

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



COUNCIL MEETING

Agenda

Thursday, 30th January, 2025
at 5.00 pm

In the Assembly Room
Town Hall
Saturday Market Place
King's Lynn

Available for the public to view on [WestNorfolkBC on You Tube](#)



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
Fax: 01553 691663

Dear Councillor

You are hereby summoned to attend a meeting of the **Borough Council of King's Lynn and West Norfolk** which will commence at **5.00 pm** on **Thursday, 30th January, 2025** in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn to transact the business shown below.

Yours sincerely

Kate Blakemore
Chief Executive

BUSINESS TO BE TRANSACTED

1. PRAYERS

2. APOLOGIES FOR ABSENCE

3. MINUTES

To confirm as a correct record the Minutes of the Meeting of the Council held on 28 November 2024 (previously circulated).

4. DECLARATIONS OF INTEREST (Page 6)

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.

5. MAYOR'S COMMUNICATIONS AND ANNOUNCEMENTS

To receive Mayor's communications and announcements.

6. URGENT BUSINESS

To receive any items of business which in the opinion of the Mayor are urgent.

7. WAIVER OF THE SIX MONTH RULE (Pages 7 - 8)

8. PETITIONS AND PUBLIC QUESTIONS

To receive petitions and public questions in accordance with Standing Order 9.

9. APPOINTMENTS TO OUTSIDE BODIES AND INTERNAL DRAINAGE BOARD (Pages 9 - 11)

10. RECOMMENDATIONS FROM COUNCIL BODIES

(Members are reminded this is a debate, not a question and answer session)

To consider the following recommendations to Council:

1) Cabinet: 10 December 2024 (Pages 12 - 14)

CAB86: Community Governance Review – Burnham Market

CAB89: Audit Committee Terms of Reference

CAB91: Notice of Motion 15/23 – Wash East Coast Management Strategy – Nuit C – Technical Report

CAB92: West Norfolk Economic Strategy

2) Cabinet : 14 January 2025 (Pages 15 - 18)

CAB103: Council Tax Discount Resolution

CAB104: Review of Hackney Carriage and Private Hire Licensing Fee Levels

CAB105: Revision of Hackney Carriage and Private Hire Licensing Procedures and Conditions.

CAB108: Members Allowances 2024/25

CAB109: Procurement Policy and Contract Standing Orders

CAB110: Social Value Policy

11. NOTICE OF MOTION

To consider the following Notice of Motion (1/25), submitted by Councillor A Beales:

“This Council is supportive of Norfolk County Council’s ambition to fast track devolution in Norfolk by joining with Suffolk County Council in making a request to Government to join the Devolution Priority Programme and will engage constructively in any forthcoming programme of devolution and local government reorganisation. However, this Council strongly opposes postponement of County Council elections due in May 2025 as people should not be denied their right to vote, especially as there is unanimous support for devolution from the leaders of all Norfolk and Suffolk local authorities”.

12. CABINET MEMBERS REPORTS (Pages 19 - 52)

In accordance with Council procedure rule 8, to receive reports from Cabinet Members moved en bloc. Members of the Council may ask up to 4 questions of Cabinet Members on their reports and portfolio areas.

The order of putting questions shall commence with a Member from the largest opposition group, proceeding in descending order to the smallest opposition group, then non aligned members, followed by a Member from the ruling group. This order shall repeat until the time for questions has elapsed or there are no more questions to be put.

The period of time for putting questions and receiving responses shall not exceed 60 minutes for all Cabinet Members and the Leader

Climate Change and Biodiversity – Councillor M de Whalley

Planning and Licensing – Councillor J Moriarty

Environment and Coastal - Councillor S Squire – To follow

Finance – Councillor C Morley

Events and Open Spaces– Councillor B Anota – To follow

People and Communities – Councillor J Rust

Deputy Leader Business and Culture – Cllr S Ring

Leader - Councillor A Beales

13. MEMBERS QUESTION TIME

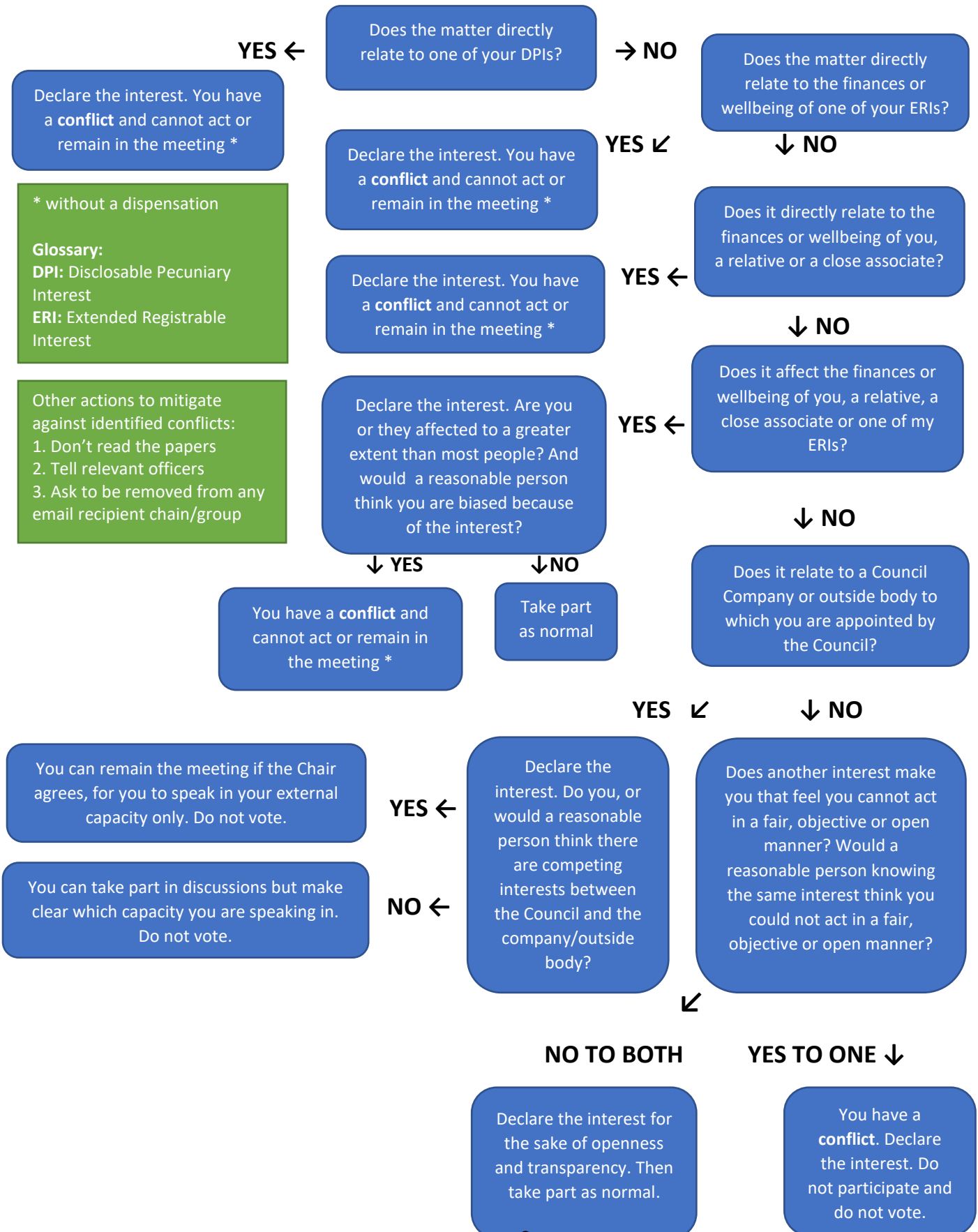
In accordance with Procedure rule 9, Members of the Council may ask any questions of the Chair of any Council Body (except the Cabinet).

Kate Blakemore
Chief Executive

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



* without a dispensation

Glossary:

DPI: Disclosable Pecuniary Interest

ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

REPORT TO COUNCIL

Lead Member: Councillor A Beales		Other Members consulted: Councillor M Wilkinson			
Lead Officer: Sam Winter E-mail: sam.winter@west-norfolk.gov.uk Direct Dial: 01553 616327		Officers consulted: Chief Executive, Monitoring Officer			
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications YES	Equality Impact Assessment req'd NO	Risk Management Implications NO	Environmental Implications No

Date of Meeting : 30 January 2025

WAIVER OF SIX MONTH COUNCILLOR ATTENDANCE RULE

Under section 85 of the Local Government Act 1972, a request has been received for Council to consider the waiver of the six month attendance rule by Councillor Margaret Wilkinson due to her ill health.

- RECOMMENDED:** 1. That Council approve the waiver of the six-month attendance rule provided for within Section 85(1) of the Local Government Act for Councillor Margaret Wilkinson due to illness.
2. That the extension of the permitted non-attendance time period for a further six-month period, to expire on 29 August 2025.

1 Background and Key issues

Section 85 (1) of the Local Government Act 1972 requires a member of a Local Authority to attend at least one meeting of that Authority within a six-month consecutive period, in order to avoid being disqualified as a Councillor. This requirement can be waived and the time limit extended if any failure to attend was due to a reason approved by the Authority, in advance of the six month period expiring.

Section 85 (1) of the Local Government Act 1972 states that “if a member of a Local Authority fails, throughout a period of six consecutive months from the date of their last attendance, to attend any meeting of the Authority they will, unless the failure was due to some good reason approved by the Authority before the expiry of that period, cease to be a member of the Authority.”

Due to ill health Councillor Margaret Wilkinson has not been able to attend any Council meetings since the meeting of Council on 29 August 2024. A request has been received from Councillor Wilkinson for an extension to this six-month rule to enable her to remain in office until she is able to resume normal duties.

The Authority can only consider approval of any reasons for non-attendance before the end of the relevant six month period, which will be 28 February 2025. Section 85 (1) of the Local Government Act 1972 enables a Local Authority to approve the reason(s) for non-attendance of a Member at any meeting of the Authority throughout a period of six consecutive months, provided that approval is given by the Authority before the expiry of the six month period.

Once any councillor loses office, through failure to attend for the six month period, the disqualification cannot be overcome by the councillor subsequently resuming attendance nor can retrospective approval of the Authority be sought for an extension in time.

2 Alternative Options considered

None, as a request has been received to extend Councillor Wilkinson's permitted absence, the Council is obliged to consider the request.

3 Financial Implication

Councillors that have been granted an extended period of absence will continue to receive their allowance unless otherwise requested.

4 Statutory Implication

If approval is not provided to waive the six-month attendance rule the Councillor will cease to be a Member of the Authority once this period has run out.

5 Background Documents

Local Government Act 1972

REPORT TO COUNCIL

Lead Member: Leader – Councillor Alistair Beales		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Samantha Winter E-mail: sam.winter@west-norfolk.gov.uk Direct Dial:01553 616327		Other Officers consulted:		
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications (incl S.17) NO	Equalities Impact Assessment NO	Risk Management Implications NO

Date of Meeting: 30th January 2025

APPOINTMENTS TO OUTSIDE BODIES AND INTERNAL DRAINAGE BOARDS

Purpose of Report

Councillor Ware has resigned as the Councils representative on the Police and Crime Panel and this report asks Council to appoint a replacement Member to this position.

Councillor Heneghan has also resigned from the King’s Lynn Internal Drainage Board and a replacement Member is required.

Recommendation

1. That Council appoint a Member to serve on the Police and Crime Panel from the Labour Group, as per the requirements of the Police and Crime Panel.
2. That Council appoint a Member to serve on the King’s Lynn Internal Drainage Board.

Reason for decision

To ensure continued involvement in the community by the Council.

1.0 BACKGROUND

1.1 The Council at its meeting on 17th June 2024 confirmed a number of appointments to outside bodies and partnerships.

2.0 INSURANCE COVER FOR BOROUGH COUNCILLORS

2.1 The Council’s insurance will indemnify any employee or member arising from their service on the board or participation in the capacity of governor, officer, trustee, director, committee member or other official of any not-for profit entity other than the insured.

Provided always that:

- a) The service or participation by the employee or member is specifically requested by or under the specific direction of the insured.
 - b) The insured is legally entitled to approve the service or participation and to indemnify the employee of member in respect of it.
 - c) Any payment will only be made by the insurer for an amount in excess of any indemnification or insurance coverage provided by the not-for-profit entity or afforded from any other source and to which the employee or member is entitled.
- 2.2 When a member is appointed to serve on an outside body, they should also ensure that as well as completing the Register of Financial and Other Interest form, they should complete the annual “Related Party Transactions form”, with the details of those bodies on which they serve.

3.0 FEEDBACK FROM MEMBERS ON OUTSIDE BODIES

- 3.1 Arrangements for reporting back by Members serving on Outside Bodies are approved every year at Council as follows:
- 3.2 The Panels should be able to request reports from Councillors serving on outside bodies which fall within their remit. By programming the reports over the Panel’s annual timetable of meetings, it would be possible for members both to assess the usefulness of making appointments to bodies and be informed of any relevant matters.
- 3.3 Cabinet Members serving on outside bodies will report via their Cabinet Members’ reports to Council.
- 3.4 All are encouraged to use the Members’ Bulletin to report on the work of any bodies that they are appointed to by Full Council.

4.0 APPOINTMENT OF REPRESENTATIVES

4.1 POLICE AND CRIME PANEL

4.1.a Following the resignation of Councillor Ware on the Police and Crime Panel, Council are requested to appoint a replacement Member.

4.1.b The Council can appoint one Member plus a named substitute. Councillor Heneghan is currently appointed as the substitute Member on the Police and Crime Panel.

4.1.c The Panel **requires the representative to be a Labour Councillor** to ensure the Panel’s balanced appointed objective continues to be met.

4.2 KING’S LYNN INTERNAL DRAINAGE BOARD

4.2.a Following the resignation of Councillor Heneghan on King’s Lynn Internal Drainage Board, Council are requested to appoint a replacement Member.

4.2.b For information the Council has 10 seats on the King's Lynn Internal Drainage Board. Current membership is as follows: Councillors Bearshaw, Colwell, Jones, Long, Rust, Ware, de Whalley and non Councillors M Dye and M Little.

5.0 FINANCIAL IMPLICATIONS

Mileage and subsistence allowances for Councillors attending meetings.

6.0 ACCESS TO INFORMATION

Current lists of member representation
ACSeS report on liabilities of Outside Bodies

RECOMMENDATIONS TO COUNCIL ON 30 JANUARY 2025 FROM CABINET ON 10 DECEMBER 2024

CAB86 **COMMUNITY GOVERNANCE REVIEW - BURNHAM MARKET**

[Click here to view the recording of this item on YouTube](#)

Cabinet considered a report which explained that a request had been received from Burnham Market Parish Council to reduce their councillor numbers from 11 to 8. It was explained that in order to consider the request it was necessary to carry out a Community Governance Review of the Parish. The Ward Member was supporting the request.

RECOMMENDED: That Officers be requested to conduct a Community Governance Review in respect of Burnham Market Parish Council to potentially reduce parish councillor numbers.

Reason for Decision

The proposal to reduce councillor numbers appears to be well-reasoned, but can only be determined by a Community Governance Review rather than any other legal mechanism.

CAB89 **AUDIT COMMITTEE TERMS OF REFERENCE**

[Click here to view the recording of this item on YouTube](#)

Cabinet considered a report which explained that the Audit Committee was established in 2006, with Terms of Reference (ToR) drawn up in line with the guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA). The ToR should be reviewed every three years by the Committee and any updates presented to Cabinet and Council for approval and incorporation into the constitution.

Officers had reviewed the ToR and produced a draft updated version of the ToR, taking account of:

- CIPFA position statement 2022: Audit Committees in Local Authorities and Police
- The amended ToR had been presented to Audit Committee on 3rd October 2024 and supported by it.

RECOMMENDED: 1) That the updated Terms of Reference for the Audit Committee be adopted.

2) These terms of reference replace the current Terms of Reference in Part 3 of the Constitution and SO29 be amended to include reference to up to 2 Independent co-opted Members.

Reason for Decision

To enable the Audit Committee to continue to fulfil its role as required by the Accounts and Audit Regulations 2015 and in accordance with the latest guidelines provided by CIPFA.

CAB91

NOTICE OF MOTION 15/23 - WASH EAST COAST MANAGEMENT STRATEGY - UNIT C - TECHNICAL REPORT

[Click here to view the recording of this item on YouTube](#)

Councillor Squire presented a report which explained that the Wash East Coast Management Strategy- Unit C - Technical report from the Environment Agency was presented to the Environment and Community Panel in response to the Notice of Motion 15/23 which was referred by Council for consideration by the Environment and Community Panel. The Notice of Motion was set out below:

"This council recognises the very real threat posed by coastal erosion and sea intrusion to human life and our historic coastal communities, vital tourist industry, important farming industry and wildlife.

We applaud the recent decision taken at the County Council that as a county Norfolk will now press the Environment Agency, government and local MPs strongly to find and invest sufficient funding to cater for the current level of threat posed and to enhance provision for future years so that coastal defences are up to the task.

Council on this matter on behalf of its residents and that 'managed retreat' from existing coastal protections, allowing any (NB) increased risk to life or property, or loss of land to the sea or elements is not a desirable short, medium or longer-term strategy or tactic and the matter of potential changes to shoreline management should now be referred to E&C."

The Environment and Community Panel responded to the notice of motion with the following recommendation.

RECOMMENDED: That the recommendation made by the Environment and Community Panel in the response to Notice of Motion 15/23 be supported and Council be invited to note the recommendation.

"The Environment and Community Panel noted the progress and supports the future work on the Wash East Coast Management Strategy review and requested future updates on progress"

Reason for Report

This report is in response to the Notice of Motion 15/23 from Council meeting 19th October 2023.

[Click here to view the recording of this item on YouTube](#)

This report outlined the development and recommended adoption of the Economic Strategy for West Norfolk. The strategy described where the council wanted to be in 2045 and the strategic priorities for achieving this vision, building on where the council was today. It was accompanied by a detailed Action Plan, setting out specific actions to take to realise the vision.

Changes at a national and regional level, with the government's integration of Enterprise Partnerships into upper tier authorities and the proposals for Devolution in Norfolk, required a strong economic policy for the district to set out the council's vision and priorities for investment to sustain and support economic growth.

The new strategy had been developed during 2024, involving detailed data analysis, evidence gathering and engagement with residents, businesses, stakeholders and partners. The resultant strategy set out the long-term vision for the Borough to be 'a model for sustainable, active and inclusive rural communities, where the benefits of economic growth were shared widely, and natural and cultural heritage was preserved, enhanced and celebrated for future generations'.

RECOMMENDED: 1) That the West Norfolk Economic Strategy (attached as an appendix to the report) be endorsed.

2) That the revised King's Lynn Town Board vision and priorities as detailed in section 4 of the report be endorsed.

Reason for Decision

To ensure West Norfolk is in a strong policy position, supported by a robust evidence base to enable the delivery of the new Corporate Strategy objectives. The adoption of an Economic Strategy will determine the priorities for investment and support the ability to secure investment for economic growth in West Norfolk.

RECOMMENDATIONS TO COUNCIL ON 30 JANUARY 2025 FROM CABINET ON 14 JANUARY 2025

CAB103 **COUNCIL TAX DISCOUNT RESOLUTION 2025/26**

[Click here to view the recording of this item on YouTube](#)

Councillor Morley introduced the report which explained that Councils had discretionary powers to vary the discounts for empty properties, uninhabitable properties and second homes, and to charge additional premiums (levies) for long-term empty properties and second homes. The report summarised the current position and made recommendations for the discounts and premiums for these types of property for 2025/2026.

The Chair drew attention to the fact that the County Council had been requested to pass back 50% of the additional levy that they would receive for the benefit of the residents of the Borough. The outcome was awaited.

RECOMMENDED: 1) That the following discounts and premiums be recommended to Council for 2025/2026:

Class A Second Homes Discount for 2025/2026:

- No reduction, i.e. a 0% discount;

Class B Second Homes Discount for 2025/2026:

- No reduction i.e. a 0% discount, plus
- An additional premium of 100%

Class C Empty / Unfurnished Discount 2025/2026:

- 0% for both the initial and follow on periods

Long-Term Empty Property Premiums (Levy):

- 100% for properties empty between one and five years,
- 200% for properties empty longer than five years, and
- 300% for properties empty longer than ten years.

Class D Uninhabitable Properties:

- 25% for 12 months starting on the day the property becomes uninhabitable; then:
- 0% once the 12 month period has expired;

2) That the Exceptions Policy as summarised below and detailed at Appendix 3 to the report be agreed.

3) That the government guidance of November 2024 as included at Appendix D to the report be noted.

Reason for Decision

To ensure the discounts, premiums and exceptions policy for Second Homes and Long-Term Empty properties are agreed for 2025/2026.

CAB104 **REVIEW OF HACKNEY CARRIAGE & PRIVATE HIRE LICENSING FEE LEVELS**

[Click here to view the recording of this item on YouTube](#)

Councillor Moriarty introduced the report which requested Cabinet to consider a revised table of Hackney Carriage and Private Hire licensing fee levels, which had not been increased since 2020 due to the pandemic. Consultation had been undertaken with the trade on the proposals.

RECOMMENDED: 1) That the new fee structure for drivers of hackney carriages and private hire vehicles be approved.
2) That the new fee structure for private hire operators be approved.
3) That the new fee structure for vehicles and other sundry matters attached in the fee structure of the report be approved..

Reason for Decision

The recommendation is put forward to ensure that the costs of delivering the taxi licensing service can be fully met directly from the relevant licence fees.

CAB105 **REVISION OF HACKNEY CARRIAGE AND PRIVATE HIRE LICENSING PROCEDURES AND CONDITIONS**

[Click here to view the recording of this item on YouTube](#)

Councillor Moriarty presented a report which set out changes to the hackney carriage and private hire licensing procedures and conditions which had been identified since the publication of new Department for Transport Best Practice Guidance issued in November 2023, and through the monitoring of the current document. Consultation had been undertaken with the trade on the amended procedures and conditions which were proposed.

RECOMMENDED: That the new hackney carriage and private hire procedures and conditions document be approved.

Reason for Decision

Procedures and conditions ensure that public safety is maintained and are necessary in addition to legislation as new guidance and standards are issued.

CAB108 **MEMBERS ALLOWANCES 2024/25**

[Click here to view the recording of this item on YouTube](#)

The Assistant Director Central Services presented a report which recommended the cost of living increase to be applied to Member's allowances for the 2024/25 year in line with the officers cost of living increase recently agreed.

RECOMMENDED: That an increase of 4.1% for all Member allowances for the year 2024/25 with effect from 1st April 2024 be approved.

Reason for Decision

The Council's Members Allowance Scheme provides for allowances to be updated annually in line with the Officer's cost of living pay award.

CAB109 **PROCUREMENT POLICY AND CONTRACT STANDING ORDERS**

[Click here to view the recording of this item on YouTube](#)

Councillor Morley presented the report which introduced a new set of Contract Standing Orders (CSOs) for Cabinet's approval to recommend to Full Council for adoption into the Constitution. The CSOs captured the recommendations from the ongoing Procurement Transformation project and changes introduced by the Procurement Act 2023 which was due to come into effect on 24 February 2025. A new Procurement and Contract Management Strategy was also attached for approval within Cabinet's powers, which set out the strategic direction for the delivery of the Procurement and Contract Management function between 2025-2027.

The two documents were brought for consideration together as they complimented one another and each captured the objectives and principles required by the new procurement regime.

RECOMMENDED: That the adoption of the Contract Standing Orders attached as Appendix 1 to the report ,into the Constitution from and including 24 February 2025 as a replacement to the current Contract Standing Orders be approved.

Following section Included for Council's information – decision taken by cabinet

RESOLVED: 1) *That the Procurement and Contract Management Strategy, attached as Appendix 2 to the report, be approved.*

2) *That authority be delegated to the Monitoring Officer in consultation with the Portfolio Holder for Finance to make revisions to the Procurement and Contract Management Strategy to reflect relevant changes within the revised National Procurement Policy Statement issued under section 13(3)(c) of the Procurement Act 2023.*

Reason for Decision

To modernise the Council's processes for procuring and entering contracts, to update the Council's strategic approach to procurement to ensure alignment with corporate priorities and to ensure compliance with the new statutory regime.

CAB110 **SOCIAL VALUE POLICY**

[Click here to view the recording of this item on YouTube](#)

Councillor Morley presented the report which proposed the adoption of a Social Value Policy, to codify the Council's approach to meeting legislative requirements under the Public Services (Social Value) Act 2012 and the Procurement Act 2023. It would commence the journey towards the introduction of a 'Social Value and Sustainability Outcomes and Implementation Framework', to support strategic decision-making on social value considerations within procurement processes and other Council functions.

RECOMMENDED: 1) That the Social Value Policy, attached as Appendix 1 to the report, be approved with the amendment of the date in 3.3 of the policy to 2025/26.

2) That authority be delegated to the Monitoring Officer in consultation with the Portfolio Holder for Finance to make revisions to the Social Value Policy to reflect updates within the National Procurement Policy Statement issued under section 13(3)(c) of the Procurement Act 2023.

Reason for Decision

Adopting the Social Value Policy supports compliance with current legislative requirements while establishing a foundation to embed social value into the Council strategic decision-making. This approach positions the Council to develop a broader framework in 2025/26, integrating social value into procurement and other functions to drive economic, social, and environmental benefits for the community.

CABINET MEMBERS REPORT TO COUNCIL

30 January 2025

COUNCILLOR MICHAEL de WHALLEY - CABINET MEMBER FOR CLIMATE CHANGE AND BIODIVERSITY

For the period 27 November 2024 to 20 January 2025

1 Progress on Portfolio Matters.

Vehicle Fleet Review

The project seeks to decarbonise the Council's vehicle fleet. To inform this, a report, including an options appraisal, is required. The contract was awarded to Mitie and work has commenced on the review. A request for information is being processed and focus groups with vehicle fleet users are being arranged. The final report is expected by end of March 2025.

Schools Climate Competition Project

A presentation to the borough's headteachers network occurred on 28th November 2024. Schools are encouraged to sign up by the end of February 2025. Teachers will be supported by free training in March 2025 and project materials to support delivery in a school environment.

Solar Together

The group buying scheme is being promoted this year and, following a targeted mailshot, 609 households in King's Lynn and West Norfolk have registered their interest in the scheme of which 574 are solar, 43 battery and 208 Electric Vehicle chargers (N.B. some applications are for multiple options). 113 households have accepted their quotes for solar panel installations and 9 installations have taken place so far. Fifteen households have accepted their quotes for a retrofit battery and installations are being scheduled.

Carbon Audit

Final datasets are being collated with an aim of having a first draft of the annual carbon audit available late January 2025.

Carbon Literacy Training

We are in ongoing discussions with our e-learning provider to create the training material for use in the council's e-learning platform.

Ferry

Norfolk County Council and King's Lynn and West Norfolk Borough Council jointly funded survey and remedial work to support the operation of the ferry. On 13 January, whilst effecting repairs, the contractor discovered the concrete

staircase on the West Lynn side was in a much poorer condition than previously assessed and a joint decision was taken to close the ferry landings in the interests of public safety. Additional survey work has been commissioned, as a matter of urgency, to specify the works required and we are working with the ferry operator to open the service as soon as practically possible.

Norfolk Climate Change Partnership (NCCP)

Thermal imaging cameras will be demonstrated at an event at The Place, King's Lynn on 12 March 2025.

A one-day workshop for building owners around the theme of retrofitting traditional buildings is being held at Swaffham Assembly Rooms on 19 March 2025. The purpose of the day is to inspire and inform building owners, and identify the support people need to move forward, in retrofitting heritage and traditional houses. There will be a focus on practical information and dealing with common problems faced. The day will raise awareness of existing work and resources available, along with best practice and emerging technologies and materials.

The event is aimed at homeowners and those wishing to support them with traditionally built properties from before 1919 but we welcome anyone with an interest in the area.

Places can be booked at <https://www.eventbrite.com/e/an-introduction-to-energy-efficient-traditionally-built-homes-tickets-1111564402049>

Housing retrofit information is in development and will be aimed at Norfolk residents who are able to fund their own home improvements. The web content will use an address lookup to help match homeowners with advice, grants and local trusted traders.

Norfolk Net Zero Communities

Thermal imaging cameras will be demonstrated at the farmers market at Marshland St James on 16 February 2025.

Hubbub are developing a survey to obtain wider views on retrofit from Norfolk's households.

LED Lighting

Proposals have been received for upgrading the external hockey pitches and tennis courts at Lynnsport to LED. These submissions are currently under review, with a view to then taking forward as a capital bid.

Quotations/designs have also been provided, and are under consideration, for internal lighting upgrades at Oasis, Regis Place, Lynnsport and the new BCKLWN Depot (Oldmedow Road).

Orders are to be issued imminently for upgrading pool hall lighting at St James' Pool and Downham Market Leisure Centre. These works have been

made possible following the award of Swimming Pool Support Fund (SPSF) grant funding, with works due for completion by the end of March. Lighting designs are to ensure, as far as practicable, recommended lighting levels are obtained in accordance with Sport England Guidance. The use of LEDs will also ensure that these lighting levels are achieved in an energy efficient manner.

Streetlighting Phase II

Works to upgrade 595 streetlights to LED are currently going through the procurement process. We recently issued our final responses to bidders' questions. The extended deadline for bids closed at noon on Monday 20 January and the next step is to review submissions.

Some lighting columns are in conservation areas, with those identified as 'heritage' construction (i.e. cast iron) being proposed for lamp replacement only, with the head/lantern retained.

Re:Fit

The Borough Council have called upon the support of Local Partnerships to exert some more leverage on Ameresco to make good on their contractual obligations and deliver the guaranteed savings.

Following on from this, we are now receiving more support from Ameresco and are witnessing some encouraging signs at previously underperforming sites, particularly Lynnsport and King's Court. Both these sites have seen significant improvements in recent weeks. For instance, at time of writing, the boilers at King's Court have not run since the morning of Monday 13 January; since this time we have been able to support the building entirely on heat pumps.

Solar Panels

The Senior Leadership Team were supportive of taking to the next stage proposals for solar Photo Voltaic panels at Corn Exchange, KLIC and Downham Market Leisure Centre. A capital bid form is now in progress.

Desktop analysis would indicate that, at current grid average emission factors, the proposed arrays would deliver annual carbon savings of 57.10 tonnes of Carbon Dioxide equivalent.

Climate

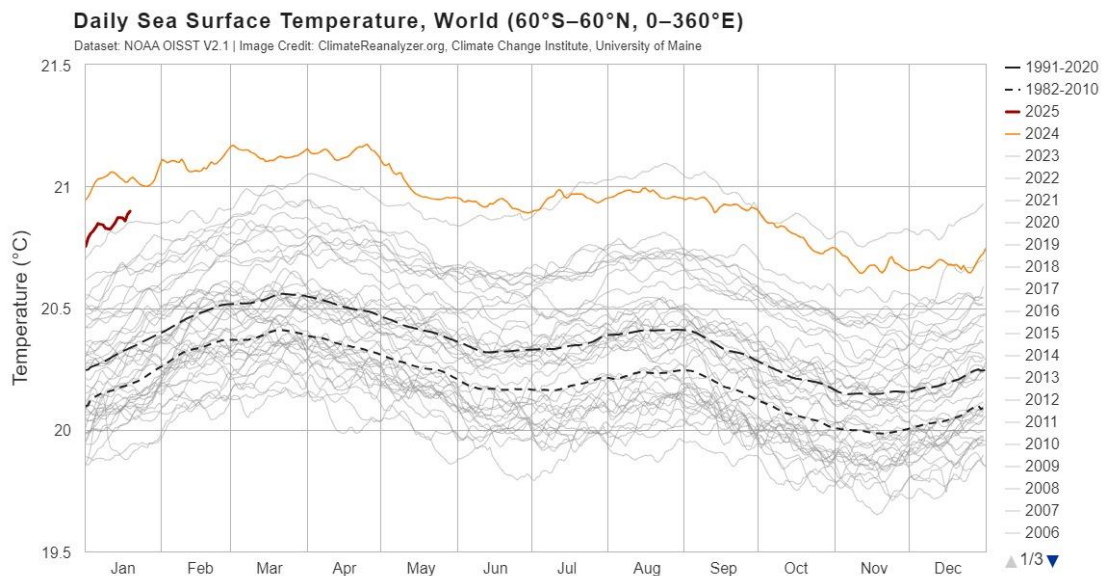
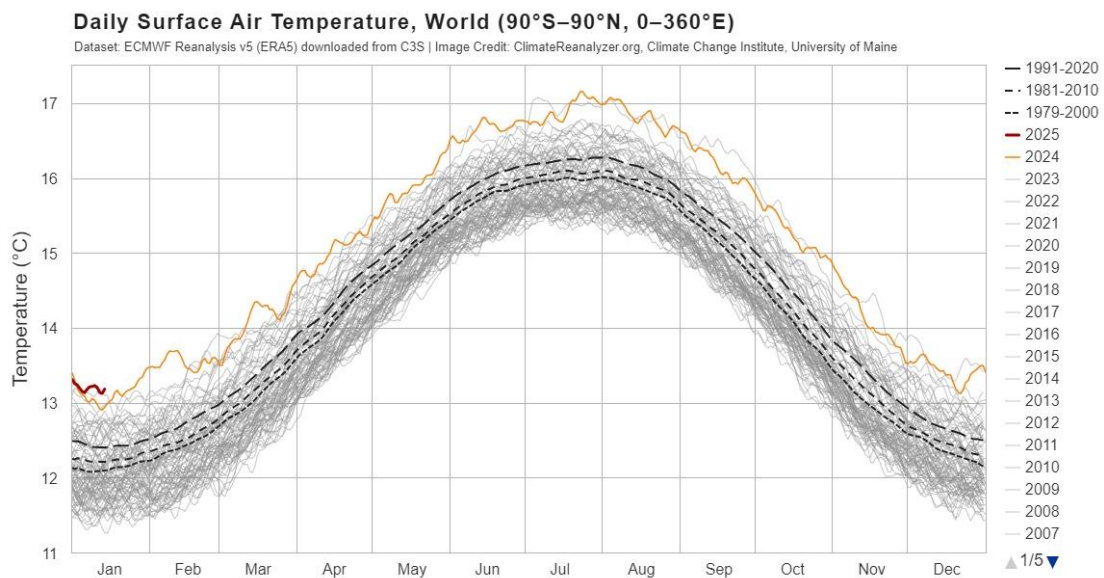
December 2024 was the second-warmest December on record globally, with an average surface air temperature of 13.42°C, only 0.09°C lower than the record set in December 2023. December was about 1.69°C warmer than an estimate of the December average for 1850-1900, the designated pre-industrial reference period and was the 17th month in a 18-month period for which the global-average surface air temperature exceeded 1.5°C above pre-industrial levels.

2024 was the hottest year on record at 1.60°C above the estimated 1850-1900 average, surpassing 2023 as the previous warmest year by 0.12°C, and

the first calendar year above 1.5°C, the global warming temperature threshold set by the 2015 Paris Agreement.

The average global sea surface temperature (SST) for December 2024 over 60°S to 60°N was 20.58°C, the second-highest for the month in the dataset, 0.21°C below the record set in December 2023. Sea surface temperature is defined over the global extrapolar ocean, from 60°S to 60°N. This is used as a standard diagnostic for climate monitoring.

Data source: European Centre for Medium-Range Weather Forecasts - ERA5.



Greenhouse Gas Concentrations

The atmospheric concentration of the greenhouse gases carbon dioxide and methane continued to increase during 2024. Preliminary analysis of satellite data, averaged over the whole atmospheric column, shows that carbon

dioxide concentrations are approximately 2.9 (+/- 0.3) parts per million (ppm) higher in 2024 compared to the previous record year of 2023, while methane rose by around 3 (+/- 2) parts per billion (ppb). This resulted in an annual average for 2024 of approximately 422.1 ppm for carbon dioxide and 1897 ppb for methane. The rate of increase of carbon dioxide was larger than the rate observed in recent years (the increase from 2022 to 2023 was 2.5 ppm).

Data source: C3S/Obs4MIPs (v4.6) consolidated (2003–2023) and CAMS preliminary near real-time data (2024) GOSAT-2 records. Spatial range: 60°S-60°N over land.

Using evidence from Antarctic ice core samples, it is possible to determine that atmospheric carbon dioxide concentrations were higher in 2024 than at any time in at least 2,000,000 years. Atmospheric concentrations of methane in 2024 were higher than at any time in at least 800,000 years.

2 Forthcoming Activities and Developments.

Mayors Awards

Interviews for the shortlisted contenders for the Mayors' Business Awards 2025 Environmental Champion category are underway with the winner announced on 7th March 2025.

Beat Your Bills Roadshow

Feltwell (St Mary's Church) – 22/01/2025 09:00-12:00

King's Lynn (The Place) – 12/03/2025 10:00-14:00

Downham Market (Marketplace) – 02/05/2025 09:00-14:00

More Roadshow dates are in the process of being arranged.

There is also a programme of presentations on our energy efficiency improvement schemes and how we are working to address fuel poverty in our communities.

Downham Market Town Council – 04/03/2025 19:00-20:30

Council Leader & Deputy – 01/04/2025 14:00-15:00

Environment & Community Panel – 08/04/2025 16:30-18:30

Hunstanton Town Council – 23/04/2025 18:00-19:30

3 Meetings Attended and Meetings Scheduled

Cabinet Briefings

Cabinet Sifting

Cabinet

Exacom Software Demonstration

Corporate Performance Panel
South Lynn Community Orchard/Beuys' Acorns Project
Multi Agency Group 001 Norfolk – Groundwater Challenges
West Norfolk Transport & Infrastructure Steering Group
Parkway Members Tour
Norfolk Climate Change Portfolio Holder's Group
Budget Proposals Members Briefing Session
King's Lynn Conservancy Board
Biodiversity Competition Proposals
Local Government White Paper
Environmental Groups
Environment and Community Panel
King's Lynn and West Norfolk Area Museums Committee
Parkway Wildlife Site Proposals
King's Lynn Internal Drainage Board
NW Norfolk CaBA
Planning – Housing Delivery Test Update

Portfolio Holder Briefings and updates:

C EX Portfolio Update
Climate Change Weekly Updates
Portfolio Budget

CABINET MEMBERS REPORT TO COUNCIL
30 JANUARY 2025

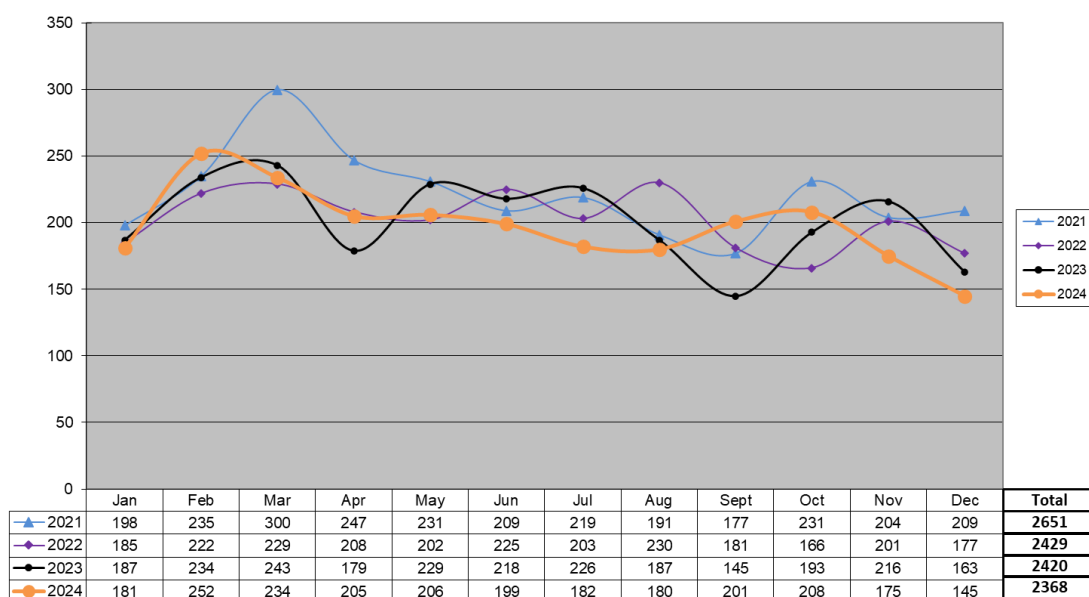
COUNCILLOR JIM MORIARTY - CABINET MEMBER FOR PLANNING & LICENSING

For the period 15th November 2024 to 16th January 2025

Planning and Discharge of Conditions applications received

Application numbers at the end of December 2024 were down slightly compared to the same period last year (-52 applications)

Planning and discharge of condition applications received



Major and Minor dwelling applications and householder applications received comparison

	1/1/22 – 31/12/22	1/1/23 – 31/12/23	1/1/24 – 31/12/24
No. of Major dwelling applications rec'd	17	17	22
No. of Minor dwelling applications rec'd	302	263	237
No. of Householder applications rec'd	755	616	618
Total	1074	896	877

*Minor dwelling applications = up to 10 units

*Major dwelling applications = over 10 units

2024 performance for determining planning applications 1/1/24 – 31/12/24

	National target	Performance
Major	60%	98%
Non – Major	70%	92%

Appeal Performance – appeal decisions made by The Planning Inspectorate between 1/1/24 – 31/12/24. This measure is different to the ‘quality of decision’ measure.

	Officer delegated		Committee overturns		Total	
	Dismissed	Allowed	Dismissed	Allowed	Dismissed	Allowed
Appeals						
Planning	45	9	3	6	48	15
	83%	17%	33%	67%	76%	24%
Enforcement	4	2				
	67%	33%				

QUALITY OF DECISIONS

This measure calculates the percentage of the total number of decisions made by the Local Planning Authority on applications that are then overturned at Appeal.

The Assessment period for this measure is the two years up to and including the most recent quarter plus 9 months. Therefore, the performance for Q4 (end of December 2024) is calculated as follows:

Planning applications determined by the Local Planning Authority between 01/4/2022 to 31/3/2024 (not the date the Local Planning Authority receives the appeal decision from the Inspectorate) plus 9 months to allow appeals to be determined by the Planning Inspectorate = 31/12/2024.

The threshold for designation for both Major and Non-Major is 10% - this is the figure that should not be exceeded, otherwise there is a risk of the Authority being designated by Ministry of Housing, Communities and Local Government (MHCLG).

MAJOR		
No. of Decisions Issued	No. Allowed on Appeal	% Overturned
102	3	2.94%

NON-MAJOR		
No. of Decisions Issued	No. Allowed on Appeal	% Overturned
2942	25	0.85%

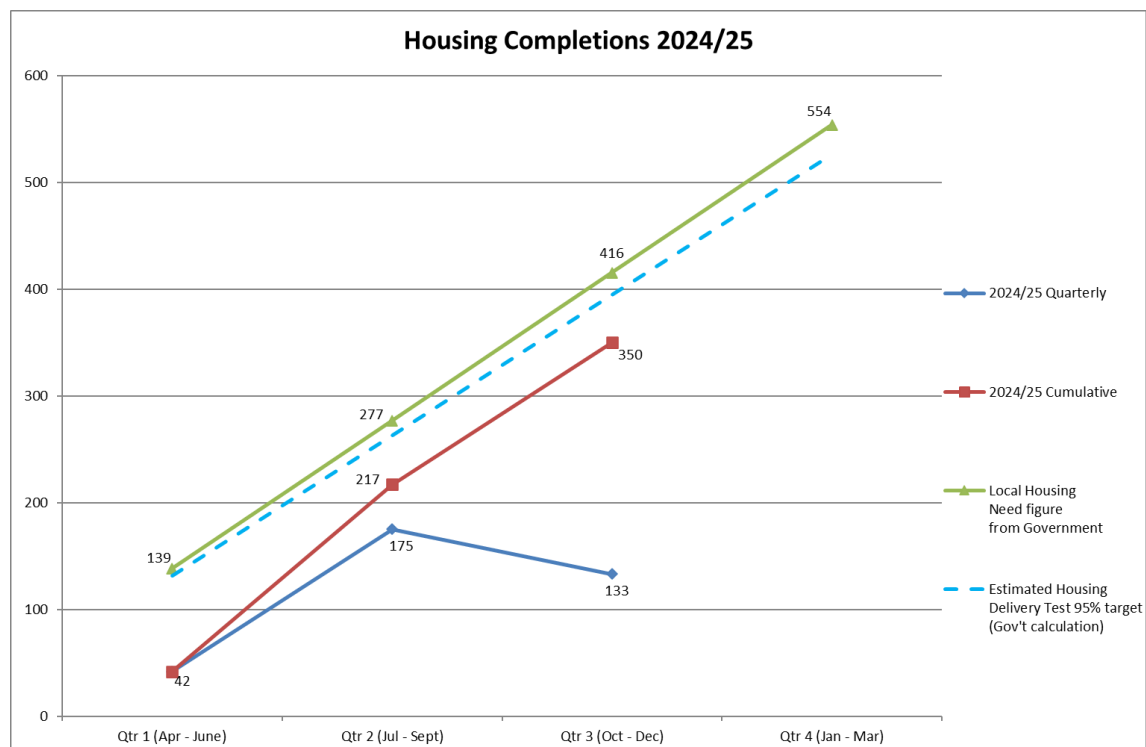
Revenue income for financial year 2024/25 (Planning and Discharge income)

Figures are based on a full year projected income budget of £1,100,000.

Projected	Actual	Variance with projected
April 24 – Dec 24	April 24 – Dec 24	
£825,000	£732,830	-£92,170

Housing Completions

There were 133 completions in quarter 3 (1 October – 31 December 24) resulting in a total of 350 completions at the end of quarter 3. Currently completions are 66 below the projected local housing need figure set by Government.



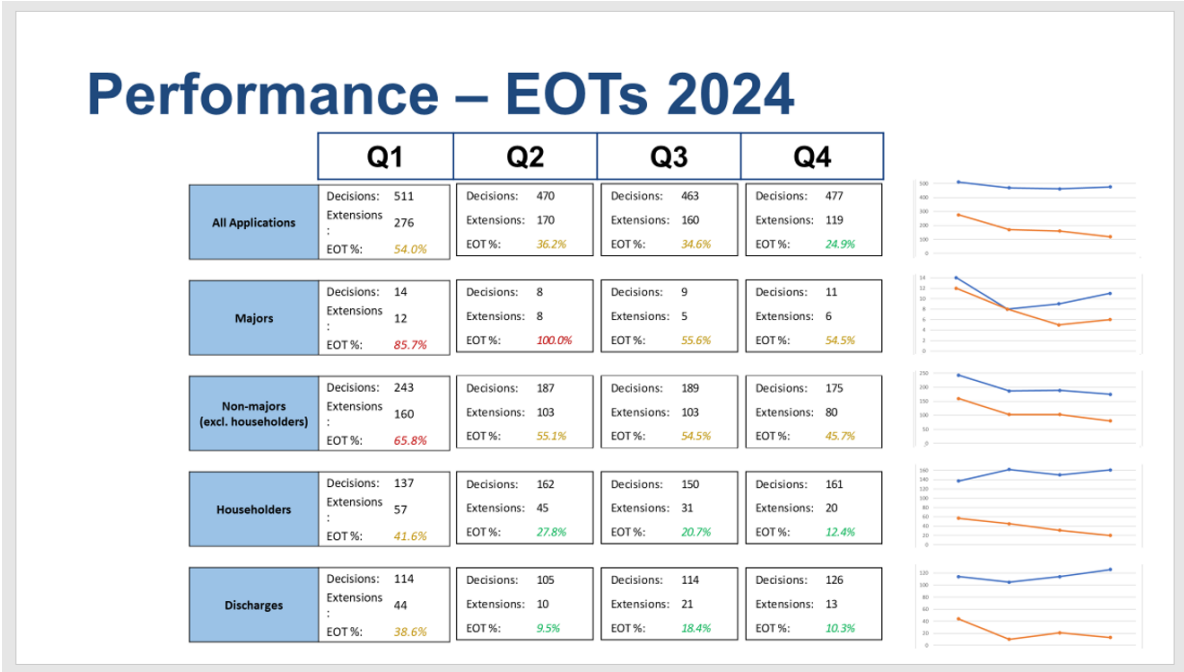
Housing Delivery Test (HDT) Update

The Government published the 2023 Housing Delivery Test (HDT) results in December 2024. This indicates that the Borough Council result is 60%. This means that the presumption in favour of sustainable development is engaged, a 20% buffer should be applied to our 5-year housing land supply position, and that there is a need to update our HDT Action Plan.

However, Officers are investigating this further with Government (MHCLG) and ONS. As the data suggest that for 2020-21 the housing completion figure is -3, which is

not correct. Unvoluntary until the result is updated by Government it stands and so do the consequences.

We have made Officers, Members, Agents/Developers and parish/town councils aware of this predicament. This is very much a live situation, and I will endeavour to keep you updated.



Extensions of time

The graphic above shows the success of the efforts by the entire planning team to reduce the reliance on Extensions of Time (EOT) to manage workload.

Development Management staff update

Polly Harris Gorf and Connor Smalls have now moved to new roles elsewhere.

We currently have four vacant posts and therefore we will be actively engaging with HR and going out to advert for Principal Planner/Team leader (x 2), Senior Planner and Planner roles. Given the increase in the number of NSIP projects, the scope of adverts will be widened.

Planning Policy staff update

Following a successful recruitment process for a Graduate Planner, I'm pleased to say that Henry Anthony is now in post.

Luke Brown has also been appointed as Senior Planner. Luke previously worked for the Borough Council as a contractor, and I'm delighted to have him onboard.

Community Infrastructure Levy (CIL)

The next round of CIL Funding Applications opened 1st January and will close at 5pm on 1st February. The total CIL income from 01 April – 30 September 2024 was £1.9m, with £1.5m available to be allocated to funding projects in this latest round of applications.

The CIL Spending Panel will review the applications on 17th March.

A full review of CIL governance is intended and I thank officers for the extensive work being undertaken in preparation for this review, which will be carried out with the assistance of the Planning Advisory Service following my meeting them in early December 2024.

Local Plan

The Borough Council formally submitted its Local Plan in March 2022 for Examination. In doing so we made a formal request to the Secretary of State for the Department for Levelling Up, Housing & Communities (now the Ministry of Housing, Communities and Local Government) that the appointed Inspectors recommend any modifications required to make the Local Plan legally compliant and sound.

Although the scheduled Local Plan Examination Hearings have now concluded we remain at examination until the Inspectors' final Local Plan Report has been received. The agreed accelerated timetable through to adoption (please see the Local Development Scheme available to view [here](#)) will result in the Local Plan being adopted before the conclusion of this financial year (March 2025).

The Inspectors' Local Plan Report is currently anticipated. A report has been prepared, and this will be taken to Cabinet and Full Council recommending that the Local Plan be formally adopted.

Neighbourhood Planning Update

As of January 2025, there are 21 "made" (adopted) neighbourhood plans in place, including 2 "made" (to date) during the current (2024-25) financial year. Details of recently made and emerging neighbourhood plans are set out below:

Recently "Made" Neighbourhood Plans

	Current position
Grimston, Pott Row, Roydon and Congham Neighbourhood Plan 2017-2036	Passed at referendum, 22 August 2024; "made" 27 August 2024
North Wootton Neighbourhood Plan 2022-2036	Passed at referendum, 14 November 2024; "made" 27 November 2024

Emerging Neighbourhood Plans

	Current position
Docking	<p>Preliminary draft Plan Strategic Environmental Assessment/ Habitat Regulations Assessment consultation with Environment Agency/ Historic England/ Natural England (January 2025)</p> <p>1st draft Plan (Regulation 14) consultation anticipated spring/ summer 2025</p>
Ingoldisthorpe	<p>Draft evidence documents under preparation (e.g. Design Codes, Housing Needs Assessment) prepared late 2025/ early 2025; anticipated Regulation 14 consultation summer 2025</p>
Marshland St James	<p>Preliminary draft Plan Strategic Environmental Assessment/ Habitat Regulations Assessment consultation with Environment Agency/ Historic England/ Natural England (June/ July 2024)</p> <p>1st draft Plan (Regulation 14) consultation, 1 November – 13 December 2024 (inclusive); anticipated submission (Regulation 15), spring/ summer 2025</p>
Pentney Neighbourhood Plan	<p>1st draft Plan (Regulation 14) consultation March-May 2023; Plan submission anticipated summer/ autumn 2025</p>
Ringstead Neighbourhood Plan 2021-2036	<p>Referendum date set, 13 February 2025. Anticipated “making”, late-February 2025.</p>
Syderstone	<p>Preliminary draft Plan Strategic Environmental Assessment/ Habitat Regulations Assessment consultation with Environment Agency/ Historic England/ Natural England (September/ October 2024)</p> <p>1st draft Plan (Regulation 14) consultation, 4 November – 16 December 2024 (inclusive); anticipated submission (Regulation 15), spring/ summer 2025</p>
Walpole	<p>Preliminary draft Plan Strategic Environmental Assessment/ Habitat Regulations Assessment consultation with Environment Agency/ Historic England/ Natural England (June/ July 2024)</p> <p>1st draft Plan (Regulation 14) consultation, 21 October – 2 December 2024 (inclusive); anticipated submission (Regulation 15), spring/ summer 2025</p>
Walpole Cross Keys (review of 2017 Neighbourhood Plan)	<p>Preliminary draft Plan Strategic Environmental Assessment/ Habitat Regulations Assessment consultation with Environment Agency/ Historic England/ Natural England (June/ July 2024)</p> <p>1st draft Plan (Regulation 14) consultation, 21 October – 2 December 2024 (inclusive);</p>

	anticipated submission (Regulation 15), spring/summer 2025
In addition, several other Parishes are designated Neighbourhood Areas, but progress with plan-making is unknown or at an early stage	Burnham Overy; Dersingham; Downham Market; Great Massingham; Outwell; Shouldham; Tilney St Lawrence; West Dereham
Recent expressions of interest (2024-25)	King's Lynn Area Committee; Little Massingham Parish Council; Titchwell Parish Meeting

Licensing

Consultation was completed on 18th December 2024 for Taxi fee level calculations and changes to the Hackney Carriage & Private Hire licensing procedures and conditions booklet. Both items have now been through E+C, and Cabinet on 14th January, and are on today's agenda.

Officers are currently working on the requirements of a new disability awareness test.

New Hackney Carriage Fares will be effective from 27th January 2025 following consultation with trade. All meters must be changed to new fare levels from 27th January 2025

The revised Gambling Act Statement of Principles (SOP) was approved by Full Council on 28th Nov and the new SOP will be effective from 31st Jan 2025.

Hearings

The Licensing & Appeal Panel held an emergency hearing for a taxi driver on Xmas Eve. The Licence was revoked with immediate effect.

An appeal has been lodged to Magistrates' Court against the decision of the Licensing Sub-Committee re The Buck Inn, Tilney St Lawrence

Officers are working on new fee levels, application forms etc for the new Primate Licensing regime. Applications can be accepted from 6th April 2025 with the requirement for all primate keepers to have licenses in place by 6th April 2026.

Other steps being taken in 2025 -

- Review of Hackney carriage Stands – in KL, Hunstanton & Downham Market – with NCC Highways/Car Parks.
- Explore possibility of licensed vehicles being able to use bus lanes – with NCC.

- Legal requirement for a new Licensing Act Policy to be in place by Jan 2026. Draft new policy required, then consultation before being considered/approved through E+C/Cab/FC.
- Review of animal welfare licensing fees
- Work to continue exploring options for a new bespoke licensing software system – to increase efficiency, make savings, promote good governance.

Previous Full Council

At the meeting in November 2024 I said I would follow up the supplementary question from a member of the public in writing. My answer read:

The ways we find out about TPO breaches are:

- 1 Members of the public, community groups, Town and Parish Councils, Church Councils, other Environmental Groups.
- 2 Tree Officer routine inspections, for Tree applications and Planning Applications, and also those of other Planning colleagues.
- 3 Development Monitoring. We do monitor development sites where trees are due to be retained and protected.
- 4 Reports from other departments.
- 5 Neighbour complaints during development. We get a lot of these!
- 6 Anonymous tips, often from other tree Contractors and Consultants.

We are minded to set up a form on our website where reports can be anonymously made. Public awareness of tree protection is high in West Norfolk, and we are in favour of encouraging anything which leads to an increase in that and fostering good communication with residents and public and community bodies. They are our eyes and ears out there, it being such a large area to cover.

CABINET MEMBERS REPORT TO COUNCIL

30 JANUARY 2025

COUNCILLOR CHRIS MORLEY- CABINET MEMBER FOR FINANCE

For the period 28 November to 17 January 2025

1 Progress on Portfolio Matters.

EXTERNAL AUDIT PROCESS

Eric Pickles MP disbanded centralised audit systems managed by the Audit Commission, in favour of using the private sector, in 2010, as part of the Government's Localism initiatives. However, there is limited capacity in the audit market and, compounded by the COVID pandemic, audits of local councils have been extensively delayed and this applied to our statements for 20/21, 21/22 and 22/23.

Due to these delays, the Government believe the LA audit process to be broken and have decided to create a new National Audit Office but with limited audit capacity such that LAs will still have to rely on the commercial market. However, the Government are also providing a revised set of criteria that the expect Councils to follow and this includes the inclusion of an independent person on Audit Committees with consideration as to whether that person should be chair.

A consultation process on this is underway and closes 29/1/25, with legislation planned through 2026, culminating in the new body being created by 2028. One of the comments raised has been the degree of content and detail required for government accounting and data which makes the Accounts difficult to understand. It waits to be seen if this view is carried forward following the consultation period.

OUR STATEMENTS OF ACCOUNTS

I have previously reported on our Statements for 20/21, 21/22 and 22/23 but EY have now delivered their final reports which, although "disclaimed" in accordance with Government rules to clear backlogs across the country, have been assessed against the necessary standards. Although a lack of resource in our finance unit was the subject of comment, no significant weakness was identified in financial planning, and improving efficiency and effectiveness and confirmed that this Council has in place the proper arrangements to manage its resources to ensure it can continue to deliver its services.

STATEMENT OF ACCOUNTS 23/24

This Statement has been available to audit from end October'24 and met the Government target of completion by February '25. To continue to accelerate

audit opinions across the country, assessments can still be disclaimed (as they can for 24/25) but EY have yet to start although completion is due by 28/2/25.

The backstop for 24/25 Accounts is 27/2/26 with an external audit opinion by this date.

BUDGET MONITORING 24/25

The next budget monitoring report, covering the 3rd quarter position, will not be available until Feb/March.

The ½ year figures have been posted for some time and showed an adverse variance of nearly £600k against budget. For readers without access to the figures, they should know that the variance was mainly due to overestimation of incoming fees, and incorrect postings of expenditure. Nevertheless, the negative figure is rectified to some extent by a £254K grant towards IDB costs.

As the forecast stands, we would need a drawdown of £2.5m from General Reserves to balance the budget but I believe that by year end we will not only outturn to budget (draw down of £2.2m from Reserves) but also deliver some betterment.

IDB LEVIES AND FUTURE FUNDING

The Local Authority Special Interest Group (SIG) has continued to lobby Government Members, in particular Jim McMahon and more recently Victoria Atkins MP (Shadow SoS for DEFRA) who has registered interest in helping.

The Government still do not appear to have this on their Agenda in a meaningful way – this “hidden” tax on the taxpayers of West Norfolk and elsewhere. DEFRA has, for the third year running, a pot of £3m to share out. Our SIG started with 18 members but now has 41, all pleading for more money but requiring a different funding solution. The total funding required by IDBs will exceed £54m in 25/26 so the token £3m is literally a drop in the ocean.

I don't suppose climate change is helping the cost base of Drainage operations but we do implore Board Members to help our taxpayers as much as possible with their costs.

Obvious contenders are:-

- Reducing power consumption
- Best value for energy rates
- Reducing inflationary pressures elsewhere
- Critical examination of reserves.
- Capital replacement.

As to our budget for 25/26, we have had only 1 IDB offering to maintain their Levy at 24/25 levels and firm indications that taxpayers are going to have to pay more for the valued and necessary service which does not only protect some of our Borough but across a wider area than even that of a Norfolk and

Suffolk Strategic Authority.

Not only that but with potentially more claimants, our proportion of the £3m on offer will, in all probability, be less.

We have had to bake these negative aspects into our planning for the 25/26 budget.

BUDGET 25/26

We have tried to have a more inclusive process in the budget setting this year, offering Groups and individuals the opportunity to participate in it's formulation and changed the Constitution to avoid last minute amendments to the final budget agreement process. In an ideal situation the budget agreement at full Council should be a straightforward explanation and ratification process. That meeting is at the end of February so there is still some time for submissions.

However, Members should recall that we were facing a cliff edge withdrawal from our General Reserves to balance the books next year and Armageddon shortly thereafter. However, the arrival of our new CEO and the support that has been given to the S151 Officer has transformed attitudes across the piece for economies. These savings plus both a (probable) 1-off bonus from the Government arising from the extended producer responsibility (EPR) payments for packaging which is going to LAs as waste collection and disposal agents and an above CPI increase in our fees and charges (where practical) to continue to recover from the freeze on charges placed by the last Administration; taken all together will offer us a balanced budget without a draw down on Reserves.

All of this work is against a financial settlement from the Government which is favouring the urban Mayoral Authorities in the North, such as Manchester and Liverpool, and restricting a Shire District such as West Norfolk. Ignoring deprivation payments to towns such as Kings Lynn is not to be brushed under the carpet.

The end result is a settlement increase of just over 3% for this Authority which adds merit to the work completed by our team as I describe above. Detailed figures will be available at the Joint Panel meeting at the end of January.

FEES AND CHARGES POLICY

The political use of fees and charges is not an ideal situation for our residents. The external auditors have remarked on the absence of such a policy in this Authority. Our S151 Officer, Michelle Drewery, will be producing such a policy for scrutiny shortly, as part of and associated with the Medium Term Financial Plan.

In this context it is worth remembering that this Council's tax take, net of IDB levy, this year, from a Band D property, is £87.09. This is less than the precepts demanded by the 2 town councils and 20 parishes within West Norfolk. We can only maintain such a low sum because of revenues through

our fees and charges for services such as rents from our property assets, car parking, our sports facilities and sadly but inevitable our crematorium.

Without these revenues we would need a referendum to at least triple our element of council tax which, to say the least, would not be very popular. It is always worthwhile reminding residents of the range of our services for residents, in particular those in need, for less than £2 per week (£1.67).

COUNCIL TAX PREMIUM ON SECOND HOMES

This Council agreed a year ago, following the Levelling Up Act of 2023 to charge a premium on 2nd homeowners and placed that decision in the public domain. The final ratification will be made at January Council meeting. Stamp duty on the purchase 2nd homes has also increased. These two aspects may lesson demand for such properties, time will tell.

However, the general response from our residents to the 2nd home levy has been positive and we are now working with colleagues in other Boroughs and at County to ensure that as much of the levy as possible remains for the benefit of West Norfolk.

PROCUREMENT TRANSFORMATION

Following our exit from the EU the previous Government introduced the Procurement Act 2023 for public procurement with a go live date of 24/2/25. Although the current Government has yet to press the live button, our constitution/contract standing orders have been redrafted by the Monitoring Officer and Procurement team and once these have passed scrutiny and agreed by Council they will form our new operating and authorisation procedures.

In my view there are 4 major themes:

1. Promoting, particularly to local suppliers, our Digital Delta eSourcing entry platform for potential contractors to identify opportunities.
2. Raising the financial thresholds for differing types of contract to provide greater delegation, flexibility and timeliness.
3. Adding value to West Norfolk by encouraging local SMEs and VCSEs and introducing the concept of social value to the adjudication of contracts.
4. Enhanced contract management.

There are a couple of strap lines that I find helpful:

Move from MEAT to MAT.

Most Economically Advantageous Tender to Most Advantageous Tender.

IE: instead of selecting a contractor which offers the lowest whole life cost to the buyer, select a contractor that offers the most advantage against a **social value policy**. A policy which is not just based on cost but whether the supplier's offering meets a range of criteria based upon our policies such as our corporate strategy, District and County economic strategy, Marmot plans and others.

This social value policy will be developed by the Monitoring and Procurement teams and will be submitted for scrutiny and approval in the usual manner.

Do NOT LET and FORGET.

Introduce an enhanced form of contract management through the execution of the supply or work, clear reporting lines, identifying KPIs and measuring outcomes. Sharing this data via our platform so that other Authorities (and vice versa) can gauge supplier performance at the tender or bid stage.

This will mean some amendments to existing Job Descriptions.

2 Forthcoming Activities and Developments.

2025 Medium Term Financial Plan.
Latest position on new Intranet and thoughts on AI.
Fees and Charges Policy.
Social Value Policy.
Training on Contract Management

3 Meetings Attended and Meetings Scheduled

3/12 Finance portfolio
4/12 Cabinet briefing
5/12 LGA Finance webinar Additional costs in rural services
6/12 Florence Fields site visit
10/12 Finance portfolio
10/12 Cabinet
12/12 Group Leaders – budget
13/12 IDB SIG
16/12 Cabinet sifting
17/12 Members briefing – budget
18/12 Cabinet briefing
6/1 Procurement and Monitoring Officer
6/1 Devolution update
7/1 East England Regional Audit Committee
7/1 CPP
8/1 Cabinet briefing
9/1 LGA/Government ministers Finance Smith Square.
13/1 Finance budget
13/1 Cabinet sifting
13/1 Group
14/1 Finance Portfolio
14/1 Cabinet
15/1 Cabinet briefing
16/1 Planning Housing Delivery Tests

SCHEDULED

Audit Committee, Regular Portfolio and Procurement Meetings, Group,
Cabinet & Full Council. Joint Panel.

Business Rate Payers. IDB SIG,
Appointments Board.

MEMBERS REPORT TO COUNCIL

30 January 2025

COUNCILLOR – JO RUST CABINET MEMBER FOR PEOPLE AND COMMUNITIES

For the period 18th November 2024 – 17th January 2025

1 Progress on Portfolio Matters. –

The last sessions of Food for Thought in 2024 were well received. More people accessed them and reported improvements to their feelings of loneliness and isolation as well as giving hints and tips for eating better food for less money and thus helping with the cost of living. This initiative covers several areas of our corporate strategy and improves the lives of our residents. One attendee (my mum!) said that they used it as a social event to help meet new people. We have further sessions starting later this month in Downham Market – Eternity Church. Please do recommend to your ward residents that they attend if they are able.

On November 20th I attended a cabinet/SLT away day. We discussed how to make sure that we continue to deliver the services which we need to, while ensuring that it was done in the most efficient and effective way and we achieve best value for money. It's vital that as budgets grow more constrained we continue to support our communities and protect our environment while promoting growth and prosperity to benefit our area. Our vision in the corporate strategy says that we want to be a place on a map rather than an administrative boundary. With the move towards devolution and the local government reorganisation, this work bodes us well for the changes to come.

I've taken part in a number of meetings about the need to introduce Age Friendly Communities. As we live longer, our society needs to alter to accommodate this. The Age Friendly Community Framework was developed by the World Health Organisation (WHO) and it enables people to age well and live in later life. Our older people are far more diverse now than previously. Our borough already have a firm footing in this respect as we take a preventative approach which leads to better health outcomes. The work towards becoming a Marmot Place will seek to address ongoing health inequalities by utilising the services and partners we already have an work proactively with, while identifying any gaps in provision. I'm hopeful that we can incorporate a formal agreement to become an Age Friendly Community within our Marmot work.

I visited the foodbank and CAB at Downham Market Eternity Church on November 22nd and heard and saw the work that they are undertaking within

their community to help people maximise their income, they've done this by assisting claimants with PIP applications, successfully getting residents this necessary payment. They actively work to tackle social and health inequalities by providing nutritious food to families who would otherwise go hungry. The café there provides the opportunity for people to sit together, chat and socialise. There are more and more presentations where both parents are working. Much like we are seeing more families present as being at risk from becoming homeless.

I've attended a couple of meetings to learn more about the regulation of social housing, both an LGA meeting and one with our lead officer. This is important as we as a council deliver more of our own social houses. When the housing companies were set up, it was to fill a gap in the market. Now we have more developers who are delivering houses in the area and thus the completion of a section 106 agreement to deliver affordable housing, the gap is not as pronounced. Although we most certainly do not have sufficient affordable or social houses for those who are in need. West Norfolk Housing is our registered provider of social housing while West Norfolk Properties provide the private rents. Secure private tenancy is also an issue for us as more landlords give up their properties, reducing the market. The Regulator of Social Housing is required to inspect all registered providers with over 1000 homes, so it's unlikely that WN Housing will face an inspection unless there are serious issues raised with the properties that we do provide. Supporting our communities by providing affordable homes and improving the quality of rented accommodation is a fundamental part of our corporate strategy and works towards improving the health and social outcomes for our residents.

November 25th was national White Ribbon Day. While our council has previously recognised this day, we are now committed to becoming accredited under the scheme which will demonstrate to our officers and the public that we take violence against women and girls seriously and commit to working to eradicate it. There were 4 DA workshops offered during the course of the day. I was able to attend 3 of them. I was heartened to see how many staff did attend, either face to face or online.

I attended an interesting and informative Health and Wellbeing event in Barnham Broom on November 26th. We heard of the work being undertaken by our neighbouring district councils and were able to showcase our Food for Thought programme. Sometimes events such as this can feel like merely an exchange of information with little opportunity to debate or influence the shape of the services that are offered. However, with LGR on the cards, understanding better how our possible partners work is useful and informative. We want to learn what we're all doing and what we can do more of together, sharing economies of scale. But we have to acknowledge that what works well for Norwich, might not work well here. The outcomes which were identified as being needed were opportunities to drive through integration, enabling resilient communities, addressing inequalities and prioritising prevention.

Full council on November 28th provided our residents with the opportunity to ask public questions and hear directly from us in a public arena. This contributes towards our corporate aim to engage with our communities and provide information to local people.

On Friday 29th November we launched our homelessness and rough sleeping strategy. This piece of work was conducted by officer Andy King and utilised the voice of those with lived experience, our partner agencies, councillors and the public. I think Andy and all the officers concerned should be commended for the work that they have done which seeks to eradicate homelessness person by person – so putting the individual at the heart of what they do. This strategy will address some of the social inequalities we have in the borough, provide volunteering opportunities for those who wish to participate in such experiences. We have officers and partners who deliver excellent and supportive services to support residents who experience homelessness and rough sleeping and I thank them all for it.

We held our regular Health and Wellbeing Board meeting on December 4th. While we do receive a lot of very interesting information, I do feel there's little opportunity to make a meaningful contribution, although I can see some value in it.

I attended the Mayor's At Home Reception on December 5th and was pleased to see so many of our outside space team present. The work that they do to make our public spaces attractive for all to enjoy is worth commending.

Councillors enjoyed a tour of the Parkway Development on November 6th. I felt rather overwhelmed imagining the happiness our residents would feel at being able to rent such a high-quality property and enjoy secure tenancy as well as being able to access one of the homes through social housing. It demonstrates the forward-thinking nature of those involved from the outset in making this become a reality. I was originally opposed to the development when it spanned two sites, but supported when the nature area was removed. I'm pleased to see such a high-quality development come forward.

While I had numerous meetings the following two weeks, they were more focused on the day to day activities as opposed to progressing with portfolio matters.

Many of us have been taking note of the devolution information which we're receiving and which appears to be arriving at the same time as the Local Government Review. Suffice to say I'm keen to retain our local connections as borough councillors are the first port of call for many of our residents. It looks like devolution will go ahead regardless, so we've got to work to get the best deal for our communities.

I was pleased to visit the newly opened Hearing Hub in Downham Market on January 9th. This facility will help our local residents access hearing

related services which have gradually reduced from being offered for free at your local GPs. It's on the High Street in Downham and if you have any hearing related issues, I'm confident that the service will be able to assist you.

On Friday 10th January I attended a local screening of the film Oliver Tambo's London Recruits. A moving film about apartheid in South African, the breakdown of the ANC and then the efforts made from UK citizen's to rebuild it and end apartheid, giving the vote the black South Africans and allowing them to choose their own leader – Nelson Mandela. The film was incredibly moving and one of the London Recruits – Steve Marsling, was present to take questions at the end. I'd highly recommend a viewing if you get the opportunity. Talking of films, I also attended a screening of the film Where Olive Trees Weep, about Palestine and the Palestinian people. It to was incredibly moving.

I went from supporting Princes picket lines in Wisbech and Long Sutton, to meeting Princess Anne in Norwich at the opening of the new CAB office in Pottergate. The office and the service provided there is already making a difference to the lives of people in need in Norwich. We have a CAB office in King's Lynn situated at the Hanse Building. I've visited previously, and two of their amazing staff were there on Tuesday for the opening. The service our own local residents get is second to none and helps overcome so many difficulties. The CAB have been awarded some separate contracts to help support the work that our council does around homelessness so as well as our residents being able to access the standard service, they can also access specific housing advice.

I finished the week with general portfolio meetings and an Internal Drainage Board meeting.

On Monday 20th January we heard from Wes Streeting and James Wild about the timeline for a rebuild of the QEH. I have written to Wes, Terry and James to ask for further details on contingency measures for the period following 2030, before the new build is completed and open.

2 Forthcoming Activities and Developments.

21st January – Food for Thought, Eternity Church Downham Market
21st January Active Community Programme Lynnsport
22nd January Health and Wellbeing Board NCC
23rd January Health and Wellbeing Partnership meeting Lynnsport
23rd January KLAC
24th January NCC leaders meeting (subbing for Cllr Beales)
26th January Holocaust Memorial Day
27th January Planning Training
27th Joint Group Meeting
28th WNCT
29th Cabinet Briefing
29th Joint Panel Meeting

30th Full Council

3 Meetings Attended and Meetings Scheduled

Portfolio briefings – Health and Wellbeing
Portfolio Briefings – CIC
Portfolio Briefing - Housing
Full Council
Health and wellbeing partnership meetings (monthly)
E&C
Freebridge briefing
Joint Group Meetings
Cabinet/special cabinet/cabinet sifting/Cabinet Briefings
IDB meetings
Food for Thought
Homelessness and housing delivery briefing
ICS at NCC
SLA meetings
Regulator of social housing meetings
SLT away day
Age Friendly Communities meetings
Downham Market CAB and Foodbank visit
WN SPF meeting
Health and Wellbeing Board event
Marmot Briefing
Launch of our Homelessness and Rough Sleeping strategy
Joint Panel Meeting – Investment options
Parkway/Florence Fields tour
Mayor's At Home reception
Beacon Church and Rev Jon Price
Residents meeting
Where Olive Trees Weep
Oliver Tambo's London Recruits
Place Expansion training follow up – ripple effect
Local Government White Paper update
Collusion meeting
Opening of CAB

Cabinet Members Report to Council

30th JANUARY 2025

COUNCILLOR SIMON RING – DEPUTY LEADER AND CABINET MEMBER FOR BUSINESS AND CULTURE

For the period 28 November 2024 – January 2025

In order to condense the contents of this report to readable levels I have used AI in its creation.

Leisure Services

Holiday Activities

The Department for Education (DfE) has announced an extension of the Holiday Activity Fund (HAF) for 2025/26. Assuming the council receives the same funding as in 2024/25, alongside the council's contribution, we will continue offering a wide-ranging programme of Holiday Clubs to support local families.

QEH Cancer Physical Activity Assessment Programme

Now in its third year, this programme, delivered in partnership with the Queen Elizabeth Hospital (QEH), provides three weekly sessions and has supported 72 patients over the past year. Research from QEH shows impressive outcomes, and funding for the programme will continue into year four.

Sport England Place Expansion

Work is ongoing to establish the North Lynn operational group. Community engagement activities, asset mapping, and collaboration with Rise are progressing. A full application is anticipated within the next six months.

Sport England Patchwork Programme

AWN, in partnership with Norfolk County Council Children's Services and Active Norfolk, is participating in a national initiative on Physical Literacy. This includes launching the Active Families programme, currently running at the North Lynn Family Hub and Fairstead Community Centre, aiming to embed healthy habits through parental engagement.

Capital Projects

Work continues on the preliminary work around these projects. Devolution and LGR may well drive the agenda to be completed faster than previously thought in order to secure them before any moratorium on spending happens.

Pantomime Update

- Cinderella: Delivered an audience of 22,175 (just 300 short of the highest attendance record) with record box office takings of £386,000. Secondary spend increased by 8%, generating £70,000, averaging £3.16 per person.
- Jack & the Beanstalk: Already secured 3,885 school bookings and a total of 8,116 sales to date for next year's pantomime.

The job advertisement for the new Culture and Leisure AD is receiving interest and long listing will be complete by mid-February.

Cultural and Heritage Strategy

The draft of the above strategy will have gone through R&D on Wednesday 22nd and come to Cabinet soon. This strategy is pivotal to a number of things including funding applications from the likes of the National Heritage Lottery Fund and the Arts Council England.

Carnegie Library

The final interviews of the potential occupiers of the Carnegie took place on 15th January. A recommendation to NCC, the owners, at that meeting. The relevant Cabinet member accepted the recommendation. By the time of the Ful Council meeting the decision is likely to have been made public and I will give an update at the meeting.

Guildhall

Work is now moving to a new stage with the complex closing to the public from the 16th February. Archaeologists will then have unfettered access to the cite, enabling the tenders of the renovations to produce as accurate a set of costings as can be achieved. It is then intended to bring the final decision on funding to a special Full Council meeting, after several opportunities for scrutiny and all councillors to examine the plans. Exciting times.

Tourism Department

Hanseatic Activities

- Actively supporting the King's Lynn Hanseatic Club and Festival 2025 planning. Activities include developing promotional materials, organizing a Lübeck trip, and creating a new Hanse20 event list for the 20th Anniversary of King's Lynn's membership in the Modern Hanse League.
- A dedicated Hanseatic section has been added to the Visit West Norfolk website: www.visitwestnorfolk.com/hanse.
- A new interpretation board highlighting King's Lynn's Hanseatic history will be installed at South Quay.

Print Advertising and Promotions

- Recent publications include adverts in the Who's Who in Group Leisure 2025, targeting group tour operators and promoting Hunstanton and King's Lynn.
- The Norfolk Coast Myths & Legends booklet was presented at the West Norfolk Tourism Forum AGM and will have a wider public launch in early 2025.

Tourism E-Learning

The department is developing the West Norfolk Tourism Ambassadors Course, an online learning module aimed at educating residents and tourism staff about the area's offerings. Completion is expected by February 2025, with a public launch in March 2025.

Business Updates

Merxin Key Handover

The first occupants of the Nora site, Merxin, will take possession on 5 February 2025.

KLIC and Connect Event

A networking event for business owners and aspiring entrepreneurs will take place at KLIC on 4 February 2025, offering resources on growth, export, innovation, grants, and training.

Mayor's Business Awards

The final judging for these awards will be complete by 31st January in readiness for the March ceremony.

Heritage Open Day

Events like the Downham Market Family Picnic and silent disco trials are scheduled, along with the ongoing restoration of the Dial House Café Sun Dial.

Funding Allocations

Key funding highlights include:

- Hanse Street Artwork Celebration: £2,000
- Downham Market Family Picnic: £999
- West Norfolk Poster Project: £3,000
- Silent Disco £2,000
- Go Go Sunny Hunny £2,000
- West Norfolk Designs £3,000

Declined applications include the Pop-Up Disco (self-funded by the applicant).

This report demonstrates continued progress and achievement across Leisure, Tourism, and Business Services, supporting community engagement, economic development, and cultural enrichment.

Meetings Attended and Meetings Scheduled

I have had numerous meetings with officers and outside bodies

Officers

Kate Blakemore
Michelle Drewery
Tina Underwood
Oliver Judges
Duncan Hall
Martin Chisholm
Jemma Curtis
Tim Fitzhigham
Honor Howell
James Grant
James Arandale
Alexa Baker
Tommy Goode
Lynne Fawkes

Outside bodies

Civic Society
Hunstanton Action Group
Conservancy Board
Town Deal Board
BID
The Garage
Museum Services
Hunstanton Town Council

I have regular scheduled meetings with most of the above officers and will continue to meet and fact find with outside bodies including those already met with.

CABINET MEMBERS REPORT TO COUNCIL

30 JANUARY 2025

COUNCILLOR ALISTAIR BEALES – LEADER OF THE COUNCIL

For the period 28 November To 30th January 2025

1 Progress on Portfolio Matters.

Given that my time has been largely hijacked by devolution and local government reorganisation (LGR) I will report exclusively on those matters. Doing so highlights the importance of the matter but I will stress again that it is equally important that this Council continues to deliver and strive for the best for its residents.

I have leaned heavily upon an excellent report by South Norfolk Council for the following update.

Devolution.

The English Devolution White Paper was published on 16 December 2024 and is expected to be turned into legislation early in 2025. The White Paper sets out that in the new devolution framework, the default position for all local authorities in England will be a Mayor overseeing a Strategic Authority. Strategic Authorities will have defined areas of competence. These areas are:

- Transport and local infrastructure.
- Skills and employment support.
- Housing and strategic planning.
- Economic development and regeneration.
- Environment and climate change.
- Health, wellbeing and public service reform.
- Public safety.

Given the differing starting points (some areas are two tier with no Mayor, some already have a Mayor and some are already unitary), there will be three types of Strategic Authority:

- a) Foundation Strategic Authorities – non-mayoral Combined Authorities (CA), Level 2 County Combined Authorities (CCA), or any local authorities designated as a Strategic Authority without a mayor.

b) Mayoral Strategic Authorities – Greater London Authority, Mayoral Combined Authorities (MCA) and Mayoral Combined County Authorities (MCCA).

c) Established Mayoral Strategic Authorities – any Mayoral Strategic Authorities that meet specific criteria, in particular having had a directly elected mayor for at least 18 months. Initially these will be North East, South Yorkshire, West Yorkshire, West Midlands, Greater Manchester and Liverpool City Region Strategic Authorities.

The Government has set out the indicative scale of any new Strategic Authority and they must cover a sensible functional economic area and have a minimum population size of 1.5 million. It is worth noting that Norfolk's population is approximately 916,000 and Suffolk 760,000.

Where local leaders cannot agree on the right geography, a ministerial directive will be applied, enabling the government to create Strategic Authorities when all other routes have been exhausted.

In two tier areas such as Norfolk, the Government will firstly establish Mayoral Combined County Authorities (which will become Mayoral Combined Authorities once reorganisation has taken place). It is understood that Norfolk County Council and Suffolk County Council are in conversation with government to progress the establishment of a Mayoral Combined County Authority. District and borough councils will not be constituent members of a MCCA although the Government expects that constituent members (i.e. upper-tier councils) would work collaboratively with districts and boroughs. After reorganisation has taken place, all unitary councils will become constituent members of the Mayoral Combined Authority.

Ahead of the English Devolution Bill, Government will be bringing forward areas ready to move quickly through a new Devolution Priority Programme (DDP). Norfolk and Suffolk County Councils have applied to be part of the DPP as have 18 councils in total (16 counties and two existing unitaries).

Local Government Reorganisation (LGR)

The government confirmed in the White Paper that they will facilitate a programme of LGR for the 21 remaining two-tier areas, creating larger unitary authorities. This will also apply to those unitary councils where there is evidence of failure or where their size or boundaries may be hindering their ability to deliver sustainable and high-quality services for their residents. Reorganisation is not a requirement for devolution. But the Government has indicated it will prioritise areas where reorganisation can unlock devolution.

The White Paper's stated reasons for pursuing reorganisation are:

- Delivering efficiency savings.
- Service transformation.
- Reducing workforce pressures.
- Increasing local accountability.

There is an expectation set by the Minister, that all affected areas develop locally-led proposals for reorganisation, with existing councils working together to identify the best option for their area. These plans should complement devolution, rather than delay it, whilst avoiding scenarios where competing proposals are developed within a given geography.

The stated expectation is that for most areas this will mean creating councils with a population size of 500,000 or more (No upper threshold is given). The White Paper contains no specific rationale for choosing the 500,000 threshold. It simply asserts that it is the right level to 'achieve efficiencies, improve capacity and withstand financial shocks'.

The government has acknowledged that there may be exceptions to ensure new structures make sense for an area, including for devolution. They have also confirmed that decisions on proposals will be made on a case-by-case basis. It is worth noting that only 11 of the 130 existing unitary councils have a population of more than 500,000.

The White Paper does not set out any other specific criteria for acceptable reorganisation proposals. It is expected that the Minister will again be writing to all Council Leaders in two-tier areas imminently (January 2025), requesting LGR proposals to be submitted to Government and setting out the criteria which should guide these proposals.

Timescales and next steps

In his letter to Leaders on the 16th December 2024, the Minister requested a response from Upper-Tier Council Leaders in relation to the appetite for joining the Devolution Priority Programme (DPP). See below extract to from the letter from the Minister:

'I will need a clear commitment to devolution and reorganisation aims from upper-tier councils in an area, including a request from the council/s whose election is to be postponed, on or before Friday 10 January. This request must set out how postponing the election would enable the council to make progress with reorganisation and devolution in parallel on the Devolution Priority Programme, or would speed up reorganisation and enable the area to benefit from devolution as quickly as possible once new unitary structures are in place.'

Norfolk County Council resolved at their Cabinet meeting on the 9th January 2025, to issue a letter to the Minister, requesting to be on the DPP and to delay their May 2025 elections. It is expected that Government will confirm by the end of January, whether Norfolk will be on the DPP and whether elections will be cancelled.

The subsequent implication of Norfolk County Councils' request to Government, is that (subject to Government's response) LGR for Norfolk may be on an accelerated timeline and proposals will now need to be developed. The White Paper signals an intent for the majority of unitary council reforms to be in situ by the end of the current parliamentary term.

Devolution & Strategic Authority Timelines

Following Norfolk County Council requesting to be on the DPP and to delay their 2025 elections, the known timeline to date Devolution and the creation of a Strategic Authority is outlined below:

- January 2025: Government will set out the areas to be included in the DPP.
- May 2026: intended date for inaugural mayoral elections for Strategic Authorities in the DPP.

LGR timelines

For LGR, the White Paper and subsequent communications from Government has outlined there will be a phased approach to delivery, taking into account where reorganisation can unlock devolution. For those areas on the DPP (as Norfolk County Council has requested), interim plans for LGR will need to be submitted to Government in March 2025. The subsequent deadline for formal proposals will then be as follows;

- May 2025: deadline for 'areas that need reorganisation to unlock devolution' and wish to postpone elections 2025 local elections to submit final reorganisation proposals to Government.
- Autumn 2025: deadline for 'areas that are minded to join the Devolution Priority Programme' and wish to postpone 2025 local elections to submit final reorganisation proposals to Government.
- Autumn 2025: deadline for all other areas to submit final reorganisation proposals to Government (i.e. those not on priority programme).
- *Please note that it is currently unclear where Norfolk falls into the three different categories in the points above.*

The expectation is that new Unitaries will go live in either April 2027 or April 2028 depending upon capacity and the devolution proposals in the area. We expect further details to be released in the coming letter from the Minister.

The detail of the timeline for the setup of a shadow unitary council is yet to be confirmed, however this will be needed in order to appoint senior officers, transfer existing staff, set budgets, set up governance framework etc.

Action being taken by the Borough Council of King's Lynn & West Norfolk

Councils in Norfolk will now need to begin developing proposals for reorganisation. Until the letter from the Minister is received which will formally invite Councils to submit proposals and provide more detail on timelines and criteria, it is difficult to develop a detailed plan on next steps. However, the Leader, as part of ongoing engagement with other Districts/Boroughs and the County, will continue to work closely with these partners to begin reviewing what the options for reorganisation for Norfolk might be. As part of this, the Council will need to provide some internal resource to support this, which is within the remit of the CEO to arrange.

Any decision on proposals for reorganisation for Norfolk will be brought back to Full Council for due consideration and approval. It is the expectation of government that proposals are submitted collaboratively with other Councils in Norfolk, with each Council following its own governance mechanism to achieve this. At the time of writing, it is expected that 'interim plans' will need to be submitted to Government in March 2025, therefore it is reasonable to expect that a report will be brought back to Full Council before that date for review.

2 Forthcoming Activities and Developments.

Devolution. LGR. The day job in between.