

Complaints upheld - We uphold complaints when we find some form of fault in an authority's actions, including where the authority accepted fault before we investigated.

Compliance with recommendations - We recommend ways for authorities to put things right when faults have caused injustice and monitor their compliance with our recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.

Satisfactory remedy provided by the authority - In these cases, the authority upheld the complaint and we agreed with how it offered to put things right. We encourage the early resolution of complaints and credit authorities that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your authority with similar types of authorities to work out an average level of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data will be uploaded to our interactive map, [Your council's performance](#), along with a copy of this letter on 28 July 2021. This useful tool places all our data and information about councils in one place. You can find the decisions we have made about your Council, public reports we have issued, and the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

I would encourage you to share the resource with colleagues and elected members; the information can provide valuable insights into service areas, early warning signs of problems and is a key source of information for governance, audit, risk and scrutiny functions.

As you would expect, data has been impacted by the pause to casework in the first quarter of the year. This should be considered when making comparisons with previous year's data.

Supporting complaint and service improvement

I am increasingly concerned about the evidence I see of the erosion of effective complaint functions in local authorities. While no doubt the result of considerable and prolonged budget and demand pressures, the Covid-19 pandemic appears to have amplified the problems and my concerns. With much greater frequency, we find poor local complaint handling practices when investigating substantive service issues and see evidence of reductions in the overall capacity, status and visibility of local redress systems.

With this context in mind, we are developing a new programme of work that will utilise complaints to drive improvements in both local complaint systems and services. We want to use the rich evidence of our casework to better identify authorities that need support to improve their complaint handling and target specific support to them. We are at the start of this ambitious work and there will be opportunities for local authorities to shape it over the coming months and years.

An already established tool we have for supporting improvements in local complaint handling is our successful training programme. During the year, we successfully adapted our face-to-face courses for online delivery. We provided 79 online workshops during the year, reaching more than 1,100 people. To find out more visit www.lgo.org.uk/training.

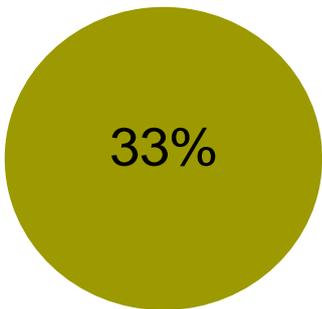
We were pleased to deliver two online complaint handling courses to your staff during the year. I welcome your Council's investment in good complaint handling training and trust the courses were useful to you.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a stylized flourish at the end.

Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Complaints upheld



33% of complaints we investigated were upheld.

This compares to an average of **53%** in similar authorities.

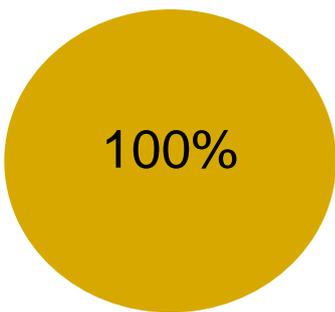
1
upheld decision

Statistics are based on a total of 3 detailed investigations for the period between 1 April 2020 to 31 March 2021

Compliance with Ombudsman recommendations

No recommendations were due for compliance in this period

Satisfactory remedy provided by the authority



In **100%** of upheld cases we found the authority had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **16%** in similar authorities.

1
satisfactory remedy decision

Statistics are based on a total of 3 detailed investigations for the period between 1 April 2020 to 31 March 2021

NOTE: To allow authorities to respond to the Covid-19 pandemic, we did not accept new complaints and stopped investigating existing cases between March and June 2020. This reduced the number of complaints we received and decided in the 20-21 year. Please consider this when comparing data from previous years.

FORWARD DECISIONS LIST

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
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 – J Greenhalgh and M Chisholm		Public
	Review of Corporate Business Plan	Key	Council	Leader Chief Executive		Public
	Commercial Team Service Plan	Non	Cabinet	Environment Asst Dir – S Ashworth		Public
	Update to the Major Project Board terms of reference	Non	Cabinet	Leader Asst Dir Property & Projects – M Henry		Public
	CIL Report- application for grant for 3G and Coaching Academy	Non	Cabinet	Regeneration & Development Asst Dir S Ashworth		Public
	Lynnsport - 3G Pitch and coaching academy	Non	Cabinet	People & Communities Asst Dir – N Gromett		Public
	Council's Insurance Tender	Key	Cabinet	Finance Asst Dir – M Drewery		Private - Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Request for the review of Parish Council numbers	Non	Council	Leader Chief Executive		Public

	Community Infrastructure Levy (CIL) – Consideration of lessons learnt from the first round of grant applications for CIL funding	Non	Cabinet	Development Asst Dir – S Ashworth		Public
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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						
	Hackney Carriage and Private Hire Licensing Procedures and Conditions Review	Non	Council	Environment Assistant Director – S Ashworth		Public
	Review of Governance of Council Companies	Non	Cabinet	Leader Chief Executive		Public
29	Guildhall Future Governance Options	Non	Council	Business, Culture and Heritage – G Middleton Asst Director – D Hall		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Members Allowances Independent Review	Non	Council	Finance Chief Executive		Public
	Asset Management – Land and Property Disposals	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)
	Balloon and Lantern Policy	Non	Cabinet	Corporate Services and Environment Asst – M Chisholm		Public

	Corporate Enforcement Policy	Non	Council	Development Asst Dir J Greenhalgh		Public
	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	Leader Asst Dir B Box		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)

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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						
	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
	Derelict Land & Building Group	Non	Council	Regeneration & Development Asst Director – Duncan Hall & S Ashworth		
	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)
	Procurement Strategy	Non	Cabinet			

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	Exempt: 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	
DATE OF	TITLE	TYPE OF	LEAD	OBJECTIVES AND DESIRED

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MEETING		REPORT	OFFICER	OUTCOMES
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	TITLE	TYPE OF	LEAD	OBJECTIVES AND DESIRED

MEETING		REPORT	OFFICER	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	Exempt: KLIC Repayment Plan	Quarterly Update	M Henry	Agreed on 2 September 2020 the Panel would receive quarterly updates.
1 September 2021	Exempt Report: 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).
8 November 2021	Call-in (if any)			
8 November 2021	Waste Issues Hunstanton Promenade (Request from Councillor P Beal)	Councillor Referral	B Brandford	To give consideration to the issue raised by Councillor Beal.
8 November 2021	Review of the Persistent Complainants Policy	Policy Review	Request from Councillor Nash	Further information and legal advice requested at the Panel meeting on 1 September 2021.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
8 November 2021	Formal Complaints against the Borough Council 1 April 2020 – 31 March 2021 The number of compliments received also to be reported.	Annual	D Ess	For information only.
8 November 2021	Cabinet Report: Review of the Corporate Business Plan (currently scheduled for 16 November 2021 Cabinet meeting)	Cabinet Report	G Greaves	
8 November 2021	Cabinet Report: Update to the Major Project Board Terms of Reference	Cabinet Report	M Henry	
8 November 2021	Cabinet Forward Decisions List			
8 November 2021	Panel Work Programme			
8 December 2021	Call-in (if any)			
8 December 2021	Annual Communications Update	Annual Update	S Clifton, A Howell, J Hillard	
8 December 2021	Council Tax Support Scheme		J Stanton	

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
8 December 2021	Procurement Strategy Update	Policy Review	D Ousby	
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	Employment Monitoring Figures – Annual Report	Annual	B Box	For information only
8 December 2021	Cabinet Forward Decisions List			
8 December 2021	Panel Work Programme			
6 January 2022	Call-in (if any)			
6 January 2022	Summary of 2020/2021 outturn position of all council owned companies		M Drewery	

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
6 January 2022	Presentation on the Borough Council vehicles – Types, age, asset values, disposal strategy, market residual values, electric parking locations, process used mileage v consumption.	Monitoring	M Chisholm/ N Johnson	
6 January 2022	Cabinet Report: Review of Governance of Council Companies	Cabinet	G Greaves	
6 January 2022	Cabinet Report: Review of Legal Services	Cabinet	L Gore	
6 January 2022	How the new Portfolio objectives meet the Corporate Business Plan objectives via Directorate/Service Plans/Key Performance Indicators/timescales		G Greaves	Suggested by Councillor Morley at Panel meeting on 21 July 2021
6 January 2022	Cabinet Forward Decisions List			
6 January 2022	Panel Work Programme			
6 January 2022	Exempt: KLIC Repayment Plan	Quarterly Update	M Henry	Agreed on 2 September 2020 the Panel would receive quarterly updates.
DATE OF	TITLE	TYPE OF	LEAD	OBJECTIVES AND DESIRED

MEETING		REPORT	OFFICER	OUTCOMES
3 March 2022	Call-in (if any)			
3 March 2022	Persistent and Vexatious Customers		H Howell	
3 March 2022	Post Evaluation Review of H & M	Post Evaluation Review	M Henry	To undertake a review of the project.
3 March 2022	Review of the Council's working structure to support the Corporate Business Plan. (Organisational chart setting out FTE had been allocated to service areas to ensure delivery of the Corporate Business Plan).	Review	B Box	
3 March 2022	Hunstanton TIC – Perception from Portfolio Holder following meeting with businesses.	Report Back from Portfolio Holder - Business Culture and Heritage	Councillor G Middleton	<p>From CPP 1 September 2021:</p> <p>RESOLVED: 1) That the Portfolio Holder for Business, Culture and Heritage be requested to meet with the businesses in Hunstanton.</p> <p>2) The Portfolio Holder for Business, Culture and Heritage be invited to attend the Panel in 6 months' time to present his perception of those views, and if appropriate set up an informal working group to explore the issues raised.</p>

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
3 March 2022	Cabinet Forward Decisions List			
3 March 2022	Panel Work Programme			
3 March 2022	EXEMPT: KLIC Repayment Plan	Update	M Henry	To receive a quarterly update report.
13 April 2022	Call-in (if any)			
13 April 2022	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	
13 April 2022	Planning Enforcement			
13 April 2022	Post Evaluation Review of Cinema, Corn Exchange	Post Evaluation Review	N Gromett	To undertake a review of the project.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
13 April 2022	Tourism - harmful or helpful ? A review of the 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
13 April 2022	Cabinet Forward Decisions List			
13 April 2022	Panel Work Programme			

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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.
- 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).
- Cabinet Report: Guildhall Future Governance Options – D Hall