



COUNCIL MEETING

Agenda

Thursday, 29th January, 2026
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

21st January 2026

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, 29th January, 2026** 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 (Pages 6 - 23)

To confirm as a correct record the Minutes of the Meeting of the Council held on 27th November 2025.

4. DECLARATIONS OF INTEREST (Page 24)

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. PROPORTIONALITY (Pages 25 - 27)

8. PETITIONS AND PUBLIC QUESTIONS

To receive petitions and public questions in accordance with Procedure Rule 20.

9. 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 - 20th January 2026 (Pages 28 - 30)

CAB107: Risk Strategy and Policy

[Please click here to view a copy of the Cabinet report relating to this item](#)

CAB108: Safeguarding Policy

[Please click here to view a copy of the Cabinet report relating to this item](#)

CAB110: Property Disposal Policy

[Please click here to view a copy of the Cabinet report relating to this item](#)

[Please click here to view the most recent version of the Property Disposal Policy \(incorporating Cabinet amendments\)](#)

10. COMMUNITY GOVERNANCE REVIEW - KING'S LYNN TOWN COUNCIL (Pages 31 - 45)

11. APPOINTMENTS TO OUTSIDE BODIES (Pages 46 - 48)

12. NOTICES OF MOTION

To consider the following Notice of Motions:

(1/26) - Submitted by Councillor Blunt

"This Council strongly believes that Norfolk County Council Elections in May 2026 must go ahead".

(2/26) – Submitted by Councillor Moore

Motion: Review of Consultant Expenditure Relating to the Lynnsport Proposal

This Council notes the work undertaken in relation to the proposed redevelopment of the Alive Leisure Lynnsport facility, including plans to relocate the St James Pool as part of a scheme reported to be in the region of

£49 million.

This Council further notes that approximately £2 million of public funds were incurred through the use of external consultants in developing this proposal, and that the scheme was later deemed unaffordable by the Section 151 Officer.

This Council is concerned that significant expenditure was incurred before affordability concerns resulted in the project being halted. This raises questions regarding financial oversight, governance, and value for money in the development of major capital projects.

Given the importance of protecting public funds and maintaining public confidence in the Council's financial management, this matter warrants further scrutiny.

This Council resolves to:

1. Request that the Corporate Performance Panel reviews the decision making and governance processes relating to the use of external consultants in the development of the Lynnsport and St James Pool proposal.
2. Request that the Corporate Performance Panel considers whether appropriate affordability checks and financial controls were applied at an early stage.
3. Require that the findings and any recommendations are reported back to Full Council.

(3/26) – Submitted by Councillor Kemp

Motion to Stop Incinerator on West Norfolk Border

"This Council has a proud tradition of standing up against the South Lynn Incinerator - and held the public poll, in which 65,000 residents voted No. These residents have not gone away. Even after Planning Permission, Government stopped the incinerator. Residents, including Clenchwarton and West Lynn, dread the prospect of being downwind of two 90 metre high Incinerator Stacks, close to the West Norfolk border in Wisbech, one of the biggest incinerators in Europe. This Council is one of 4 "host" authorities for the Wisbech Incinerator, and instructs the leader to write to Government to halt the project."

(4/26) Submitted by Councillor Kemp

Motion - No to Council Sale of the Freehold of Hardwick Bridge Residential Park Homes for Over 55's

This Council has put the freehold of Hardwick Bridge Residential Park Homes on a list for sale on the open market, without consulting residents, or local councillors, or advising residents of the risks.

Hardwick Bridge Mobile Park Homes in South Lynn are the forever homes of retired residents. All residents must be over 55. The Government Leasehold Advisory Service has advised, the sell-off would diminish homeowners' security of tenure. Therefore this Council resolves not to sell, or otherwise dispose of, the freehold of the Hardwick Bridge Residential Homes Estate.

13. CABINET MEMBERS REPORTS (Pages 49 - 95)

In accordance with Council procedure rule 8, to receive reports from Cabinet Members to be moved en bloc. Members of the Council may ask up to four 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

Culture and Events – Councillor S Lintern

Planning and Licensing – Councillor J Moriarty

Environment and Coastal - Councillor S Squire

Finance – Councillor C Morley

People and Communities – Councillor J Rust

Deputy Leader and Business – Cllr S Ring

Leader - Councillor A Beales

14. MEMBER'S 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

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

Minutes from the Meeting of the Council held on Thursday, 27th November, 2025 at 5.00 pm in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor A Bullen (Chair)

Councillors A Beales, S Bearshaw, P Bland, R Blunt, F Bone, A Bubb, S Collop, R Colwell, S Dark, M de Whalley, T de Winton, P Devulapalli, S Everett, D Heneghan, P Hodson, A Jamieson, B Jones, C Joyce, A Kemp, J Kirk, P Kunes, S Lintern, B Long, A Moore, J Moriarty, C Morley, S Nash, J Osborne, T Parish, J Ratcliffe, S Ring, C Rose, J Rust, A Ryves, S Sandell, D Sayers, Mrs V Spikings, S Squire, M Storey and A Ware

C:70 **PRAYERS**

Prayers were led by Father Ben Almond.

Council held a minutes silence in respect of Honorary Alderman Ted Benefer.

C:71 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Anota, Ayres, Barclay, Bhondi, Coates, Crofts, Dickinson, Fry, Humphrey, Lawrence, Lowe and Tyler.

C:72 **MINUTES**

RESOLVED: The minutes from the meeting held on 2nd October 2025 were agreed as a correct record and signed by the Chair subject to page 234, paragraph 7 Councillor Heneghan to be replaced by Councillor Lintern.

C:73 **DECLARATIONS OF INTEREST**

Councillor Long declared an interest as a Trustee of Marshland St James Village Hall and as a Member of the Wash and North Norfolk Marine Partnership.

Councillor Jamieson declared an interest as Chair of the Norfolk Coast Partnership.

Councillor Squire declared an interest as a Member of the Norfolk Coast Partnership and the Wash and North Norfolk Marine Partnership.

C:74 **MAYOR'S COMMUNICATIONS AND ANNOUNCEMENTS**

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The Mayor provided detail of an event he had attended to commemorate a fishing fleet tragedy which had taken place 150 years ago and a rededication of the memorial in King's Lynn.

The Mayor also informed Council that Emma Hodds, subject to item C78 was sitting in the public gallery.

C:75

URGENT BUSINESS

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

1. Waiver of the Six-Month Attendance Rule – Councillor Don Tyler.

Councillor Beales proposed and Councillor Blunt seconded the recommendation as set out within the report.

RESOLVED: 1. Council approved the waiver of the six-month attendance rule provided for within Section 85(1) of the Local Government Act for Councillor Don Tyler due to illness.

2. That the extension of the permitted non-attendance time period for a new six-month period, to expire on 26th May 2026.

2. Vote of Thanks to Monitoring Officer – Alexa Baker

Councillor Beales proposed a vote of thanks to Alexa Baker, Monitoring Officer as this would be her last Council Meeting. Councillor Beales expressed appreciation for Alexa Baker, acknowledging all the help and support she had provided to Members.

Councillor Parish seconded the vote of thanks and wished Alexa Baker every success for the future.

Full Council thanked Alexa Baker and gave her a round of applause.

RESOLVED: The Council place on record their formal thanks to Alexa Baker for all her help and support and wished her well for the future.

3. Second Homes Council Tax Agreement

Councillor Beales announced that a deal had now been reached with Norfolk County Council regarding the Second Homes Council Tax Levy stating that 25% would return to the borough for the benefit of local residents.

Councillor Beales thanked all those involved in the negotiations, particularly Councillor Jamieson, and noted that while some details were still to be finalised, the principal agreement had been secured.

C:76

PETITIONS AND PUBLIC QUESTIONS

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

1. Public Question from Mr Alastair Kent

The Mayor invited Mr Alistair Kent to ask his question as set out below:

“Thousands of houses are in the pipeline for areas of King’s Lynn and West Norfolk. Given that present developments such as the Broad Oaks Estate on the edge of Downham Market are likely to be typical, these houses will be built cheek by jowl with tiny gardens and few significant green open spaces where children can play or residents could, for example, develop community gardens or aspire to an allotment. Given that access to such open spaces has been proved to benefit physical and mental health, what requirements will be imposed on developers to ensure that there is significant provision of such green spaces that are proportionate to the size of the development, and not mere tokens too small to be of significant benefit to the community.

Councillor Moriarty responded to the public question as set out below:

“Good Afternoon Mr Kent, and thank you for a rather thought-provoking question. Before I go into some detail on the Council’s position and tackle the specific points you make, I do want to give my personal perspective on this issue. Perhaps I should give you some assurance at the outset that it is the council’s position which prevails and trumps my personal views. But, for what they are worth, here goes.

I am conscious that I need to tread carefully as some might argue I belong to a privileged generation and what do I know about house buying for first time buyers today. But I too was once a first time buyer, and in 1983 we bought a small cheek by jowl house, postage stamp size garden and a tiny second bedroom with room for a cot and wardrobe, or a single bed. It is what we wanted and what we could afford. Like the majority of first timer buyers in our age category, and this is still true today, we moved on in a couple of years. I was very glad such housing was available then, and were we in the same position today I would be very grateful for this council’s position on stepping in if necessary when the market fails and I look forward to our new Housing Needs Assessment to be published in 2026 which will help inform so many decisions and policies.

Back to your question, first in general terms and then the specific steps which got us to where we are today.

It is always a balance between making the best use of land, as Government planning policy explicitly requires, while still safeguarding and improving the environment and ensuring safe and healthy living conditions. So as the council we will look at developing houses at an appropriate density that provides an efficient use of land, but also suitably reflects the wider locality. There are also specific policies in the new Local Plan, which require a certain amount of public open space, play areas, and in some cases allotments, for residential developments. The amount required reflects the advice provided by 'Fields in Trust' and their suggested nationally recognised standards for outdoor playing space.

So to the specifics:

1. The National Planning Policy Framework (NPPF)
 - The NPPF which sets out the Government's planning policies for England and how these are expected to be applied, states that access to a network of high quality open spaces and opportunities for sport and physical activity is important for the health and well-being of communities, and can deliver wider benefits for nature and support efforts to address climate change. It goes on to set out how this should be taken forward in a local plan.
2. Our Local Plan
 - Accordingly, our Local Plan contains policies for each site allocation it makes and sets out the policy requirements. The policy for the site allocation to south of Downham Market includes provisions for outdoor play space. There is also provision for a master plan, landscaping, allotments, protection and enhancement of public rights of way within the site, protection of existing protected trees, ecological studies, and ensuring the development is fully integrated into the surrounding walking and cycling network. The site you refer to is still to be built out, but judging from the plans I have seen, there is a lot of green allocated space.
3. Windfall Sites
 - Outside of sites specifically allocated by the Local Plan for housing, the Local Plan contains development management policies. These are there to guide and inform windfall sites, which are those not specifically allocated which may come forward. These cover a whole host of matters including the provision of recreational open space for residential developments, green infrastructure, the protection of local open space, and environmental assets.
 - To highlight the point Policy LP22 - Provision of Recreational Open Space for Residential Developments, sets out that all new residential development will be expected to make adequate provision for open space to recognise the importance open space has on health and wellbeing for all residents. It goes on to set the standards out which are in accordance with the fields in trust best practice. Schemes of 20 new homes or greater will

provide 2.4 hectares of open space per 1,000 population comprising approximately 70% for either amenity, outdoor sport, and allotments and 30% for suitably equipped children's play space.

- It is worth noting that the Local Plan which was adopted earlier this year went through a lengthy preparation process and a detail examination before being found sound and adopted. This involved many consultees including Sport England, Downham Market Town Council, Denver Parish Council, and local residents.
- Planning law requires that applications for planning permission be determined in accordance with the development plan (this includes the Local Plan and any neighbourhood plan covering that area) , unless material considerations indicate otherwise. The National Planning Policy Framework must be taken into account in preparing the development plan, and is a material consideration in planning decisions.
- The Local Plan can be viewed online to help with awareness and implementation and understanding we have produced an interactive planning policies map and an interactive version of the whole Local Plan and, following this meeting, I will email you a link

Councillors are not complacent, we are also residents and we specifically have a responsibility to be watchful and alert to the benefits offered by ensuring the provision of proportionate green spaces for a variety of uses in developments in the Borough as they come forward."

By way of supplementary, Mr Alastair Kent asked if rewilding, as had happened in areas in Downham Market, which resulted in a haven for wildlife and biodiversity could be considered at Hardwick Road Cemetery.

Councillor Moriarty agreed to respond to Mr Kent in writing.

2. Public Question from Mr Andrew Riley

The Mayor invited Mr Andrew Riley to ask his question, as set out below:

"Being happy and healthy at work shouldn't be a luxury, yet too often people struggle because workplace cultures create distance just when support is most needed. From my experience over the last decade supporting people with mental health problems and disabilities in work, I've seen that the right support from employers can be as effective, if not more, than interventions from services or clinicians.

Right now, workplaces and therefore services and the wider economy in West Norfolk are being hit by high sickness levels, from the Queen Elizabeth Hospital through to this Borough Council itself.

Alongside the impending improvements in conditions promised through the Employment Rights Bill, Sir Charlie Mayfield's Keep Britain Working review for the Labour Government sets out a national programme to:

- improve staff retention
- support workers with health conditions, disabilities and neurodivergence
- promote healthier, longer working lives

This is not only to help individuals, but to strengthen our economy by clawing back lost productivity.

Phase one asks employers to sign up as 'Vanguard employers' to the Healthy Working and Workplace Health Provision standards. A number of councils and major national employers, including several based locally, have already committed to doing this.

These standards promote better use of shared health and disability data, early prevention, and more active support for conditions such as mental ill-health and musculoskeletal problems. They also include testing alternatives to GP fit notes, which can sometimes keep people off work for longer than is necessary when the right workplace support could help them stay in or return to work sooner.

There is so much more that can and should be done to keep people happy and well in work. That benefits everyone: vulnerable residents, working people, pensioners, and business owners.

My question is:

As one of the area's biggest employers, will this administration commit to signing up as a Vanguard employer, showing leadership locally? Will the Leader write to other borough and county council leaders to encourage them to seek Vanguard employer status, particularly in any future establishment of Unitary Council(s) in Norfolk, so that more employers in West Norfolk are encouraged to support residents with thriving, and not just coping, at work?"

Councillor Rust responded to the question, as set out below.

"More than 60 major and many small employers are joining forces with the government to tackle the rising tide of ill-health that is pushing people out of work and holding back growth.

The joint effort, developed in response to Sir Charlie Mayfield's Keep Britain Working Review, will drive action to prevent ill-health, support people to stay in work, and help employers build healthier, more resilient workplaces.

Published today, the landmark Review sets out the stark reality facing the UK:

- One in five working-age adults are now out of the labour force – 800,000 more than in 2019 due to health reasons
- The cost of ill-health that prevents work equals 7% of GDP – nearly 70% of all income-tax receipts
- UK employment among disabled people stands at 53%, below leading OECD nations
- Employers lose 85 billion a year from sickness, turnover, and lost productivity

In response, the government will partner with employers to reshape how health issues and disabilities are managed in the workplace with the launch of employer-led Vanguard.

The Vanguard - including household names such as British Airways, Google, Sainsbury's, Holland and Barrett alongside Mayoral Combined Authorities and SMEs – are early adopters who will develop and refine workplace health approaches over the next three years to build the evidence base for what works.

They're committing to embracing the report's healthy working lifecycle - which aims to reduce sickness absence, improve return-to-work rates, and increase disability employment rates – which the government will work towards developing into a voluntary certified standard by 2029.

It builds on the work the government is doing to give businesses the skilled workforce they need by investing 1 billion annually in disability employment support by the end of the decade – giving people the skills and opportunities to move out of poverty and into good, secure jobs as part of the Plan for Change.

As a Council We've signed up to become a Marmot Place. Of the 8 Marmot Principles one is to create fair employment and good work for all, another is to strengthen ill health prevention and another enable people to maximise their capabilities and control their lives. I think these link with the aims of Vanguard and the efforts to tackle ill health.

You might be aware of specific issues relating to women that can stop us from being in the workplace – domestic abuse and menopause. Our Council has actively worked with our Trade Union partners to establish a Menopause Policy and we've become White Ribbon Accredited, both things which will support women to remain in the workplace and maximise their capabilities and control their lives. Lost revenue and productivity costs attributed to menopause are estimated

at approximately £1.5 billion to £11 billion annually in the UK, while those attributed to domestic abuse amount to approximately £14 billion annually in England and Wales.

Three deliverables

1. A Healthy Working Lifecycle

Establish, with employers and providers, a Healthy Working Lifecycle which defines the practices that drive the best outcomes in reduced sickness absence, improved return to work rates and better participation and inclusion of disabled people. Develop the Healthy Working Lifecycle as a certified standard, which becomes the basis for general adoption of a common, outcome-based philosophy around work, health and disability across the UK.

2. Better Workplace Health Provision (WHP)

Build, with existing providers and practitioners, the support employers and employees need to deliver the Healthy Working Lifecycle, focusing initially on new 'stay in work' and 'return to work' plans within the lifecycle, and on improving faster access to support. Work with providers and practitioners to ensure this provision is affordable and effective, and establish certified standards for a multi-provider marketplace that expands access to high-quality support for all employers.

3. Evidence of what works to underpin incentives for adoption

Create a Workplace Health Intelligence Unit (WHIU) to aggregate and analyse data, guide continuous improvement and provide leadership, as a movement HQ, across the new system. Develop the WHIU into a high-value data asset to guide certification and provide the evidence base to support targeted incentives – financial, operational, legal, and cultural – to accelerate adoption.

- Managing sickness absence We've got a clear procedure that helps people stay in work where possible and supports them when they're ready to come back. That includes return-to-work interviews, wellness plans, and making sure nobody feels left on their own after time away.

- Managing stress in the workplace We've introduced a Corporate Guidance Note on Managing Stress in the Workplace, which sets out how we can all spot and respond to stress more effectively. Alongside this, we use the Stress Risk Assessment (Stress Checker) tool to help identify issues early and put the right support in place. We also offer Managing Stress and Resilience workshops to all employees.

- Practical health support Staff can access funded physiotherapy (in the centre of King's Lynn) when they need it, we provide seasonal flu vouchers to help reduce illness, and our Vivup Employee Assistance Programme (EAP) is there for confidential access to a 7 day-a-week GP service for employees and for their dependents under the age of 18.

- High Impact Health Conditions

A risk assessment approach to support employees to engage with their teams for support to manage specific health conditions, such as asthma and anaphylaxis.

- Trauma support (TRiM) We already offer in-house, fully qualified TRiM for type one trauma and have done for three years now. From December 2025 we're expanding this to cover type two and secondary trauma. That means more people will get the right (NICE recommended) support when they are dealing with difficult incidents in the course of their work.

- Mental health awareness (and this builds on the Wellbeing, Sickness Absence and Mental Health First Aid training that all line managers attended in 2020) All of our line managers completed REACTMH training in November 2025. This gives them the tools to spot when someone might be struggling and to have supportive conversations early on. Vivup also offers a 24/7 confidential freephone helpline and access to every employee to funded, fully qualified counselling. This can be in person if employees prefer.

- Occupational Health We make use of Occupational Health services not just during employment, but even before someone starts with us. That way, new colleagues can get the right support from day one and we can understand the support and adjustments we can consider to help our employees to work. This OH service is now remote, so employees who might be struggling with physical health can access really easily.

- Alive offer joining incentives to employees to access facilities to help them to pursue a healthy lifestyle.

- The Equalities Working Group has sub-groups looking into specific employee support needs, such as neurodiversity.

- Monthly wellbeing events We run regular wellbeing events, and a lot of these are based on physical health elements as well as on the Five Ways To Wellbeing principles. For example:

- November 2025: In Body health checks linked to International Men's Day

- December 2025: NHS Health Checks offered to staff, plus our Food Bank Collection for Purfleet

- January 2026: continuation of the Food Bank Collection for Purfleet. Staff Long Service Awards.

- February 2026: Staff Recognition Events. Pet Photo Competition and Voting.

- March 2026: Menopause Awareness sessions planned to support colleagues and raise understanding."

Mr Riley did not have a supplementary question.

C:77

RECOMMENDATIONS FROM COUNCIL BODIES

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

(i) Electoral Arrangements Committee – 4 November 2025

Councillor Beales, seconded by Councillor Everett proposed the recommendations from the Electoral Arrangements Committee held on 4 November 2025.

RESOLVED: The recommendations from the Electoral Arrangements Committee held on 4 November 2025 in relation to the below items, were approved by Council:

- 4. Burnham Market Community Governance Review – Next Steps

- 5. Hilgay Community Governance Review – Next Steps

(ii) Cabinet – 11 November 2025

Councillor Ring, seconded by Councillor Rust, proposed the following recommendations from the Cabinet Meeting held on 11 November 2025.

CAB89: Review of Licensing Act 2003 Statement of Licensing Policy

CAB94: Quarter 2 – 2025/2026 – Budget Monitoring

RESOLVED: The recommendations from the Cabinet meeting held on 11 November 2025 in relation to the below items, were approved by Council:

CAB89: Review of Licensing Act 2003 Statement of Licensing Policy

CAB94: Quarter 2 – 2025/2026 – Budget Monitoring

Councillor Morley, seconded by Councillor Bone, proposed recommendation CAB90: Council Tax Support: Final Scheme for Working Age People for 2026/2027 from the Cabinet Meeting held on 11 November 2025. Councillor Morley spoke in support of the recommendations.

Councillor Kemp spoke in support of the support being made available for those in deprived areas and those affected by the cost of living.

Councillor Osborne spoke of the importance of helping the most vulnerable residents of the Borough.

Councillors Rust spoke in support of the proposals.

Councillor Bone, as seconder of the recommendations, spoke in support of the proposals.

Councillor Dark spoke in support of the proposals and highlighted the additional support provided to residents such as the discretionary hardship scheme.

RESOLVED: The recommendation from the Cabinet meeting held on 11 November 2025 in relation to CAB90: Council Tax Support: Final Scheme for Working Age People for 2026/2027 was approved by Council.

Councillor de Whalley, seconded by Councillor Ring proposed recommendation CAB91: Adoption of Norfolk Local Nature Recovery Strategy from the Cabinet meeting held on 11 November 2025.

Councillor de Whalley spoke in support of the recommendations.

Councillor Kemp spoke of the importance of providing open space and the impact on health and wellbeing of residents.

Councillor Bone spoke in support of the proposals and the importance of biodiversity.

Councillor Colwell referred to the consultation which had taken place and was pleased that Gaywood River and rewetting Peat Land had been included.

Councillor Squire commented that this was a living document and served as a blue print for diversity by promoting ideas and the art of the possible.

Councillor Long was pleased that the Strategy included practical action and informed Council of the million trees scheme.

Councillor Devulapalli welcomed the strategy and hoped that it would be promoted.

Councillor Ring commented that it was important to protect the planet for future generations and indicated his support for the recommendations.

RESOLVED: The recommendation from the Cabinet meeting held on 11 November 2025 in relation to CAB91: Adoption of Norfolk Local Nature Recovery Strategy was approved by Council.

C:78 **APPOINTMENT OF STATUTORY OFFICERS**

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

Councillor Beales, seconded by Councillor Ware, proposed the recommendations as set out in the report.

Councillor Beales provided an overview of the recruitment process and thanked Members and officers who had been involved.

Councillor Beales spoke highly of Emma Hodds, stating that he had been impressed with her during the interview process.

Councillor Beales also spoke highly of Michelle Drewery and highlighted the good work that she had carried out during the interim period.

Councillor Beales stated that both Emma Hodds and Michelle Drewery had been outstanding during the recruitment process and recommended their appointments to Council.

Councillor Ware endorsed the comments made by Councillor Beales.

Full Council congratulated both of the Appointees with a round of applause.

RESOLVED:

1. That the postholder of Chief of Staff and Monitoring Officer be confirmed as Emma Hodds, to commence on the date agreed between the postholder and the Chief Executive.
2. With immediate effect, that the post of interim Deputy Chief Executive (including Section 151 Officer) be confirmed as permanent and for Michelle Drewery to continue in this role.

C:79 **APPOINTMENT OF LOCAL RETURNING OFFICER**

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

Councillor Beales, seconded by Councillor Ring, proposed the recommendations as set out in the report.

RESOLVED:

1. The Chief Executive is appointed to act as the Local Returning Officer for the Norfolk and Suffolk Combined County Authority Mayoral Elections.
2. The amendment to the Scheme of Delegated set out at section 2.3 of this report is approved so that the Chief Executive is delegated authority to act as Local Returning Officer for all relevant elections conducted within the Borough Council area.

C:80 **NOTICES OF MOTION**

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

(03/25) Submitted by Councillor Kirk

Councillor Kirk requested withdrawal of the following Notice of Motion and indicated that a revised Notice of Motion would be submitted to the next Full Council meeting.

“This Council notes that:

- It declared a climate emergency in 2021 and set a corporate net zero target for 2035.
- Policies include the Climate Change Strategy & Action Plan, decarbonisation of 11 council buildings, Norfolk Net Zero Communities pilot, Eco Flexible Eligibility Scheme, and £3.8m spent on solar, heat pumps, and EV points.
- These unfunded mandates raise council tax and divert funds from local services — hitting the poorest residents hardest.

This Council believes that:

- Its first duty is to protect the poorest and most vulnerable residents, not to chase costly net zero targets.

This Council resolves to:

- Scrap all net zero policies and targets immediately, including the 2035 target, Climate Change Strategy, building decarbonisation programme, and Eco Scheme.
- Publish a full audit of net zero spend within 3 months and consult residents on priorities for the savings.”

RESOLVED: The Mayor agreed that the Notice of Motion be withdrawn.

(04/25) Submitted by Councillor Sayers

In proposing the Notice of Motion, Councillor Sayers requested an alteration to resolution four of his Notice of Motion. The alteration is set out in bold below.

Councillor Ratcliffe seconded the alteration.

“This Council notes that:

1. "Fleecehold" refers to properties sold as freehold where homeowners remain liable for annual estate management charges to private companies for roads and communal areas councils would traditionally maintain through council tax.
2. One million homeowners across 20,000 estates face escalating charges with no meaningful ability to challenge unreasonable fees or poor service.
3. Eighty percent of new freehold properties by the 11 largest housebuilders now include estate management charges, making fleecehold standard industry practice.
4. Research shows the average new-build home comes with 157 defects, up 96% since 2005, yet residents pay twice - through council tax and private estate charges.
5. The Leasehold and Freehold Reform Act 2024 received Royal Assent in May 2024, but most provisions await secondary legislation. The High Court dismissed a judicial review challenge on 24 October 2025, removing obstacles to implementation.
6. The property management sector remains unregulated, leaving residents with no recourse against excessive charges.

This Council resolves to:

1. Request the Leader writes to the Secretary of State urging immediate implementation of secondary legislation and regulation of property management.
2. Establish support for affected residents through information and signposting to campaign groups.
3. Engage with developers to discourage fleecehold arrangements and require transparent costings.
4. **Urge the Planning Committee to give consideration, where legally permissible and appropriate, to requiring adoption agreements for roads and communal areas through Section 106 agreements, and to discourage fleecehold agreements through planning policy.”**

RESOLVED: The alteration to the Notice of Motion was agreed.

Councillor Ratcliffe, as seconder of the Notice of Motion spoke in support of the Motion.

The Leader of the Council, Councillor Beales thanked Councillor Sayers for highlighting this issue and proposed that under Council Procedure Rule 7.12, the best and most appropriate response would be for this Motion to be referred to another Council Body so that further research and detail could be considered. Councillor Beales proposed that the Motion be referred to the Local Plan Task Group, who would then formulate recommendations for Cabinet and Full Council to consider as necessary.

Councillor Beales also confirmed that he would write to the Secretary of State to ask for a timetable of Secondary Legislation.

Council were invited to debate the proposal to refer the matter to the Local Plan Task Group

Councillor Heneghan supported referral to the Local Plan Task Group so that a proper response could be considered.

Councillor Long commented that he supported referral to another Council Body and a Policy Development Panel would be the correct avenue for this.

Councillor Beales commented that the Local Plan Task Group was the most appropriate body to consider this in the first instance.

Councillor Joyce supported Councillor Beales proposal and highlighted that the Notice of Motion affected some residents in his Ward.

Councillor Kemp commented that action needed to be taken on this issue.

Councillor Bone supported referral to the Local Plan Task Group as more time was required to investigate this complex issue.

Councillor Blunt as a Member of the Local Plan Task Group agreed that referral to the Local Plan Task Group was the best way to take this Motion forward.

RESOLVED: That the Notice of Motion be referred to the Local Plan Task Group for consideration.

COUNCIL ADJOURNED FOR A COMFORT BREAK FROM 6.25PM TO 6.35PM

C:81

CABINET MEMBERS REPORTS

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

Councillor Beales moved the Cabinet Members Reports.

Councillor Kunes asked about the Electric Vehicle Charging points at the Depot and asked if proper charging points would be installed. Councillor de Whalley confirmed that dedicated charging points for the Council's Electric Vehicle fleet were to be installed, funded by grants, to improve efficiency and data collection, with ongoing upgrades to support future fleet requirements.

Councillor Heneghan stated that the River Ouse area was underutilised and regeneration in this area was overdue. She asked for timescales on the Regeneration plans for this area and how it would be funded. Councillor Ring referred to the recent Masterplan Stakeholder Meeting where good feedback had been provided to the consultants. Councillor Ring explained that work had been commissioned for the Quay dryside area as part of the Town Deal Board funding and work was due to start in the New Year. Improvements to the Custom House would be subject to Planning Permission and it was hoped that the process would commence in April 2026. With regard to the Devils Alley and King Staithe Square area, Council was informed that this was in the early design phase and would be subject to public consultation.

Councillor Kemp asked for an update on the Ferry and Councillor de Whalley explained that new ferry infrastructure plans were nearing completion and would be shared with stakeholders in due course.

Councillor Squire responded to a question from Councillor Parish regarding Water Quality, explaining the complexity of pollution sources, ongoing investigations, and the need for year round testing and real time data. Councillor Squire agreed to keep Council updated on progress.

Councillor Dark referred to the Notice of Motion relating to climate change, which had been withdrawn earlier in the meeting and stated that if this was approved it would undermine the long standing work of Councillor and Officers committed to improving the environment. Councillor Beales reaffirmed the Council's commitment to its climate emergency declaration and carbon action plans, assuring that there were no plans to reverse these policies and highlighting ongoing support for climate and biodiversity initiatives.

In response to a question from Councillor Sayers, Councillor Squire outlined the risks of lithium battery fires in waste streams due to incorrect disposal, the need for public awareness, and the forthcoming allocation of extender producer responsibility funding to enhance recycling services.

Councillor Spikings referred to the recent changes to Community Infrastructure Levy (CIL) funding Governance arrangements. She requested that the one year review of the new scheme be brought forward to take place after the first funding round. Councillor Moriarty

explained the recent changes to the CIL funding, the review process, and efforts to make the application process easier for parishes.

In response to a question from Councillor Everett, Councillor de Whalley confirmed that the transition to LED street lighting was ongoing, with improvements in energy efficiency and maintenance. He asked Councillor Everett to provide him with detail of specific units which had issues. Councillor de Whalley also invited feedback from Councillor Everett on how the website could be improved.

Councillor Blunt thanked Councillor Beales for his welcome to himself as new Leader of the Conservative Group and Councillor Sandell as Deputy Group Leader. Councillor Blunt asked about the working relationship between the Borough Council and Norfolk County Council as significant work was required in the lead up to Local Government Reorganisation and Devolution. Councillor Beales provided an overview of the different approaches taken by the Borough and the County and stated that there were good officer working relationships which were vital in the lead up to Local Government Reorganisation. Councillor Beales highlighted the cultural issues and that relationships would be important for whatever came next. Councillor Beales highlighted the huge amount of work required in the lead up to Local Government Reorganisation and the potential for increased Member and Officer resources.

In response to a question from Councillor Kemp, Councillor Beales stated that the permit and planning permission had now been granted for the Wisbech Incinerator.

Councillor Ratcliffe referred to work planned on the Hunstanton Sea Defences, the significant rainfall recently and asked for detail of properties in the Borough that were at risk of flooding. Councillor Squire explained that the Borough was a vulnerable area and approximately 25 homes were flooded each year, but over 25% of properties in West Norfolk were at risk of flooding.

Councillor Sandell referred to Councillor Rust's Council report and the number of unauthorised encampments in the area. Councillor Rust explained that the Borough was listed on 'van life' website encouraging people to the area.

In response to a question from Councillor Ryves, Councillor Ring provided detail of the Guildhall CIO and the work that would be carried out to look at funding opportunities to bridge the funding gap.

In response to a question from Councillor Blunt, Councillor Beales acknowledged the recent Scrutiny Governance Review which had been considered by the Joint Panel, and the Joint Panel preference to maintain the status quo in terms of Governance arrangements, and focus on strengthening training, work programming and the relationship

with the Executive. Councillor Beales agreed that the Constitution Informal Working Group would be the correct forum to consider issues.

In response to a question from Councillor Collop, Councillor Ring provided detail of the Football Foundation Study which had concluded that the area was six 3G pitches short of meeting need and potential funding opportunities were now being looked at.

In response to a question from Councillor Sayers, Councillor Squire provided detail of the Extended Producer Responsibility and the grant funding which would be available, noting that this did not over costs. Joint initiatives were being considered by the Norfolk Waste Partnership.

Councillor Long referred to Councillor Morley's Report and the source of information relating to the Internal Drainage Board funding. Councillor Morely explained that information had been made available from the Association of Drainage Board Authorities and encouraged those Members that sat as Council representatives to feedback any information available relating to finances and funding to assist in preparation of the Council's Budget setting process.

Councillor Devulapalli referred to the Asset Management review and asked if consideration could be given to alternative uses to sites rather than disposal, for example creating green spaces. Councillor Ring explained that all assets that were to be sold would be available for all to purchase. He explained that ideas for repurposing would be considered if appropriate, but it was critical that the historical portfolio underwent review.

C:82 **MEMBER'S QUESTION TIME**

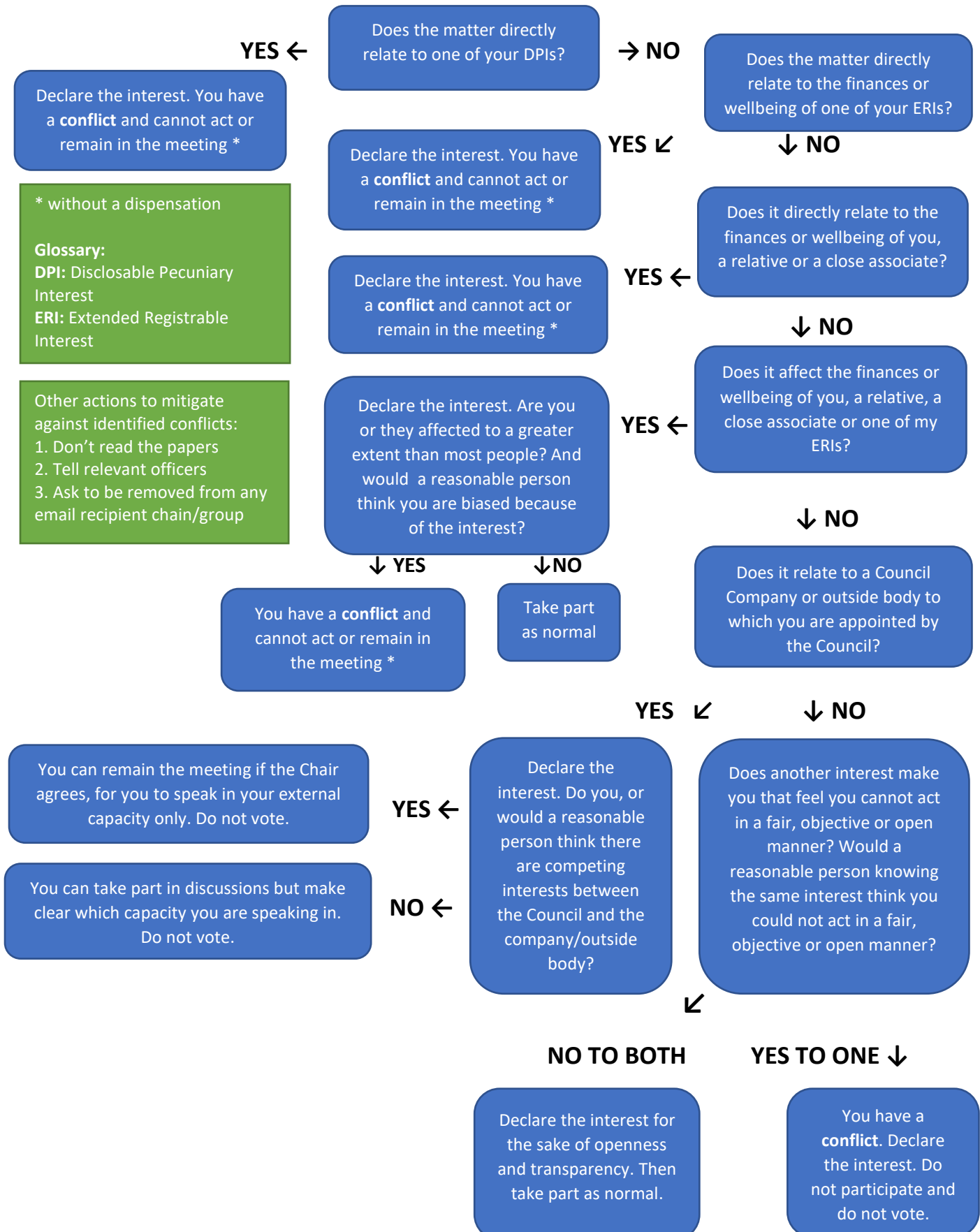
There were no questions.

The meeting closed at 7.38 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



REPORT TO COUNCIL

Open				
Lead Member Councillor Alistair Beales Email: cllr.alistair.beales@west-norfolk.gov.uk				
Lead Officer: Rebecca Parker E-mail: rebecca.parker@west-norfolk.gov.uk		Other Officers consulted: Chief Executive and Monitoring Officer		
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications YES	Equality Impact Assessment req'd NO	Risk Management Implications NO

Date of Meeting: 29th January 2026

REVIEW OF PROPORTIONALITY

It is the duty of the Council to review the entitlement of political groups to seats on committees in line with the proportionality rules set out in the Rule C of the Local Government and Housing Act 1989. When changes are made to Group Memberships a further review can be undertaken on request in accordance with the section 17(b) of the Local Government (Committees and Political Groups) Regulations 1990.

Following the By Election on 27th November 2025, resulting in the Independent Partnership losing one seat to the Reform Group gaining, political proportionality has been recalculated as set out in the report.

RECOMMENDED: That the proportional allocation of seats be amended in accordance with the table set out within the report.

1 Background

1.1 The rules relating to proportionality as per Section C of the Local Government Housing Act 1989 are set out below:

- a) No political group can have all the places on a Committee (the exception is the Cabinet).
- b) The Group that has the overall majority on the Council is entitled to the majority of seats on each Committee.
- c) The aggregate number of seats across all Committees is allocated in accordance with each group's entitled.
- d) The number of seats on each Committee is allocated in accordance with each group's entitlement.

2 Changes to Proportionality

2.1 Following the By-Election on 27th November 2025, proportionality is required to be reviewed.

2.2 Current Political make up of the Council is as follows:

- 20 – Independent Partnership
- 19 – Conservative
- 7 – Labour
- 5 – Reform UK
- 2 – Progressive Group
- 2 – Non- aligned

2.3 To take into account the amended proportionality, Council is invited to approve the amended proportionality as set out in Appendix 1.

Revised proportionality will result in the following changes to Committee Membership:

Environment & Community Panel

Independent Partnership lose one seat.

Reform UK gain one seat.

Appointments Board

Independent Partnership lose one seat.

Conservatives to gain this seat.

APPENDIX 1:

POLITICAL PROPORTIONALITY TO BE AGREED BY FULL COUNCIL - **29th January 2026**

	Total Membership	Conservative	Independent Partnership	Labour	Progressive	Reform	Check Total
Total No. of Members	53 plus 2 non-aligned	19	20	7	2	5	55
Appointments Board	9	4	3	1	0	1	9
Planning Committee	15	5	6	2	1	1	15
Licensing Committee	13	5	5	1	1	1	13
Licensing & Appeals Board	13	5	5	1	1	1	13
Standards Committee	7	2	3	1	0	1	7
Corporate Performance Panel	12	4	5	2	0	1	12
Environment & Community Panel	12	4	4	2	1	1	12
Regeneration & Development Panel	12	4	5	2	0	1	12
Audit Committee	9	4	3	1	0	1	9
Total Seats	102	37	39	13	4	9	102

RECOMMENDATIONS TO FULL COUNCIL 29 JANUARY 2026 FROM THE CABINET MEETING HELD ON 20 JANUARY 2026

CAB107: RISK STRATEGY AND POLICY REPORT

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

The Senior Corporate Governance Officer presented the report as included in the Agenda. The Audit Committee had also considered the Risk Strategy and Policy.

Councillor Kemp addressed the Cabinet under Standing Order 34 highlighting the importance of keeping records of contracts and amendments to contracts.

RECOMMENDED: Cabinet recommends that Full Council adopt the revised Risk Management Policy and Strategy

REASON FOR DECISION: To ensure there is a comprehensive and up to date framework for the Council's management of risk.

CAB108: SAFEGUARDING POLICY

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

Cabinet noted that the Environment and Community Panel had considered this report and supported the recommendations to Cabinet.

The Corporate Governance Manager presented the report as included in the Agenda.

Councillor Rust congratulated officers on production of the Policy and how it was now much more manageable and easier to read. She commented that this was an important document to help Councillors when meeting with residents and provided clarity of roles and reporting lines.

Councillor Moriarty commented that training for Councillors was important.

In response to a question from Councillor Morley, the Corporate Governance manager informed Cabinet that Safeguarding Risk Assessments were included in the process and work would be carried out to embed processes.

Councillor Kemp addressed the Cabinet under Standing Order 34 thanking those involved for bringing this forward and that it was an important document for Councillors.

Councillor Rust highlighted that the Policy included a 'takeaway sheet' which included reporting lines and out of hours contacts.

RECOMMENDED: Cabinet recommends that Full Council agree changes to the Members' Code of Conduct to include explicit safeguarding responsibilities.

REASON FOR DECISION:

- To ensure the Council continues to meet its statutory safeguarding duties under the Children Act 2004 and the Care Act 2014, reflects current guidance (Working Together 2023, Care and Support Statutory Guidance 2024), and is prepared for anticipated duties in the forthcoming Crime and Policing Bill 2025.
- The updated policy improves clarity and accountability, reflects new safeguarding priorities (including domestic abuse, modern slavery, cuckooing, self-neglect and hoarding), and provides stronger support for staff wellbeing.

CAB110: ADOPTION OF THE PROPERTY DISPOSAL POLICY

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

Cabinet noted that the Regeneration and Development Panel had considered the report and supported the recommendations to Cabinet, on the condition that the following wording be included in the Policy:

“Potential disposals should be discussed with the portfolio holder, ward members, parish councils and any other community representatives at an early stage where the land is located.

Councillor Ring supported the inclusion of this wording and proposed additional amendments to the Policy, building on the amendments put forward by the Regeneration and Development Panel as set out below.

Paragraph 3, section 9 to read: Potential disposals should be discussed with the portfolio holder, ward members, parish councils and any other community representatives, relevant to where the land/property is located, at an early stage **unless circumstances require expedient and/or greater levels of discretion in the best interests of the Council.**

Paragraph 4, section 8 to read: They provide no real social value to the Borough community at large and where it only provides a benefit that is disproportionate to the opportunity cost of the capital tied up in the asset **and/or where the social value is highly likely to continue after a disposal.**

Councillor Morley commented that it was important that the suite of Asset Management Policies coming forward, aligned with the Capital Strategy and Corporate Strategy to ensure consistency.

Councillor Rust referred to Assets of Community Value and the importance of Social Value. It was explained that there was a separate Policy for Assets of Community Value and the Chief of Staff had requested that this Policy be reviewed.

In response to a question from Councillor Lintern, Councillor Ring explained that there currently was no policy in place to deal with disposals and the delegations proposed were outlined, noting that key decisions would still require Cabinet approval.

Cabinet was informed that production of an up to date Asset Register was ongoing.

The Chief Executive thanked the team for the work carried out to bring this forward.

Councillor Moriarty thanked the Regeneration and Development Panel for their input into the Policy and the importance of community engagement.

Councillor Kemp addressed Cabinet under Standing Order 34 in support of the recommendations put forward by the Regeneration and Development Panel, but was concerned that engagement would not take place if quick decisions were required.

Councillor Ring provided further information on the amendments he would be proposing which still provided for community involvement, but ensured that the Council acted proportionally and achieved best value for its residents.

Councillor Ring thanked Councillor Anota who was involved in bringing this forward during his time as Portfolio Holder.

RECOMMENDED: Cabinet resolves to recommend to Full Council the adoption of the Property Disposal Policy with the following amendments (in bold below):

Paragraph 3, section 9 to read: Potential disposals should be discussed with the portfolio holder, ward members, parish councils and any other community representatives, relevant to where the land/property is located, at an early stage **unless circumstances require expedient and/or greater levels of discretion in the best interests of the Council.**

Paragraph 4, section 8 to read: They provide no real social value to the Borough community at large and where it only provides a benefit that is disproportionate to the opportunity cost of the capital tied up in the asset **and/or where the social value is highly likely to continue after a disposal.**

REASON FOR DECISION: There is currently no formal policy in place.

REPORT TO COUNCIL

Open/Exempt				
Lead Member Cllr Alistair Beales Email: cllr.alistair.beales@west-norfolk.gov.uk				
Lead Officer: Charlotte Marriott E-mail: charlotte.marriott@west-norfolk.gov.uk			Other Officers consulted: Electoral Services Manager Monitoring Officer Chief Executive	
Financial Implications Yes	Policy/Personnel Implications Yes	Statutory Implications Yes	Equality Impact Assessment req'd Yes	Risk Management Implications Yes

Date of Meeting: 29 January 2026

Decision on whether to proceed with a Community Governance Review (CGR) for the unparished area of King's Lynn.

RECOMMENDED:

1. That Full Council endorse the initiation of a Community Governance Review for the unparished area of King's Lynn, enabling the first stage of resident consultation. Following this, Officers will assess the feedback received and confirm the proposed timetable for completing the CGR, giving due consideration to the concurrent Local Government Reorganisation legislation, after which Full Council will determine whether to proceed to stage 2.
2. That Full Council consider and approve the draft Terms of Reference for the Community Governance Review.

1 Background

- 1.1 As part of our response to the Devolution White Paper (December 2024) and the subsequent requirement to move to a single tier local government model in Norfolk through Local Government Reorganisation (LGR), the Borough Council of King's Lynn & West Norfolk—together with five other Norfolk district, borough, and city councils—submitted the proposal Future Norfolk: The Strength of Three. This proposal advocates the creation of three unitary councils for Norfolk (East, West, and Greater Norwich), accompanied by a comprehensive programme of service delivery reforms.
- 1.2 Part of this submission included a proposal for full parishing across West Norfolk, which means we should consider establishing a Parish Council for the currently unparished area of King's Lynn.

A new Town Council for King's Lynn will ensure residents have direct, place-based representation and will enable the continuation of the historic Mayoralty. Local Government Reorganisation: The Proposal for West Norfolk

[Local Government Reorganisation: The Proposal for West Norfolk](#)

- 1.3 In the context of LGR, this represents an appropriate and timely opportunity to seek residents' views on whether a parish council should be established for King's Lynn.
- 1.4 Exploration of the resource requirements necessary to initiate a CGR for the unparished area of King's Lynn has been a commitment within the Council's [Annual Plan](#) since 2023.
- 1.5 The council established King's Lynn Area Committee (KLAC) in 2013 to provide representation for the unparished area of King's Lynn. KLAC acts as a consultative forum for issues affecting the unparished area, and to carry out community engagement within King's Lynn.

2. Community Governance Review (CGR) Process

- 3.1 The CGR process is set out in The Local Government and Public Involvement in Health Act 2007 (LGPIHA 2007). CGRs are reviews of the whole or part of a district/borough area to consider creating, merging, altering or abolishing parishes, including the electoral arrangements for parish councils. This means making sure that those living in the area, and other interested groups, have a say in how their local communities are represented. The LGPIHA 2007 requires that local people are consulted during the CGR process, that representations received in connection with the review are considered and that steps are taken to notify residents of the outcomes of the review.
- 3.2 Commencing a CGR does not guarantee the creation of a new Parish Council, it is simply a review of community governance with a focus on improving community engagement, community cohesion, providing better local democracy and should result in more effective and convenient delivery of local services.
- 3.3 Overview of the CGR process and indicative timeframe, if Full Council resolve to commence a CGR for King's Lynn:

Stage	Approx. dates	Description
1	January 2026	The Terms of Reference set out the extent and framework of the review. These must be approved by Full Council and then published. Once published, the CGR can then formally start.
2	9 February – 27 March 2026	Consultation 1 Following publication of the Terms of Reference, the Council undertakes a consultation. Residents in the affected areas, along with elected representatives at all levels, are invited to respond and give their views of community governance in the affected area.

		This part of the consultation focusses on whether residents want a Town (Parish) Council for King's Lynn and what the potential electoral arrangements may be (e.g. existing Borough Council ward boundaries will be transferred to any new parish, as set by the LGBCE)
3	23 March – 29 May 2026	Development of draft recommendations Following the consultation, Officers will develop draft recommendations and present these to Full Council for approval. These will take the consultation responses into account, along with the statutory criteria, government guidance and best practice.
4	15 June – 31 July 2026	Consultation 2 Once approved by Full Council, the Draft Recommendations are published, and a second public consultation commences. This sets out the specific recommendations and invites responses to support or disagree with them.
5	August 2026 <i>Note: School holiday/staff leave</i>	Formulation of final recommendations Taking responses to the consultation into account, the Final Recommendations are developed by Officers.
6	September 2026	Final recommendations and Reorganisation Order made The Final Recommendations considered by the Electoral Arrangements Committee and Full Council. <i>Note: budget will need to be agreed at this stage, so it can be included in the Reorganisation Order.</i> Order made and sealed: The legal Order puts any changes into place <i>Note: the order should take effect on the 1 April following the date on which it is made.</i> <i>The principal council may wish to consider whether, during the period between 1 April and the first elections to the parish council, it should make interim arrangements for the parish to be represented by councillors who sit on the principal council</i>
8	October/ November 2026 – April 2027	Establish an implementation steering group (if a new parish is to be created an Implementation Steering Group should be established to appoint an interim parish clerk, and develop a draft constitution etc)
9	May 2027	Parish Council for King's Lynn established. <i>Note: at the first meeting the newly established Parish Council may declare itself a Town Council.</i>
10	May 2027	Elections

Note: the above timetable is subject to change and is likely to require meetings of the Electoral Arrangements Committee and Full Council to be rearranged, or the scheduling of an extraordinary Full Council meeting.

- 3.4 If Full Council resolve to undertake the CGR in January 2026 (with the CGR process commencing in February 2026), it is estimated that final recommendations and the Reorganisation Order can be made by September 2026, and that the new Town Council could be established in May 2027.
- 3.5 Attached at Appendix 1 are the draft Terms of Reference (ToR) for King's Lynn, under which the CGR would be undertaken. The terms of reference specify the area under review and set out the matters on which the review is to focus.
- 3.6 If commencement of a CGR is approved by Full Council, we are required under section 79 of the LGPIHA 2007 to notify Norfolk County Council of our intentions to undertake the review and the agreed Terms of Reference. We should also seek the views of Norfolk County Council at an early stage of the CGR process.

4 Options and risks

- 4.1 **Option 1:** Do nothing – do not initiate a CGR. Once the Borough Council of King's Lynn and West Norfolk is abolished under the Structural Change Order (SCO) required as part of Local Government Reorganisation, this would risk losing the historic Mayoralty, other ceremonial functions and ceremonial assets currently owned by the Borough Council, unless a Charter Trustee body is formed by way of the SCO. It would also not address the current democratic deficit. Once the Unitary Council model is in place, without a Parish Council residents may not have direct, place-based representation. **Not recommended.**
- 4.2 **Option 2:** Delay initiating the CGR - this would mean the establishment of the Parish Council would be left for the successor authority, there would be no obligation for them to do so. There would be no opportunity for us to shape the new Parish Council to ensure effective and smooth transition of responsibility and assets, and, again, risk losing the Mayoralty. **Not recommended.**
- 4.3 **Option 3:** Commit to interim arrangements – Charter Trustees are a legal mechanism used in England to preserve the civic traditions of a former borough or city when its local council is abolished, and no successor parish or town council is created. The Charter Trustees would have no power in respect of general functions or services but would be responsible for ensuring the continuation of any ceremonial elements of the town, including a Mayor. A CGR would not be required, the Charter Trustees would need to be included in the SCO, as part of the LGR process. **Not recommended, unless option 4 is not achievable or residents tell us they do not want a town council.**
- 4.4 **Option 4:** Initiate the CGR as soon as possible – this does not guarantee the establishment of a new Parish Council for King's Lynn and there are risks associated with this due to the short timeframe, and concurrent LGR legislation being brought before Parliament. The final recommendations must

be agreed, and the Reorganisation Order must be made and sealed before the SCO comes into effect (there will possibly be a section in the SCO that will prevent us from making the Reorganisation of Community Governance Order). The SCO is expected to be laid before Parliament sometime between September and November 2026, however, it is not yet known when it will come into effect or the precise content of the SCO.

If it is not possible to make the Reorganisation Order before the SCO comes into effect and we enter the transition period, then the making of the final Reorganisation Order would be for the successor authority (again, there would be no obligation for them to do this). An indicative timeframe for the CGR is included at 3.3, however it should be noted that this will require dedicated resources that we do not currently have. **If this option is not achievable, or if residents tell us they do not want a town council, then option 3 would be recommended.**

- 4.5 **Option 4.5:** Full Council resolve to undertake the first consultation required as part of the CGR process, seeking residents views on whether a parish council should be established. **Recommended.**

5. Financial Implications

- 5.1 An initial budget on £40,000 will be covered by the Investment Reserve.

6. Personnel Implications

- 6.1 Completing the full CGR (Option 4 above), within the required timeframe, will require significant Officer time and is likely to require dedicated Officer resource to be establish, which is likely to increase the cost. Should Full Council resolve to undertake the full CGR, a comprehensive breakdown of the required resources and associated financial implications will be presented alongside the Stage 1 outcomes for Full Council's consideration



Appendix 1 – draft CGR ToRs

Terms of Reference

King's Lynn Unparished Area Community Governance Review

February 2026

1. Introduction

The Borough Council of King's Lynn and West Norfolk wishes to explore the possibility of undertaking a Community Governance Review (CGR) under the provisions of the Local Government and Public Involvement in Health Act 2007, to establish whether or not there is a desire from residents for the emparishment of all or part of the current unparished area of King's Lynn into one or more civil parishes. This is consequential of Local Government Reorganisation (LGR) which will see the formation of one or more unitary authorities for Norfolk, and the abolition of the existing six District and Borough Councils, single City Council, and single County Council within Norfolk.

2. Legal Framework

In undertaking this review the Council will be guided by:

- Part 4 of the Local Government and Public Involvement in Health Act 2007 (as amended)
- the relevant parts of the Local Government Act 1972
- Guidance on Community Governance Reviews issued in accordance with section 100(4) of the Local Government and Public Involvement in Health Act 2007 by the Department of Communities and Local Government and the Local Government Boundary Commission for England in March 2010
- Local Government (Parishes and Parish Councils) (England) Regulations 2008
- Equality Act 2010 to ensure fair public functions
- Local Government Finance (New Parishes) Regulations 2008.

3. What is a Community Governance Review (CGR)?

Commencing a CGR does not guarantee the creation of a new civil parish and associated Parish Council; it is simply a review of community governance with a focus on improving community engagement, community cohesion, providing better local democracy and should result in more effective and convenient delivery of local services.

A CGR is a review of the whole or part of the Borough to consider one or more of the following:

- Creating, merging, altering or abolishing parishes
- Constituting, retaining or dissolving parish councils
- The naming of parishes and the style of new parishes
- The electoral arrangements for parishes (the ordinary year of election, council size, the number of councillors to be elected to the council, and parish warding), and
- Grouping parishes under a common parish council or de-grouping.

4. Why undertake a Community Governance review?

A CGR provides an opportunity for principal authorities to review and make changes to community governance within their area. Such reviews can be undertaken when there have been changes in population or in reaction to specific, or local, new issues to ensure that the community governance for the area continues to be effective and convenient and it reflects the identities and interests of the community.

The government has emphasised that ultimately, recommendations made in a CGR ought to bring about improved community engagement, more cohesive communities, better local democracy and result in more effective and convenient delivery of local services.

If the current proposals for local government reorganisation in the county proceed, existing six District and Borough Councils, single City Council, and single County Council will be dissolved upon Vesting Day on 1 April 2028. At present, there are no parishes in the whole of the Borough of King's Lynn, and when the Borough Council is dissolved and transitions to the new organisation, there will be no lower tier of local government below that of the new unitary authority. This will affect democratic engagement and representation and may influence the way local services are provided, and not permit for a local, civic, mayoral presence and the associated ceremonial duties.

The Council is considering commencing a CGR for the existing unparished area of King's Lynn, to establish the appetite, desire and suitability for the potential establishment of one or more civil parishes and associated parish

councils within the Borough. To achieve this, the Council shall follow the Governance Framework for the administration of CGR processes, which was passed by Cabinet on 21 July 2025 and due to the future reorganisation of local government in Norfolk, shall request that Members consider whether or not to undertake a Community Governance Review as per the report recommendation to the Electoral Arrangements Committee on 8 January 2026 and then at Full Council on 29 January 2026.

5. Considerations of a Community Governance Review

Section 93 of the 2007 Act requires the Borough Council to consider the need to secure that community governance within the area under review, will be:

- a) reflective of the identities and interests of the community in that area; and
- b) is effective and convenient.

In doing, so the review will consider:

- a) the impact of community governance arrangements on community cohesion; and
- b) the size, population and boundaries of the local community.

6. Scope of this Review

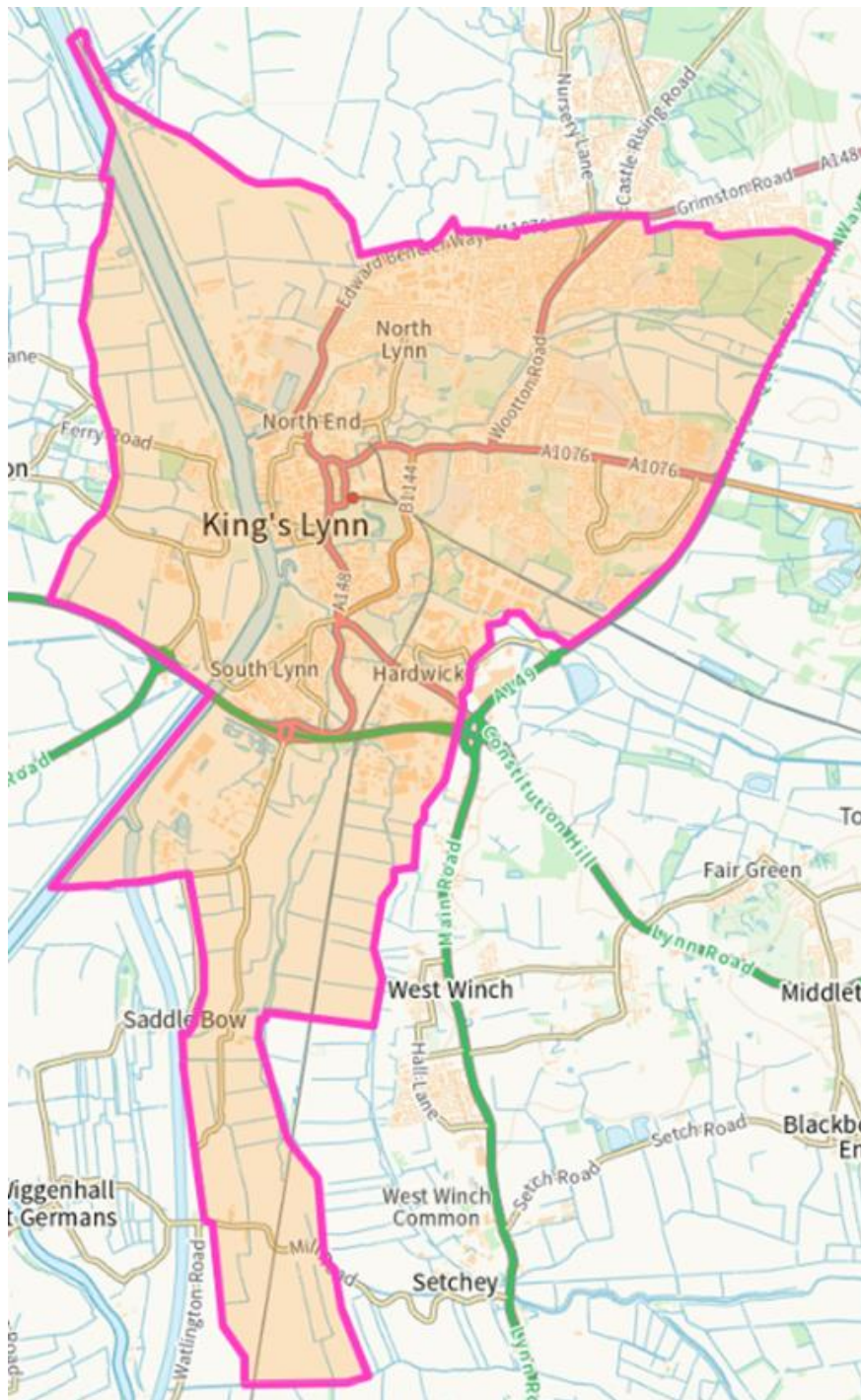
As part of the [Future Norfolk Local Government Review Business Case for West Norfolk](#), the Borough Council and its partners propose Full emparishment as a Governance Model across West Norfolk, building on the strong civic infrastructure already in place. “Every part of West Norfolk is currently covered by town or parish councils except for the town of King’s Lynn. LGR presents an opportunity to address this democratic deficit. A new Town (Parish) Council for King’s Lynn will ensure residents have direct, place-based representation and will enable the continuation of the historic Mayoralty”. Therefore, the Borough Council of King’s Lynn and West Norfolk has resolved to undertake a CGR to consider whether there is a desire and need to create one or more civil parishes and associated parish councils for the unparished area of King’s Lynn.

This review seeks to ascertain the most appropriate boundary alignment and governance arrangements for any such new parish. The areas affected within the Borough Council of King’s Lynn and West Norfolk, includes the following existing wards:

	Borough Wards <i>(Polling Districts)</i>	Electorate (1 Dec 2025)	Properties (1 Dec 2025)
1	(PE1, PF1) North Lynn	4,272	2,942
2	(PC1, PC2, PC3) Gaywood North Bank	6,412	3,846
3	(PJ1, PJ2, PJ3, PM1) St. Margaret's with St. Nicholas	3,833	3,593
4	(PK1, PL1, PL2) Gaywood Chase	1,923	1,282
5	(PB1, PB2) Gaywood Clock	2,170	1,559
6	(PA1, PA2) Springwood	2,094	1,189
7	(PD1, PD2) Fairstead	4,311	2,886
8	(PG1, PH1) South & West Lynn	3,650	2,376

In conducting this review, the Council will consider the electorate forecasts for the next five years. These forecasts will be based on planned developments within the Borough and will also consider any forecasts relating to demographic trends.

If parish councils are not established across the whole area of the existing Borough, then the only tier of local government that electors in unparished areas will be represented by will be the new unitary authority for that area.



** OS Map of unparished area of King's Lynn, 2025 **

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7. Who will undertake the community governance review?

The review will be carried out by the Borough Council of King's Lynn and West Norfolk. If commencement of a CGR is approved by Full Council, the Borough Council is required under section 79 of the LGPIHA 2007 to notify the County Council of its intentions to undertake the review and these agreed Terms of Reference. Therefore, the Borough Council shall seek the views of County Council at an early stage of the CGR process. The conduct of the

review will be overseen by the Borough Council, with all formal decisions required by the legislation being made by the Borough Council in line with the Council's constitution.

The review will comply with the legislative and procedural requirements set out in the 2007 Act, as well as statutory guidance. This includes guidance produced jointly by the former Department for Communities and Local Government (MHCLG) and the Local Government Boundary Commission for England (LGBCE) and issued under section 100 of the 2007 Act.

This review will follow the approach set out in these Terms of Reference, including the following indicative timetable:

7.1 Timetable for review

Stage	Approx. dates	Description
1	January 2026	The Terms of Reference set out the extent and framework of the review. These must be approved by Full Council and then published. Once published, the CGR can then formally start.
2	9 February – 27 March 2026	Consultation 1 Following publication of the Terms of Reference, the Council undertakes a consultation. Residents in the affected areas, along with elected representatives at all levels, are invited to respond and give their views of community governance in the affected area. This part of the consultation focusses on whether residents want a Town (Parish) Council for King's Lynn and what the potential electoral arrangements may be (e.g. existing Borough Council ward boundaries will be transferred to any new parish, as set by the LGBCE)
3	23 March – 29 May 2026	Development of draft recommendations Following the consultation, Officers will develop draft recommendations and present these to Council for approval. These will take the consultation responses into account, along with the statutory criteria, government guidance and best practice.
4	15 June – 31 July 2026	Consultation 2 Once approved by Council, the Draft Recommendations are published, and a second public consultation commences. This sets out the specific recommendations and invites responses to support or disagree with them.
5	August 2026 <i>Note: School holiday/staff leave</i>	Formulation of final recommendations Taking responses to the consultation into account, the Final Recommendations are developed by Officers.
6	September 2026	Final recommendations and Reorganisation Order made The Final Recommendations considered by the Electoral Arrangements Committee and Full Council. <i>Note: budget will need to be agreed at this stage, so it can be included in the Order.</i>

		<p>Order made and sealed: The legal Order puts any changes into place <i>Note: the order should take effect on the 1 April following the date on which it is made.</i> <i>The principal council may wish to consider whether, during the period between 1 April and the first elections to the parish council, it should make interim arrangements for the parish to be represented by councillors who sit on the principal council.</i></p>
8	October/ November 2026 – April 2027	<p>Establish an implementation steering group (if a new parish is to be created an Implementation Steering Group should be established to appoint an interim parish clerk, and develop a draft constitution etc)</p>
9	May 2027	<p>Parish Council for King's Lynn established. <i>Note: at the first meeting the newly established Parish Council may declare itself a Town Council.</i></p>
10	May 2027	<p>Elections</p>

** Timetable subject to change **

8. Consultation

Before publishing final recommendations, in line with legislative requirements, the Borough Council will seek and take full account of the views of local people. The Council will comply with legislative requirements by,

- a) consulting local government electors for the area under review;
- b) consulting any other person or body (including a local authority or elected representative) who appears to the council to have an interest in the review;
- c) informing Norfolk County Council of the review, and sending it a copy of this Terms of Reference document;
- d) taking into account any representations received in connection with the review.
- e) the Council will also be pleased to receive comments from any other person or body that wishes to make representations; any such person that makes representations during the initial invitation to submit proposals will be invited to make comments in respect of the draft proposals.

When taking account of written representations, the Council is bound to have regard to the need to secure that community governance within the area under review is:

- a) reflective of the identities and interests of the community in that area;
- b) effective and convenient

To ensure that this review is conducted transparently, as soon as is practicable, the Council will publish its recommendations and take such steps

as it considers sufficient to ensure that persons who may be interested in the review are informed of the recommendations and the reasons behind them.

This will consist of two phases of consultation. The first will seek the initial views and desires of residents, groups and stakeholders, and will form the basis of the draft recommendations. The second phase will seek views upon those draft recommendations, to allow final recommendations to be formed.

Consultation and awareness raising will consist of various communication methods, such as website news updates, direct mailings, media posts (digital and printed), and each will explain how residents and stakeholders can submit their views. The communications shall be accessible to ensure that everyone, can participate.

9. The value of local councils

Local parish councils play an important role in terms of community empowerment at a local level and we want to ensure that local governance in the existing Borough Council continues to be robust, representative and enabled to meet the challenges that lie before it.

Parish councils have a key role to play in representing the views and promoting the needs of the borough's local communities and neighbourhoods and every opportunity should be afforded to them to express such views to the new unitary authority prior to any decisions taken which might affect local circumstances.

10. Other (non-parish) forms of community governance

The Council is required by law to consider other forms of community governance. There may be other arrangements for community representation or community engagement in an area, including area committees, neighbourhood management programmes, tenant management organisations, area or community forums, residents' and tenants' associations or community associations, which may be more appropriate to some areas than parish councils.

The Council will be mindful of such other forms of community governance in its consideration of whether parish governance is most appropriate. However, the Council also notes that what sets parish councils apart from other kinds of governance is the fact that they are a democratically elected tier of local government with directly elected representatives, independent of other council tiers and budgets, and possessing specific powers for which they are democratically accountable.

11. Parish boundaries

The Council considers that 'natural' settlements, or settlements as they are

defined in the Local Development Framework, should not in normal circumstances be partitioned by parish boundaries. The Council considers that the boundaries between parishes should where possible either reflect the 'no-man's land' between communities represented by areas of low population or by identifiable physical barriers. These physical barriers might include natural boundaries such as rivers or man-made features such as railways or roads. In the event of emparishment the council will endeavour to select boundaries that are, and are likely to remain, easily identifiable as well as taking into account any local ties which might be broken by the fixing of any particular boundaries.

12. Electoral arrangements and councillor representation

An important part of the Review will be to consider the 'Electoral Arrangements' and this will cover how a council is constituted for any parish established by this review, comprising the following:

- The ordinary year in which elections are held;
- The number of Councillors to be elected to the council;
- The division (or not) of the parish into wards for the purpose of electing Councillors;
- The number and boundaries of any such wards;
- The number of Councillors to be elected for any such wards; and
- The name of any such wards.

The Local Government Act 1972 states that ordinary election of Parish Councillors shall take place every fourth year. However, parish elections may be held in other years to coincide with the cycle for the principal Council, so that the costs of elections can be shared. If the Review finds that it will be appropriate to hold an election for Parish Councillors, for a newly formed parish, at an earlier date than the next scheduled ordinary elections, the terms of office of any newly elected Parish Councillors will be so reduced as to enable the electoral cycle to revert to the normal cycle in the area at the next ordinary elections.

The number of Parish Councillors for the parish council must not be less than five. There is no maximum number and there are no rules relating to the allocation of Councillors. There are, however, guidelines produced both by the National Association of Local Councils and by the Aston Business School and the Council will be mindful of these during the review. The Government's guidance is that "each area should be considered on its own merits, having regard to its population, geography and the pattern of communities."

13. Consequential Matters

A Reorganisation Order may cover any consequential matters that appear to the Council to be necessary or proper to give effect to the Order. These may include:

- The transfer and management or custody of property;
- The setting of precepts for new parishes;
- Provision with respect to the transfer of any functions, property, rights and liabilities;
- Provision for the transfer of staff, compensation for loss of office, pensions and other staffing matters, as necessary.

In these matters, the Council will be guided by the 2007 Act and the Regulations that have been issued under it, including the Local Government (Parishes and Parish Councils) (England) Regulations 2008 and the Local Government Finance (New Parishes) Regulations 2008.

Regulations regarding the transfer of property, rights and liabilities require that any apportionments shall use the population of the area as estimated by the Proper Officer of the Council as an appropriate proportion. The Regulations regarding the establishment of a precept for a new parish require the Council to calculate the first anticipated precept for a newly constituted parish council and for the amount of that precept to be included in the Reorganisation Order.

14. How to contact us

If you would like to say how you view potential future arrangements under these Terms of Reference, please respond to the online consultations on the King's Lynn and West Norfolk Borough Council website: [\[...LINK...\]](#)

If you are not able to complete the online consultation, please email cgr@west-norfolk.gov.uk, or call 01553 616200.

This document is being published on our website at: www.west-norfolk.gov.uk and a printed copy may be viewed at Kings Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX, during normal business hours.

REPORT TO COUNCIL

Lead Member: Leader – Councillor Alistair Beales			Other Cabinet Members consulted:	
			Other Members consulted:	
Lead Officer: Rebecca Parker E-mail: Rebecca.parker@west-norfolk.gov.uk			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: 29th January 2026

APPOINTMENTS TO FILL VACANCIES ON OUTSIDE BODIES

Purpose of Report

To appoint Members to fill the following vacancies on Outside Bodies:

Hunstanton Safer Neighbourhood Action Panel – vacancy has arisen following Councillor resignation.

Hunstanton Advisory Group - vacancy has arisen following Councillor resignation.

Norfolk Police and Crime Panel – Terms of Reference for this body state that the representatives must be from the Labour Group or sent on behalf of the Labour Group. Currently Councillor Heneghan is listed as the Council's substitute Member and the main Member position is currently vacant.

Recommendation

1. That Council appoint a Member to serve on the Hunstanton Safer Neighbourhood Action Panel.
2. That Council appoint a Member to serve on the Hunstanton Advisory Group
3. That Council appoint a Member to serve on the Norfolk Police and Crime Panel, noting that the Member must be from the Labour Group or sent on behalf of the Labour Group.

Reason for decision

To ensure continued involvement in the community by the Council.

1.0 BACKGROUND

- 1.1 The Council at its meeting in July 2025 confirmed a number of appointments to outside bodies and partnerships.
- 1.2 This report deals with vacancies that have arisen since the initial round of appointments.

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 or 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 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.
- 3.5 All Councillors appointed to Outside Bodies should regularly liaise with the relevant Assistant Director to make them aware of any issues and provide updates as required.

4.0 APPOINTMENT OF REPRESENTATIVES

4.1 Hunstanton Safer Neighbourhood Action Group

Following the resignation of Councillor Beal, a vacancy has arisen on this Group. The Council are permitted to send two representatives to this Group. Currently Councillor Dickinson is the other appointed Member.

4.1 Hunstanton Advisory Group

Following the resignation of Councillor Beal, a vacancy has arisen on this Group. The other representatives on this Group are the relevant Portfolio Holders and Councillor Dickinson.

4.2 Police and Crime Panel

There has been a vacancy on this body for some time. The Terms of Reference for the Panel state that the Member should come from the Labour Group to ensure overall political balance on the Panel. The Chair of the Police and Crime Panel has agreed that a Member could be sent on behalf of the Labour Group, if the Labour Group agree to this. Currently the main Member position on this body is vacant and the substitute Member is listed as Councillor Heneghan.

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

CABINET MEMBERS REPORT TO COUNCIL

29 January 2026

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

For the period 19 November 2025 to 14 January 2026

1 Progress on Portfolio Matters.

Vehicle Fleet Review

Discussions regarding capital programme planning for a project are ongoing. The Council has been successful in its application to the government's Depot Charging Scheme grant to improve charging infrastructure at the Oldmedow Road site. The works will be installed by end of March 2026 and will provide 5 EV charging sockets.

The Caretakers' van reached the end of its life and an electric replacement is due for delivery by the end of January 2026.

Carbon Audit

The 2023/24 carbon audit is available on our website and work continues on the 2024/25 audit. We are looking at processes to speed up and automate this and any data collection it requires.

Carbon Literacy Training

In December, senior managers received a briefing on climate change mitigation and adaptation by three highly regarded speakers from British Sugar, the Tyndall Centre and Burton Environmental. My thanks go out to the speakers for sharing their time and expertise at no cost.

Our e-learning provider is processing the training material for use in the council's e-learning platform, which will be made available for all staff and members shortly.

Ferry

Officers have received an initial draft feasibility study, which is currently under review before being formally issued to the Authority for consideration. The report includes a range of improvement options and identifies the works necessary to support ferry operations. Both the ferry operator and the Harbour Master have been consulted on the technical proposals produced by our appointed engineers, Richard Jackson Engineering, ensuring their operational expertise is reflected in the final study. The report will detail the full scale of

required consents and projected costs; it will be presented to the Cabinet in due course for formal direction based on its findings.

Village Green, South Lynn

The Town and Village application for South Lynn is being processed by Norfolk County Council.

LED Lighting

A project upgrading the remaining Lynnsport sports pitches to LED lighting has been added to the capital programme, with a view to being considered for Community Infrastructure Levy funding. Preliminary designs have been prepared, in consultation with the Pelican's club, to inform the capital programme and predicted payback periods.

Further LED upgrades have also been identified at the BCKLWN Depot.

The lead officer has requested that these projects are added to Tier 2 of the capital programme; if spend is authorised, a tender exercise will be undertaken to procure them.

Streetlighting Phase II

Amey, after being awarded the contract, have surveyed the lamps identified for LED upgrade. Following their survey, Amey have provided some recommendations for additional works, including the replacement of damaged columns and installation of replacement gear trays within 'heritage' fittings.

Some queries have been highlighted where there are anomalies within the streetlighting inventory, particularly in terms of ownership and responsibility; other columns are of uncertain ownership (i.e. installed on private land/buildings).

As these queries are worked through, it may be necessary to remove lanterns from scope. Amey will, in turn, confirm the anticipated uplift from the additional works, to inform decision making.

In the interim, Amey have LED lanterns on order for the straightforward lamp replacements, which are expected to be delivered in early February.

Re:Fit – Heat Pumps

Following recent assessment by Panasonic, we are chasing written confirmation of assurances that the Heat Pump installations are satisfactory from a manufacturer standpoint and warranty agreements can be reinstated.

Finn Geotherm have recently been tasked with upgrading immersion thermostats, as part of ongoing servicing works, with a view to improving the thermal disinfection of our domestic hot water cylinders. At Dutton Pavilion, this has delivered a significant improvement to our stored water temperatures; we hope this improvement will be replicated elsewhere and support operation in accordance with our legionella risk assessments. We are also looking at options for reducing the frequency of thermal disinfection cycles, which has been a

contributing factor in the premature failure of immersion elements. In the interim, whilst the thermostat upgrades are underway, legionella risk is being managed at site level, with most facilities having the benefit of being able to call upon retained boilers to boost stored water temperatures, as required.

Finn Geotherm have been requested to provide a quote for supplying the Oasis' pool heating directly from the heat pumps, which would facilitate year-round operation, even when the heat pumps struggle to satisfy pool hall/building temperatures.

Operationally, it is hoped that these changes will allow us to place more duty on our heat pumps, although there remains a significant shortfall in anticipated savings, as borne out in the three measurement and verification reports post practical completion. To that end, we are preparing an options paper to inform decision making now the three-year measurement and verification period has finished. We are also seeking guidance from Salix, as administrators of the Public Sector Decarbonisation Scheme, on the missed savings.

Solar Panels

Installation of solar photovoltaic arrays at KLIC, Downham Market Leisure Centre and Corn Exchange have been added to the capital programme. We will now prepare and submit the relevant 'request to proceed form'. If authorised, we will launch a tender exercise to procure these works. Design works completed so far have revealed that the schemes can realise a return on investment, although there are site specific challenges that will need to be overcome for successful delivery, including identification and procurement of a suitable mounting system for the Photo Voltaic array at King's Lynn Corn Exchange.

Energy Company Obligation Scheme

The Energy Company Obligation (ECO) scheme is scheduled to conclude on March 31, 2026, with no further extensions planned beyond this date, as announced in the UK Government's Budget.

As a result, it is proposed that we revise the vacant energy efficiency officer role to include additional enforcement duties relating to energy efficiency measures.

Air Quality

A report on air quality is being brought to Cabinet in March with a view to the revocation of the remaining AQMA in King's Lynn, as per government guidelines, due to the fact that there have been no exceedances in five years.

Climate

Since the 1980s the UK climate has been warming at a rate of approximately 0.25°C per decade. UK sea levels have risen 19.5cm since 1901.

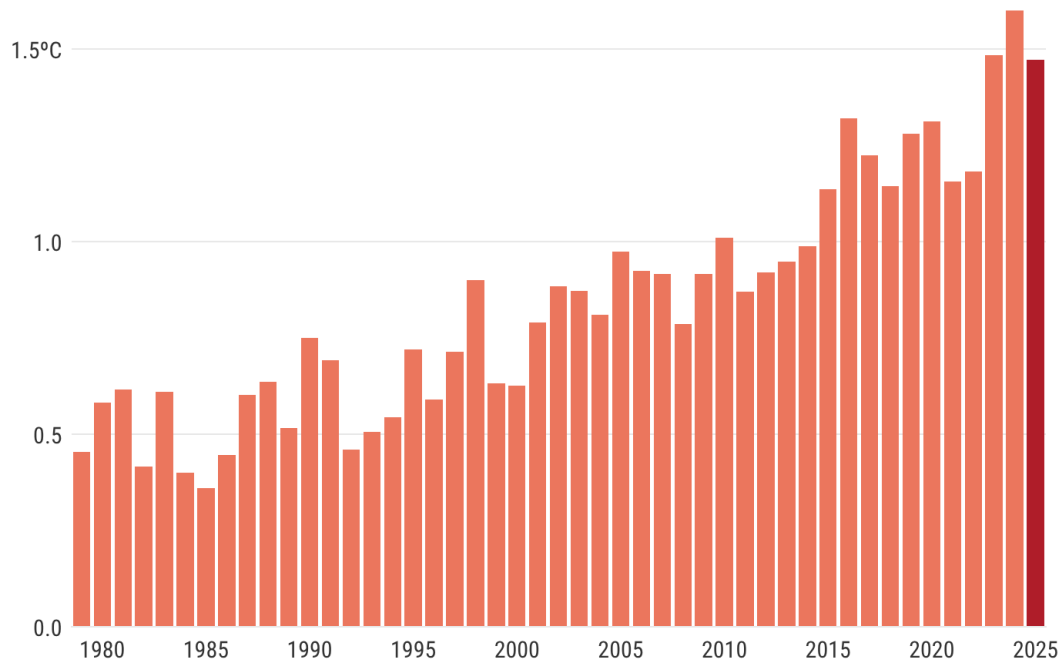
Source: "State of the UK Climate in 2024," Met Office National Climate Information Centre, Exeter, UK.

The global annual mean surface air temperature for 2025 was 1.47°C above the estimated 1850-1900 average used to define the pre-industrial level. 2025 was the third warmest year on record, 0.13°C cooler than 2024 and 0.01°C cooler than 2023. Six months in 2025 had a global temperature estimate above the 1.5°C pre-industrial levels.



Global annual surface air temperature anomalies

Data source: ERA5 • Reference period: pre-industrial (1850–1900) • Credit: C3S/ECMWF



PROGRAMME OF
THE EUROPEAN UNION

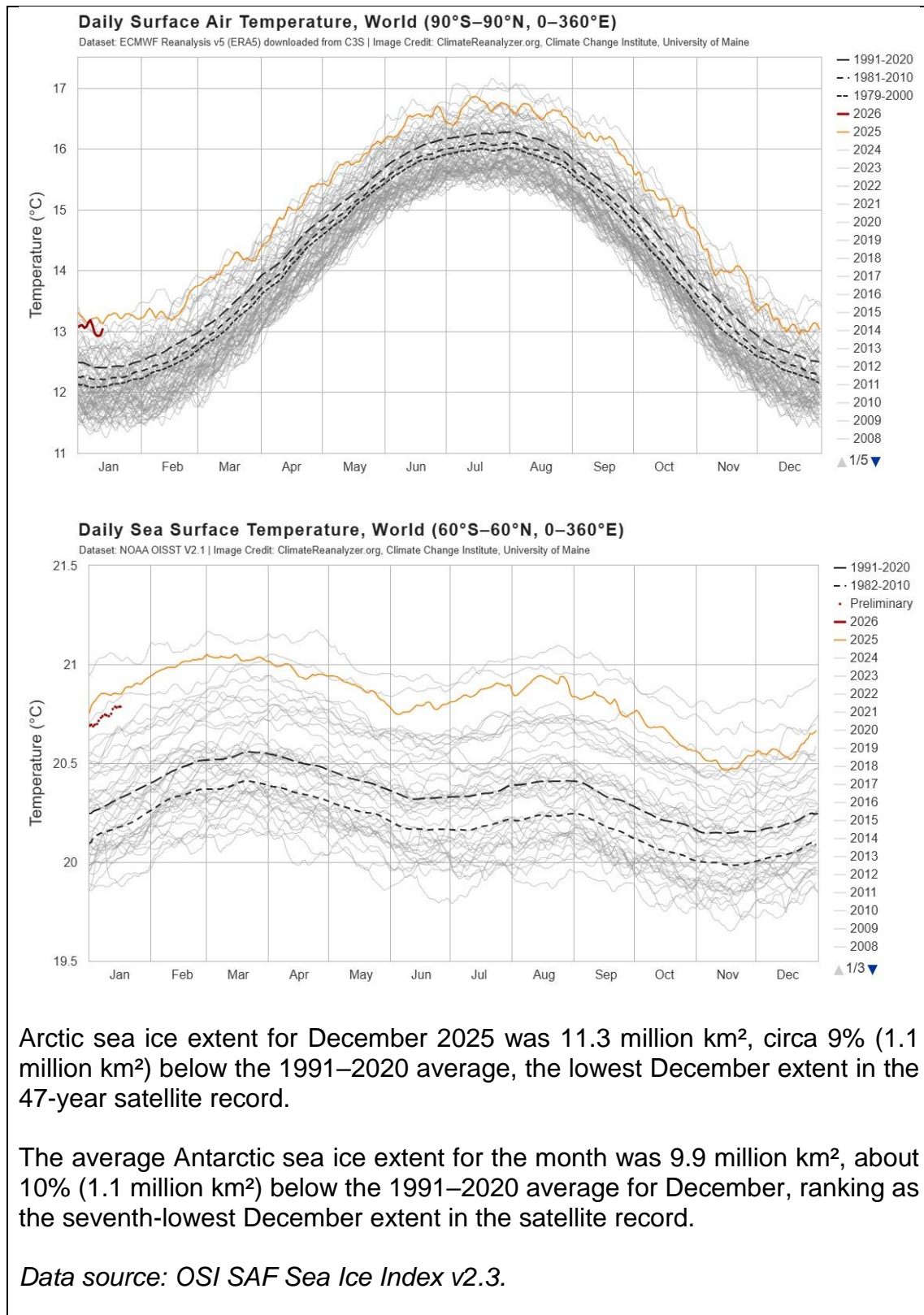


IMPLEMENTED BY
ECMWF

December 2025 was the fifth-warmest December on record globally, with an average surface air temperature of 13.15°C, 0.36°C cooler than the record set in December 2023. December was about 1.42°C warmer than an estimate of the December average for 1850-1900, the designated pre-industrial reference period.

The average global sea surface temperature (SST) for December 2025 over 60°S to 60°N was 20.50°C, the fourth-highest for the month in the dataset, 0.33°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.



2 Forthcoming Activities and Developments.

Beat Your Bills Roadshow

Feltwell Church – 11/02/2026 09:30-12:00

Heacham Parish Church (Chit, Chat & Coffee) – 17/02/2026 10:00-11:30

Mayor's Business Awards – Environmental Champion category

The Mayor's Business Awards publicly acknowledge outstanding business achievement and the contribution that businesses make to the West Norfolk economy.

Two businesses have been shortlisted for the 2026 award; British Sugar, Wissington Factory and Goodwins Hall Care Home. The awards ceremony takes place at the King's Lynn Corn Exchange in March 2026.

For further information about the awards, visit:

<https://www.mayorsbusinessawards.co.uk/mayorsbusinessawards2026/en/page/home>.

3 Meetings Attended and Meetings Scheduled

Cabinet Briefings

Cabinet Sifting

King's Lynn Conservancy Board

Climate Change Informal Working Group

Housing Delivery Strategy Session

Members Working Group – King's Lynn and Hunstanton Leisure Facilities

Corporate Leadership Team – Climate Change and Adaptation Masterclass

Norfolk Climate Change Partnership – Portfolio Holders

Norfolk Parking Partnership

MAG 001 Norfolk Groundwater Challenges

Environment and Community Panel

King's Lynn and West Norfolk Area Museums Committee

NWN Catchment Partnership Meeting (CaBA)

Portfolio Holder Briefings and updates

Climate Change Weekly Updates

West Lynn Ferry Updates

CABINET MEMBERS REPORT TO COUNCIL

Date of Council Meeting

COUNCILLOR SUE LINTERN - CABINET MEMBER FOR CULTURE AND EVENTS

For the period 15th November to 19th January

Guildhall

Members will be aware that scaffolding has recently been erected around the Guildhall as part of ongoing building works. This does not affect access to No. 29 King Street, which remains open to the public Monday–Saturday (11.00am–3.00pm). Visitors can continue to learn more about the project and view the live-stream of works in progress. Public interest remains strong, and the project is expected to be of significant heritage and educational value as it develops.

I am pleased to introduce Kathy Hipperson, Learning and Engagement Officer, and Beth Goldsmith, Heritage Volunteer Co-ordinator, who have recently joined the team. They will play a key role in ensuring we continue to engage with residents of all ages across the borough. I am confident that, even while the Guildhall is undergoing renovation, we will be able to build on the success of our highly regarded outreach programme.

This is an excellent time to get involved as a heritage volunteer. Our volunteers provide an invaluable service, helping to keep historic sites open across the borough. Opportunities are open to people of all ages and offer a fun, rewarding experience that supports skills development, enhances job applications, and helps build new friendships. Anyone interested in volunteering is encouraged to contact us at culture@west-norfolk.gov.uk.

HANSA20: Hanseatic Digital Projection Project

The HANSA20 digital projection project has been on display throughout December and we are working on this to continue into February. The project celebrates King's Lynn's maritime heritage and marks the twentieth anniversary of the town's re-entry into the Hanseatic League.

The initiative achieved extensive community participation and transformed three landmark buildings—the Custom House, the Minster, and Greyfriars Tower—into large-scale digital artworks. Feedback has been extremely positive, and the success of this project has prompted further consideration of similar initiatives in future years to build on this momentum.

Norfolk Coast: *Myths & Legends* Booklet

The *Norfolk Coast: Myths & Legends* booklet has now been distributed at key coastal venues and other appropriate outlets. The publication is intended to

stimulate out-of-season coastal tourism and includes a QR code linking readers to extended digital content, such as maps and additional stories. Three launch events were held and proved to be highly effective promotional opportunities, helping to raise awareness of the booklet and its focus on off-season tourism along the coast.

To broaden reach, a local influencer was commissioned to promote the booklet via YouTube and Instagram. This approach has proved successful in engaging demographics not traditionally reached through council channels, achieving over 20,000 combined views. The integration of printed material, online content, and video promotion has demonstrated an effective multi-platform engagement model.

We are now at the early planning stages for next Autumn and Winter. This will include two events in King's Lynn promoting the *Norfolk Coast: Myths & Legends* booklet, with a particular focus on the life and work of a local literary figure who has previously received little public recognition: F. R. Buckley, a writer, actor, and broadcaster who lived in the Exorcist's House near St Nicholas' Chapel.

The proposed project, titled *The Uncanny Life & Haunting Times of F. R. Buckley (Norfolk Coast: Myths & Legends)*, will comprise a one-hour creative presentation exploring the literary career and magical interests of Frederick Robert Buckley (1896–1976). This activity will form part of the next phase of promotion for the Tourism Department's out-of-season folklore and dark tales booklet, *Norfolk Coast: Myths & Legends*.

This tourism campaign celebrating coastal beliefs and folklore remains at an early stage of development. Officers hope to attract sponsorship in future years to support the long-term sustainability of the booklet, including annual print runs and distribution.

Hunstanton Observatory

Work will shortly commence on the development of a programme of new environmental events for Spring 2026 at the Hunstanton Observatory. These events will aim to showcase the versatility of the venue to both local businesses and visitors.

King's Lynn Hanse Festival

The Tourism Department will once again act as one of the principal leads and supporters of the King's Lynn Hanse Festival, scheduled to take place on Sunday 24 May 2026 along the riverside at South Quay and Hanse House.

The festival represents the unofficial start of the summer events programme in King's Lynn. Local schools and a wide range of community groups will again be involved in celebrating the town's maritime heritage and its long-standing historic connections with Northern Europe and the Baltic.

Events Programme

Although still early in 2026, the Events Team has been actively planning the year's programme. Popular core summer events will continue, with ongoing

work to enhance quality and visitor experience within existing budget constraints.

In addition, officers are exploring the feasibility of introducing outdoor film nights in The Walks. Logistical considerations are currently being assessed, and a further update will be provided should this initiative progress.

King's Lynn Film Festival

I attended the launch event for the King's Lynn Film Festival, which was delivered entirely by students from the College of West Anglia. Students managed all aspects of the event, including catering, hosting, and programming.

The launch showcased a short, curated film featuring excerpts from student work to be screened during the festival. Held at the Corn Exchange, the event highlighted the considerable creative talent within the borough and demonstrated the value of supporting youth-led cultural initiatives.

Cultural Partnerships

Alongside the Council's Cultural Champion, I met with representatives of the Civic Society to discuss their work and their concerns relating to the visual and built environment in King's Lynn. A number of points were identified for further consideration, and we will continue dialogue with this group.

I also undertook a visit to the GroundWorks Gallery, a distinctive venue focused on exhibitions addressing environmental themes. The gallery contributes to the borough's diverse cultural offer and presents opportunities for future collaboration.

King's Lynn Area Museums Committee

The Committee received a range of operational and strategic updates, including:

- **Visitor numbers:** Both the Lynn Museum and Stories of Lynn continue to attract strong visitor numbers. Over 20 school visits took place in the last quarter, alongside engagement with home educators. Attendance was also strong during Heritage Open Day and the Dragon Festival.
- **Exhibitions:**
 - *May the Toys Be With You* will continue at the Lynn Museum until May 2026.
 - The next exhibition, provisionally titled *Unboxed*, will feature archive items dating back to the 1840s, many of which are rarely displayed and require careful conservation planning.
 - Stories of Lynn's exhibition *Making the Rounds: Stories of Nurses Told in Textiles* runs until the end of March and has been well received.

- **Collections and learning:**

- As part of the Newman legacy, work is underway to explore updates to the animated film on the Seahenge environment.
- Museum trainees are developing a project to replicate pilgrim badges.
- Stories of Lynn delivered a highly successful half-term witchcraft-themed programme and will shortly be launching an under-5s group.

- **Youth engagement:**

- Through the Kick the Dust project, the Youth Heritage Collective is developing *Norfolk's Role in the British Civil War*, in collaboration with the College of West Anglia.
- A five-year Youth Engagement Strategy has now been completed.

- **Access and marketing:**

- Free entry during winter months (1 October–31 March) continues to support access for schools and local residents, with paid entry from 1 April–30 September targeted at visitors.
- Marketing analysis indicates strong family engagement with themed exhibitions.
- The Lynn Museum remains the only Norfolk Museum Service site with an active TikTok presence.

We are also exploring the addition of Norfolk Museum Service information to the Borough Council's News and Events webpage

Parish Councils

To improve the reach of cultural and events communications across the borough, particularly in rural areas, all Parish Councils have been contacted to assist in expanding contact databases, including parish-level social media channels.

By incorporating parish networks into weekly updates, the Council aims to increase awareness and participation in events across King's Lynn and Hunstanton.

Culture Steering Group

As part of delivering the Council's Cultural Strategy, work has progressed on establishing a Culture Steering Group. Membership is being finalised, and the inaugural meeting is scheduled to take place by the end of the month.

Summary

The portfolio continues to deliver a wide-ranging programme of cultural and heritage activity across the borough, supporting public engagement, strengthening partnerships, and contributing to tourism and local pride.

2 Forthcoming Activities and Developments.

Norfolk records committee
Norfolk Joint Museums committee
Norfolk Arts Forum
The Mart
Downham Market visit

3 Meetings Attended and Meetings Scheduled

17/11 – Review of SLA's
17/11 – Kings Lynn Film Festival launch
18/11 – Kings Lynn masterplan
18/11 - Meeting with Clenchwarton PC + football club
18/11 – Portfolio meeting
18/11 – Cabinet briefing
19/11 – portfolio meeting
24/11 – Civic Society meeting
24/11 – Values & behaviours briefing
24/11 – Groundworks gallery visit
27/11 – Portfolio meeting
27/11 – Pre-council briefing
27/11 – Full Council
1/12 – Planning Committee
3/12 – Planning sifting
3/12 – Renters Rights Act briefing
3/12 – Cabinet briefing
8/12 – Housing Delivery Strategy report
9/12 – Cabinet sifting

6/1/26 - Comms meeting
7/1 - CPP
8/1 - Electoral Arrangements Committee
12/1 – Planning Committee
12/1 – KL area museums committee
13/1 - Portfolio meeting
14/1 – Cabinet sifting

15/1 – Cultural Champion meeting

16/1 - Budget briefing

16/1 - Portfolio meeting – PE

16/1 – Portfolio meeting – TFH

19/1 – Hanse Committee

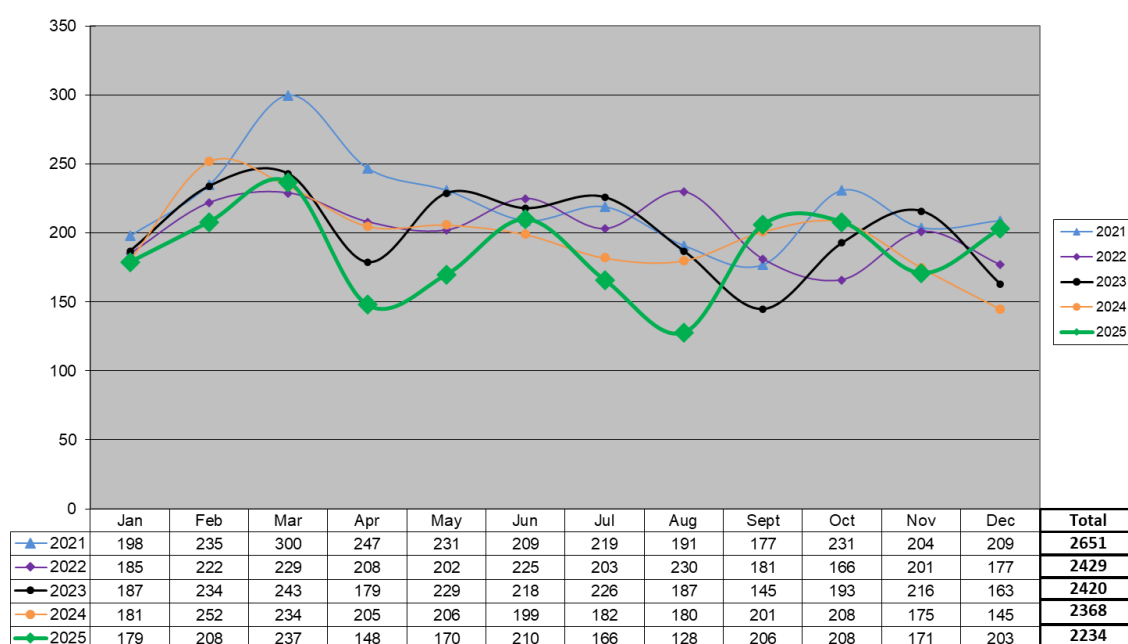
CABINET MEMBERS REPORT TO COUNCIL
29 January 2026

COUNCILLOR JIM MORIARTY - CABINET MEMBER FOR PLANNING & LICENSING

Planning and Discharge of Conditions applications received

Application numbers at the end of December are down compared to same period last year, -134 applications.

Planning and discharge of condition applications received



Major and Minor dwelling applications and householder applications received comparison

	1/1/23 – 31/12/23	1/1/24 – 31/12/24	1/1/24– 31/12/25
No. of Major dwelling applications rec'd	18	22	27
No. of Minor dwelling applications rec'd	264	239	301
No. of Householder applications rec'd	616	616	553
Total	898	877	881

*Minor dwelling applications = up to 10 units

*Major dwelling applications = over 10 units

2025 performance for determining planning applications 1/1/25 – 31/12/25

	National target	Performance
Major	60%	88%
Non – Major	70%	94%

Appeal Performance – appeal decisions made by The Planning Inspectorate between 1/1/25 – 31/12/25. This measure is different to the ‘quality of decision’ measure.

	Officer delegated		Committee overturns		Total	
Appeals	Dismissed	Allowed	Dismissed	Allowed	Dismissed	Allowed
Planning	37	11	6	5	43	16
	77%	23%	55%	45%	73%	27%
Enforcement	7	2				
	78%	22%				

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 two years up to and including the most recent quarter plus 9 months. Therefore, performance at the end of December 2025 is calculated as follows:

Planning applications determined by the Local Planning Authority between 01/4/2023 to 31/3/2025 (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 = 31/12/2025.

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 the Ministry of Housing, Communities and Local Government (MHCLG).

MAJOR		
No. of Decisions Issued	No. Allowed on Appeal	% Overturned
111	3	2.70%

NON-MAJOR		
No. of Decisions Issued	No. Allowed on Appeal	% Overturned
2743	21	0.77%

Revenue income for financial year 2025/26 (Planning and Discharge income)

Figures are based on a full year projected income budget of £1,218,500.

Projected	Actual	Variance with projected
April 25 – December 25	April 25 – December 25	
£913,875	£1,141,051	+£227,176

Development Management (DM) staff update

New Graduate Planner started on 5th January 2026.

Adverts are currently out to recruit to the following vacant posts:

- Principal Planner
- Planner
- Graduate Planner – all have a closing date of 28th January 2026.

Community Infrastructure Levy (CIL)

CIL Funding Applications will open 01 March and close 01 May.

Officers have worked hard over the last few months to create processes and documents for the new adopted CIL Spending Strategy. The CIL Spending Panel attended a briefing on 12 January to review the new online application process.

You can view CIL funding details using our newly introduced publicly accessible software called Exacom - <https://pfm.exacom.co.uk/kingslynnwestnorfolk/>. This information can be viewed by anyone and will help Councillors to see how and where CIL is being spent.

Developer Contributions – Infrastructure Funding

Developer contributions is a collective term used to refer to S106 Planning Obligations, CIL or anything else that a developer must contribute as identified by Central Government.

Officers produce the Annual Infrastructure Funding Statement (IFS), a statutory report sent to MHCLG in December each year. This report provides information on the financial & non-financial developer contributions received for the provision of infrastructure in this Borough. This includes specific details of receipts, allocations, and expenditure between 1st April 2024 & 31st March 2025. A copy of the report has been published on our webpage:

https://www.west-norfolk.gov.uk/info/20252/developer_contributions/687/west_norfolk_annual_infrastructure_funding_statements_ifs.

Housing completions 2025/26

Quarter	No. of completions
Q1 – Apr - June	78
Q2 – Jul - Sept	228
Q3 – Oct - Dec	210
Running total	516

Local Plan and Planning Policy

New Documents

Before the Christmas break, we published a suite of documents. Some of which are required by law and additional ones to aid usability and understanding of our planning policies and what they are delivering:

- **Local Plan Housing Allocations StoryMap:** this enables users to view the progress of Local Plan housing allocations. This includes the number of new homes which have been delivered on each allocation. Users can scroll through each site based on Local Plan order or move around the map freely and locate the site they are after: [Local Plan Allocations](#)
- **Authority Monitoring Report (AMR):** Monitoring is a key aspect of the planning process of “plan, monitor and review”. It provides the crucial evidence base needed to assess the effectiveness and relevance of our current policies and ensures they deliver against local needs. An AMR is required to be published annually and the

latest version is available here: [Monitoring reports | Borough Council of King's Lynn & West Norfolk](#).

- **Interactive Monitoring Map:** This map shows the housing results of the Borough for the 2024/25 financial as (1st April 2024 to 31st March 2025).
- [Housing monitoring results for 24/25](#).
- **Brownfield Register:** This captures housing sites within the Borough which are classed as Brownfield and are allocated or have planning permission. Maintaining and updating this annually is a legal requirement and the latest version can be view via the following link [Brownfield register | Brownfield register | Borough Council of King's Lynn & West Norfolk](#).

New Local Plan-Making Guidance, Draft NPPF Consultation, & Next Local Plan

Also prior to the break Government (MHCLG) published guidance on new local plan-making system in line with the Levelling Up and Regeneration Act 2023. The regulations to bring this into force are anticipated early this year. The new system is radically different from the current one, with a stipulated 30 (+4) month timescale from start to finish. It involves 3 consultation stages, 3 gateways checks, and a final examination. Details are available via the following link: [Create or update a local plan using the new system - GOV.UK](#).

In addition to this MHCLG also published a new draft National Planning Policy Framework (NPPF) for consultation. This is the most substantial change since the NPPF was first published in 2012. It has been comprehensively restructured and provides national policies for both plan-making and decision-making. Details of the consultation can be found here: [National Planning Policy Framework: proposed reforms and other changes to the planning system - GOV.UK](#).

Together these seek to introduce a new slimline system for plan-making with a clear focus being on policies and site allocations to meet the local housing need. With an overall vision with no more than 10 measurable outcomes. Policies for decision-making chiefly shift from the local plan to new national policies for decision-making.

The Local Plan Task Group will meet in February to discuss what these mean for the next local plan. Especially in terms of scope and the timescales. With a view to formally commencing the next local plan as soon as the regulations are in place. We will also discuss the NPPF consultation and providing a response.

Following on from last update I'm mentioned all the preparatory work taking place to support the next local plan and this is continuing. I also touched on a 'Call for Sites' consultation and I'm pleased to confirm that we will launch this late January / early February. This is a key early stage in preparation to understand what land and sites are available for a variety of development, including housing, across the Borough that may be considered as part of the next local plan. Details of this will follow and we'll be asking landowners, developers, agents and members of the local community to join and make a submission.

Neighbourhood Planning Update

As of January 2026, there are 25 "made" (adopted) Neighbourhood Plans in place, covering 27 parishes. This includes, most recently:

- Marshland St James Neighbourhood Development Plan 2022-2038 – passed at referendum on 2nd October and subsequently "made" on 8th October 2025;

- Syderstone Neighbourhood Plan 2022-2038 – passed at referendum on 30th October and subsequently “made” on 10th November 2025; and
- The Walpoles Neighbourhood Plan 2022 – 2036 – passed at referendum on 13th November and subsequently “made” on 1st December 2025.

Two further Neighbourhood Plans are expected to come forward to referendum during in the coming months. Details are set out below:

Neighbourhood plans that have reached submission stage (Regulation 15) and are anticipated to be “made” (adopted) during 2026

	Current position
Docking Neighbourhood Plan 2023-2039	Submitted by Docking Parish Council for independent examination, 14 August 2025 . “Regulation 16” consultation, 29 September – 10 November 2025; examination early-2026; referendum/ adoption by spring 2026
Walpole Cross Keys Neighbourhood Plan Review 2022-2038	Re-submitted by Walpole Cross Keys Parish Council for independent examination, 26 August 2025 . “Regulation 16” consultation, 29 September – 10 November 2025; examination early-2026; referendum/ adoption by spring 2026

Other Emerging Neighbourhood Plans

	Current position
Ingoldisthorpe	Various draft evidence documents under preparation (e.g. Design Codes, Housing Needs Assessment) prepared, 2024-2025; anticipated Regulation 14 consultation during 2026
Pentney	1 st draft Plan (Regulation 14) consultation March-May 2023, following which Plan has been significantly amended (e.g. due to adoption of Local Plan 2021-2040). New Regulation 14 consultation anticipated spring 2026; submission summer/ autumn 2026.
Shouldham	Preliminary 1 st draft Plan and draft Strategic Environmental Assessment/ Habitat Regulations Assessment Screening Report under consultation with Environment Agency/ Historic England/ Natural England, September – October 2025. Regulation 14 consultation anticipated spring 2026; submission summer/ autumn 2026.
In addition, several other Parishes are designated Neighbourhood Areas, but progress with plan-making is unknown, or at an early stage	Burnham Overy; Dersingham; Great Massingham; Outwell; Tilney St Lawrence; West Dereham

Overall, it is anticipated that 2 further Neighbourhood Plans (Docking and Walpole Cross Keys) may come forward to referendum during the current (2025-2026) financial year. Otherwise, these will go to referendum during 2026-2027 (spring/ summer 2026), together with up to 3 further Neighbourhood Plans later during the financial year.

Despite financial support for developing Neighbourhood Plans, previously provided by Locality, having been withdrawn (reported to the Council on 31 July 2025), Neighbourhood Plans are continuing to come forward (at least for the time being). Withdrawal of Locality funding may impact the ability of some communities to progress their planning work, and alternative support mechanisms may need to be considered going forward. However, in the short-term Neighbourhood Planning remains popular, but the impact of withdrawal of Locality funding and/ or changes to the National Planning Policy Framework upon future Neighbourhood Plan preparation and / or reviews in the medium / longer term, remains to be seen.

Licensing

The New Licensing Act 2003 Policy became effective 14th Jan 2026. The Tobacco and Vapes Bill has moved to Report Stage in the House of Lords, and is said to require any premises selling tobacco, vapes and associated products to have a premises licence, and any person a personal licence. <https://bills.parliament.uk/bills/3879> Currently to be administered by Local Authorities and enforced by Trading Standards. Will have a big impact on workload if it is implemented as per the bill. Government currently requesting evidence to support legislation.

We have almost completed the second round of inspections at all Gambling premises licensed within the borough. Premises includes - Adult Gaming Centres, Betting shops, Family Entertainment Centres, Bingo Premises and Gaming Machines in Pubs.

You may wish to mention the meeting between Parishes and Sandringham Estate? Re Heritage Events.

Government has launched a consultation on a major overhaul of taxi and PHV licensing – ends 1 April 2026. Proposal to move taxi licensing regime from Local Authorities to Local Transport Authorities.

A Taxi Drivers licence was revoked by Members of the Licensing & Appeals Panel in December. No further information can be provided due to the confidential nature of information.

Licensing Enforcement officers carried out taxi stop checks with the Police on 9th December. Total of 12 licensed vehicles were stopped, largely compliant, couple of advisories on low tyre pressure and keeping vehicle clean.

CABINET MEMBERS REPORT TO COUNCIL

29th January 2026

COUNCILLOR SANDRA SQUIRE - CABINET MEMBER FOR ENVIRONMENT & COASTAL

For the period from 27th November 2025 to 29th January 2026

1 Progress on Portfolio Matters.

Cold Weather issues:

You will all be aware the effect the snow and ice had on bin collections earlier this month. In these cases, safety has to be absolutely paramount. A decision was made very early each morning as to how safe it was to deploy crews.

I would like to thank our waste and recycling manager and the whole Serco team for everything they did to keep collections running as smoothly as possible. While some collections were delayed by a couple of days, there was a concerted effort to catch up including with supervisors taking out spare lorries.

We are aware of an incident elsewhere in Norfolk where a stationary bin lorry began slipping backwards towards the loaders operating behind the vehicle. This should highlight the level of danger to our crews when they go out in icy conditions.

We take the safety of our crews and of the public very seriously. 27 tonnes of loaded bin lorry sliding around on icy roads is not something we can risk, While we have spare lorries and equipment, we don't have spare staff to run them. Even minor slips and falls can cause lost work days and affect our ability to deliver the service.

We still have several weeks of winter to go and we don't know what that will bring. At time of writing, there is a chance of further icy weather again from next week, councillors will be updated if issues are likely.

Environmental Health Apprenticeships:

Over the past four years, the team has supported two Environmental Health apprentices to complete their Environmental Health degrees, both of whom have passed and achieved excellent results.

The degree programme requires students to study and undertake assignments across all key areas of environmental health, including housing, environmental protection, public health, food safety, and health and safety.

This approach has enabled our apprentices to learn alongside their day-to-day work while bringing new knowledge and best practice back into the workplace, helping to inform and shape our procedures. This has been a valuable opportunity to strengthen the team's skills and knowledge in an area where recruitment can be particularly challenging.

I hope you'll all join me in congratulating them on passing their apprenticeships and I'm thrilled to say that they both will be staying with the Borough team. We are also supporting them while they complete their professional elements for the Chartered Institute.

Food Waste Caddies:

We will not be undertaking any promotional events for Food Waste Action Week this year, due to a national shortage of food waste caddies.

The waste team would usually be out promoting food waste collections and handing out caddies during the week, however due to the nationwide introduction of food waste collections and therefore increased demand nationally, we aren't expecting to take delivery of any new caddies until May.

We have a few hundred that are allocated to new build properties and are keeping a list of residents who have requested new food caddies. These orders will be fulfilled when we take delivery of the new caddies.

We will undertake more promotions after the May delivery, but in the mean time: those that have caddies – please use them. It frees up space in your black bin and is more environmentally friendly. Remember – you can use any bag!

Heacham Toilets:

Due to an increase in the number of visitors to Heacham beaches this winter, we have opened up the public toilets a little earlier this year to cater better for winter beach goers and to improve the visitor experience.

Upgrades and repairs to other resort toilet facilities in Hunstanton will soon commence ready for the summer season.

2 Forthcoming Activities and Developments.**Hunstanton Prom:**

Further surveys will shortly be undertaken on the prom to give us a full idea of the condition of the prom, which will influence the forthcoming design.

The project team have regular meetings and monitor beach levels, particularly after any storm event.

Information will be shared with councillors when available and I hope to be able to update you on potential designs soon.

Waste bins on the Prom:

We are aware that some of the bins on the prom are tired, look a little past their best and have needed replacement for some time. We have looked at new designs and sizes for some of the bins and these will be installed ready for the summer season. The new bins are very different and I'm looking forward to being able to unveil them. I never thought I'd be excited about new bins, but there we go!

3 Meetings Attended and Meetings Scheduled

Various portfolio briefings
Visit to Hunstanton public facilities
Norfolk Coast Protected Landscape CMG meeting
Joint Waste Contract Review and Development Board
Cabinet sifting
Cabinet briefing
Depot visits
Environment & Community Panel
LGA Coastal SIG Quarterly meeting

Cabinet
RFCC Meeting
RFCC Coastal Members meeting
Norfolk Waste Partnership
LGA Coastal SIG Water Quality update meeting

CABINET MEMBERS REPORT TO COUNCIL

Council Meeting 29 January 2026

COUNCILLOR CHRIS MORLEY - CABINET MEMBER FOR FINANCE

For the period 27 November 2025 to 19th January 2026

CURRENT FINANCIAL POSITION (REVENUE)

We have yet to publish Q3 figures but current assessments indicate that we will improve upon the balanced budget with which we started the year by nearly £400k. This would deliver a General Fund balance of £10.5m, a significant benefit considering the Financial Plan 2022/27 forecast the Council's finance being sucked into a black hole during 26/27 rather than operating with a budget surplus.

The Cabinet had hoped to use some of this positive fund to deliver enhanced and new services to our communities; it was therefore more than disappointing to receive the Government's future funding dictat. The proposed settlement covers the next 3 years with the base funding progressively reducing each year to deliver a 25% reduction in year 3.

To make matters worse, previous grants are being assimilated into the core settlement, more business rates are being retained by the Treasury and the Ministry has not only overstated our Council Tax base but has swept up second home premiums.

Across the country, Shire Districts have funding settlements around 40% less and widening, when compared to Urban areas.

Our position is further compounded as there is no indication that the cross country IDB grant of £5m (our portion is £499K this year) will be perpetuated until a long term solution is (or maybe) on the table. And, IDB costs are such that we are expecting increases of 5-6% compared with our (capped) ability to raise Council Tax by 3%.

The draft budget for 26/27 has been socialized with the various Council Groupings and the calculations indicate that £2m will be needed from General Reserves to present a fully funded budget and even more if the £2m of efficiency savings and extra revenues that we have baked into the forecast, do not materialize.

For transparency, I have to report that our cash flow is not matching expenditure, predominantly due to delivering our aggressive housing

programme at a time when the retail market is weak. This will mean that we will again fund Parish and Town Parishes in 2 payments and we have taken out a £20m short term loan to ensure we meet our commercial commitments. To round off this report, I will assure all Members that we have made our disquiet known to the Ministry and have engaged our MPs. I doubt that this will have much effect for 26/27 but may help our cause for 2027- 2029.

CAPITAL PROGRAMME

All Members will know that we have an ambitious housing and Place programme. This was mostly initiated by the last Administration, mainly due to weaknesses in the commercial sector.

The 5 years 25/26 – 29/30 has commitments, aspirations and risk contingencies totaling £180m which will deliver our Corporate Strategy. This year to date we have spent nearly £25m but forecast this to rise to £40m by fiscal year end; particularly as the housing programme proceeds at pace and the Town Deal vision slowly emerges blinking into our world.

TOTAL BUDGETS

These will be crystalized alongside the future Capital and Treasury Strategy for submission to the February Council Meeting where the Council Tax must be settled.

ICT

As part of our digital transformation programme, ICT has been focusing on strengthening the Council's digital resilience and modernizing our core systems to support faster, more efficient and secure services.

This has included major improvements to our cybersecurity posture, such as enhanced threat-detection and monitoring.

A presentation on this was recently given to Audit committee.

We are also working on introducing a new backup and recovery platform to strengthen further our business continuity and disaster recovery capabilities. We have also delivered key network infrastructure upgrades, including the installation of a new core switch to improve capacity, reliability, and future-readiness across our sites.

In parallel, we have launched an AI customer facing service called Nova to improve responsiveness and streamline high volume enquiries. These changes form part of our wider programme of evolving the ICT service for external users and staff to have reliable, modern tools to benefit from quicker, more efficient, digital services.

PROCUREMENT and CONTRACTS MANAGEMENT

A "Meet the Buyer" event was held in the Town Hall on 4th December 2025 and was well attended. Our Procurement Team Leader gave short presentation for prospective suppliers on the Procurement Act 2023,

explaining how the Council must comply with legislation to meet our duty to obtain best value and ensure our tenders are run on the principals of free and fair competition.

The presentation included an explanation of the thresholds and how we use different procedures to ensure our approach is proportionate, and how we score tenders. There were also some hints and tips to help suppliers when completing tenders, including some basic but important advice such as ensuring a tender is submitted on time and not exceeding word limits. The final slide showed links of where suppliers can find our tenders being advertised.

It was encouraging to see that several suppliers took advantage of the opportunity to chat with the procurement and contracts management team throughout the day.

Our current major procurement projects include:

- Coastal Defence repairs to Hunstanton promenade. The sudden deterioration in condition of the site has meant a tender for sampling of the site condition has been withdrawn in favour of an urgent Exemption to allow sampling to go ahead sooner. This will then inform the detailed design for works needed.
The Environmental Health team have appointed Balfour Beatty, through a framework provided by SCAPE, to provide a feasibility study which is now completed. Balfour Beatty are now due to be signed up to complete the works.
- Custom House refurbishment, where the team are currently drafting the Invitation to Tender with a view to this being advertised the market very soon.
- A designer for an immersive visitor experience at the Guildhall. This tender attracted seven bids and these are currently being evaluated. Interviews of the leading bidders are planned for 9th February.
- Quay Dryside facilities contract enabling visiting sailors to shower, clothes washing etc. has been placed. Once the project is finished it will hopefully attract more maritime visitors.

2 Forthcoming Activities and Developments.

25-29 Financial Plan and all that it entails for the future.

3 Meetings Attended and Meetings Scheduled
<p>I attend Portfolio meetings. Cabinet briefing and sifting together with Cabinet itself. CPP and Audit Panel and Oversight meetings. IDB SIG meetings As many Ward Parish meetings as I possibly can. What is not on this pro forma, is the amount of analysis and reading work that is necessary to relate figures to activity. I try, to the best of my ability, to do just that. As well as ad hoc discussions with many officers.</p>

Cabinet Members Report to Council

29th January 2026

Councillor Jo Rust Cabinet Member for People and Communities

For the period - 17th November to 14th January 2026

Progress on Portfolio Matters. –

Creating Communities

I attended a SNAP meeting at Gaywood Library where we learnt of the policing priorities and how they contribute towards our community cohesion.

Partnerships with Health

At the cabinet briefing in December with heard from Chris Bown – Interim Managing Director of the QEH, and Lesley Dwyer – CEO of the Acute Hospital Trusts partnership. Since that meeting which came about because of the QEH being rated the worst hospital in the country, a report has been received which sets out the challenges and problems within the surgical team revealed by whistle blowers. The report, carried out by the Royal College of Surgeons in late 2025, found serious failings, including a toxic culture and unacceptable levels of care in the general surgery unit. I also had a meeting with Jo Segasby who has taken over as Chair of Group the New Hospital Programme. I heard how the £1.5 billion budget for the new hospital has got to cover everything including the constructions village, MSCP, power network etc. So while it looks like a big figure, there are huge demands on it, which is why our NHP has been linked to the James Padgett so that the procurement process gets better value for money Locally we lose Paul Brooks, the director of estates and facilities and who we worked in good partnership with. His loss will be felt and when I got to say goodbye to him, passing staff agreed it was a shame he was leaving. I think many of our residents have concerns about our hospital and we're all hoping to see improvements to the culture and to patient and staff experience.

Housing and Homelessness

I held a regular meeting with Freebridge senior leaders on 26 November where I raised concerns about the Hillington Square development. It has since been announced that the remaining blocks will be demolished and not redeveloped due to the increased building costs in a restricted site. It would cost more to redevelop them than it would it build new from scratch. I also raised concerns about the quality of the development itself as although the site looks very nice from the outside, there are issues with damp and mould in the properties.

I attended LGA round table on Temporary Accommodation and heard how other councils are managing this. Both Breckland and North Norfolk presented their work. It was clear that there is no silver bullet for this, but everyone agreed that the LHA rate for TA needs to be increased from the 2011 rate as it means that councils have a significant shortfall to make up.

Housing Standards

The Renter's Rights Act will place additional burdens on our housing standards team. Due to the pressures on the team decisions must be made on some of the activities that they currently deliver. Maybe some can be delivered by other teams within the council so that HS can concentrate their resources on the Private Rented Sector and improve the quality of stock there. This is important as decent quality homes is a Marmot Principle.

Beat Your Bills

I attended a successful Beat Your Bills event in Hunstanton on Friday 9th January with the residents who attended gaining valuable information from our team staffing the event. I spoke to a resident about their heating costs and am liaising with Freebridge about it. On Thursday 15th I attended at Dersingham and spoke to a member of staff from Anglian Water who was there speaking to residents about the discounted tariffs, assistance schemes and affordable payment plans that are available if people are finding it difficult to pay. There's also a free priority services register which means AW can provide free practical support such as help if your water goes off, bills in different formats, language preferences noted and used and help to nominate someone to manage your account. Please let your residents know and go to anglianwater.co.uk/priority or call on 0800 232 1951 or whatsapp on 01522 341 343.

Assets of Community Value and Bus Shelters

I met with the officer and AD to learn more about these 2 issues which fall in my portfolio. We found the CoPilot was a great source of information about ACV, advising that in order to declare something to be eligible to be an ACV, it needed to provide social value to the community or boost the wellbeing of that community. Bus shelters fall under the parish council's remit, but as the King's Lynn area doesn't have a parish, KLAC could deal with it. We work with NCC and Westcotec on these.

Healthier Lives strategy– The recent series of Food for thought held in Terrington St Clement was incredibly well received. I attended the feedback sessions where residents explained the difference it had made to them in respect of their cooking skills and confidence and the fact that the sessions helped them get to know people who lived nearby but who they hadn't spoken to before. Tackling social isolation in rural areas is one of the areas of work which falls under the Marmot principles. In addition to helping people create healthier meals we're also launching Five Dinners, an online app developed by celebrity chef Theo Michaels. This online meal planning platform that all our residents will be able to access will offer meals plans and shopping lists and avoiding unnecessary food waste which often comes from food shopping without a meal plan. All the weekly meal plans will be personalised to meet

the needs of the resident, for example, family meals, meals on a budget, gluten free, etc and generate aggregate shopping lists to save time. Food for thought is launching a new academy programme at Greenpark Avenue school on Thursday 15th January with the Chef, Jen, going to teach children how to prepare food. There's also a mini FfT running at the Beacon Church.

Attendance at the NCC based Health and Wellbeing Board also links with healthier lives. Topics ranged from the Norfolk Drug and Alcohol Partnership Annual report called from Harm to Hope which is a 10-year plan to cut crime and to save lives. We looked at the need for continuity of care between prison and community treatment. We learn that some people are released from prison without accommodation. It's easy to see why this could lead to reoffending. We saw that new and emerging trends in ketamine and synthetic substances. We heard about ongoing work to reduce health inequalities and improving access and outcomes as set out in the joint forward plan. It was noted that in the 10-year plan for health, social care was only referred to 5 times. This is significant as the inclusion of social care is vital to ensuring our residents have less of a need for primary care. Sadly, we also learn that people with a learning disability live, on average, 20 years less than those without. We know that inequality already exists in health for women, but it gets worse for women with a learning disability or autism. It's clear that a lot more work needs to be done to tackle health inequality.

I visited Bridge for Heroes and heard about the amazing work that they do to help improve the health and the lives of those with connections to the armed forces. They don't solely provide support for ex armed forces personnel, but to their families too. They operate on a budget but provide a marvellous service, helping to support the mental and physical health of those who attend and overcome social isolation. Some of the people who attend the lunches go from week to week with no other contact.

Youth

We are progressing with our plan to develop a youth council, working with the Youth Advisory Board. I met with the YAB on Monday 17th November and spoke about the work we're doing with Marmot. This helped the young people gain a far better understanding of the impact that it would have on them.

Safeguarding

The policy is being finalised and our council is also looking at contributing towards some national consultation about consistency of safeguarding in after school events such as dance classes.

Customer relations and CIC –

I attended a review of the CIC team which was carried out by the team working with the PMO team. It was focussed through the lens of our customers and what their experience would have been like. The demands were split into 2 – value demands and preventable demands that have been created by how the system operates. Basically, if we can change the system we can prevent these demands and concentrate on the value demands. It was incredibly useful to learn more about the challenges that our customers

face and so understand their frustrations. Some were simple and basic, but others were very complicated. Some of our forms are only online, with no paper-based way of giving the information required. For some of our customers this will be a real barrier. I have arranged that the CIC team give a briefing the councillors prior to the next full council meeting. The team do some incredible work that gets overlooked and isn't fully captured in a cabinet report.

Forthcoming Activities and Developments.

CMR school performance
 Rural Communities Grants panel
 Budget Scrutiny training
 LGA training – Finance
 Mayor's charity event
 Planning Training
 Communicating for Cohesion
 Health Equity Network
 Introduction to systems leadership

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
 Food for Thought
 Homelessness and housing delivery briefing
 ICB at NCC
 ICS District Meeting
 ICS Conference
 KLAC
 West Norfolk Community Transport meeting
 Health and Wellbeing Board event
 Marmot stakeholder launch
 Housing standards and ASB portfolio meeting
 Leisure facilities meeting
 LGA training - various
 Planning Training
 West Norfolk Community Transport
 Raising Skills and Aspirations
 CIL Briefing
 ABCD Training
 Active Norfolk

QEH management meeting
Apprenticeship event planning meeting
Men's roles in tackling male violence against women and girls
White Ribbon Day
White Ribbon Training
CIC /PMO customer service review.
Christmas Lunch AWN
Springwood High School tiered seating launch
Transformation Board
Mayor's at home reception
Jack and the Beanstalk
Serve Legal safety perception meeting
Tour of Valentine Park with Lovell Homes
Thornham Village Hall festive drinks reception
KLCF

CABINET MEMBERS REPORT TO COUNCIL

29th January 2026

COUNCILLOR SIMON RING - CABINET MEMBER FOR BUSINESS, PROPERTY AND LEISURE

For the period December 25 to January 20th 26

1 Progress on Portfolio Matters.

Commercial Property Portfolio and Asset Management

1. Introduction

This report sets out the work currently being undertaken by the Property Team, the rationale behind that work, and the governance framework now being put in place to manage the Council's commercial property portfolio effectively and responsibly.

It is important to state at the outset that the Borough Council has never previously operated with a formal Asset Management Plan. Given the scale, value, and complexity of the portfolio, this has represented a significant gap in governance, oversight, and strategic control.

2. Asset Management Planning Framework – Purpose and Importance

Local authorities are custodians of substantial public assets, including land, buildings, and commercial property. These assets are critical to service delivery, financial resilience, and community wellbeing.

Effective stewardship requires a structured framework comprising:

- An Asset Management Plan (AMP)
- An Asset Acquisition Policy
- An Asset Disposal Policy

Together, these documents ensure that assets are affordable, fit for purpose, aligned with corporate priorities, and managed transparently throughout their lifecycle.

3. Asset Management Plan (AMP)

What it is

The Asset Management Plan is a strategic document that sets out how the

Council manages its assets from acquisition through operation and maintenance to eventual disposal.

Why it is essential

The AMP underpins:

- Long-term financial sustainability
- Evidence-based decision-making
- Risk and compliance management
- Intergenerational equity
- Clear accountability for asset performance

Without an AMP, it is not possible to demonstrate that assets are being managed in a planned, consistent, and value-for-money manner.

4. Asset Acquisition Policy

Purpose

The Asset Acquisition Policy defines how and when the Council acquires new assets, ensuring that decisions are justified, affordable, and aligned with strategic objectives.

Benefits

- Prevents unfunded and unplanned liabilities
- Requires full whole-life cost consideration
- Ensures consistency, transparency, and governance discipline

5. Asset Disposal Policy

Purpose

The Asset Disposal Policy governs how assets that are surplus, obsolete, or under-performing are removed from the portfolio.

Benefits

- Prevents retention of non-performing assets

- Reduces unnecessary holding costs
- Ensures lawful, transparent, and defensible disposals
- Supports strategic portfolio optimisation

6. Why All Three Are Required

Each document controls a different stage of the asset lifecycle:

- Acquisition Policy – entry into the asset base
- Asset Management Plan – operation, performance, and renewal
- Disposal Policy – exit from the asset base

Together, they provide a coherent framework for sustainable asset stewardship and sound governance.

7. Progress to Date

Both myself and Cllr Anota before me recognised the urgent need for this framework on taking up our respective roles. Unfortunately, substantive progress was not made until the appointment of the current Interim Assistant Director for Property, at which point meaningful work commenced.

We must reach a position where, quite simply, the Council knows exactly what it owns, its condition, its performance, and its value at the press of a button. This is not optional when managing a portfolio valued at well in excess of £66 million.

8. Portfolio Context and Performance

The current commercial portfolio generates income broadly as follows:

- Industrial:
£1,781,476 let income
- Retail:
£396,053 let income
- Office:
£1,079,900 let income

- Seafront:
£350,583 let income
- Beach Huts:
£52,500 let income

While the portfolio is often quoted as being worth £66 million, it must be recognised that this figure is derived from yield-based assumptions. In reality, a property is only worth what a willing buyer and a willing seller agree at the point of sale. That value can only be tested through appropriate marketing and due process.

9. Public Sector Stewardship vs Private Fund Management

There is a fundamental distinction between managing a council property portfolio and managing a private investment fund.

- Private fund managers optimise assets to maximise financial return alone.
- Councils must balance financial return with community benefit, social value, and place-based outcomes.

For this reason, the Council is taking a careful and measured approach to acquisitions and disposals, ensuring that both financial and social impacts are properly assessed before decisions are taken.

10. Confidentiality and Responsible Governance

It is therefore a matter of serious concern when information relating to potential acquisitions or disposals is released prematurely to residents or the media.

Such actions:

- Risk causing unnecessary anxiety and distress within communities
- Undermine proper due diligence and decision-making
- Expose the Council to financial and legal risk

- Compromise the Council's negotiating position

Members must recognise that selective disclosure of incomplete or untested information, particularly before all professional advice has been obtained, does not serve the interests of residents or the Council. It risks substituting evidence-based governance with commentary driven by other considerations.

11. Recent Achievements and Portfolio Rationalisation

By way of update, the Property Team has delivered significant progress since Summer 2025:

- 18 lease renewals completed or near completion, securing £357,735 of income
- £3.1 million of asset sales agreed (subject to contract) with no adverse impact on revenue
- £1.9 million of land currently on the market (100% Council ownership)
- £4.3 million of land on the market where the Council holds a 50% interest

This demonstrates focused and effective portfolio management.

12. Forward Strategy

The Council will continue to dispose of assets that:

- Deliver insufficient financial return, and
- Provide inadequate social or strategic value to justify retention

Capital receipts will be used to:

- Reduce debt
- Re-invest in income-generating assets
- Support assets with clear strategic or community value

13. Conclusion

The introduction of a proper asset management framework represents a step-change in how the Council manages its commercial property portfolio. The work underway is strengthening governance, improving performance, and ensuring that decisions are taken responsibly, transparently, and in the long-term interests of residents.

This approach requires discipline, confidentiality, and respect for due process. Anything less risks undermining both the financial position of the Council and public confidence in its stewardship of community assets.

Parking

An analysis of parking activity and income for 2024 and 2025 provides a clear indication of continued demand for parking across West Norfolk. The data shows that parking usage has been maintained and marginally increased, alongside a significant rise in revenue. Taken together, these indicators demonstrate that West Norfolk remains a buoyant place for residents and visitors, with town centres and visitor destinations continuing to perform well.

Parking Visits (Footfall)

Total parking stays increased from 1,716,982 in 2024 to 1,725,029 in 2025, an increase of 8,047 visits (+0.47%).

This stability in usage indicates that:

- Residents and visitors continue to access town centres, coastal locations, and key destinations at consistent levels.
- Parking charge changes have not resulted in reduced footfall.
- Demand remains driven by accessibility, convenience, and destination attractiveness rather than price sensitivity.

Overall, footfall data reflects ongoing confidence in West Norfolk's local centres and visitor economy.

Parking Revenue

Parking income increased from £5.96 million in 2024 to £6.72 million in 2025, an increase of £755,594 (+12.68%).

This growth reflects:

- Sustained levels of parking activity.
- Improved income per stay rather than reliance on increased volume.

- Effective management of the parking service, including payment methods and compliance.

Revenue growth has therefore been achieved without compromising accessibility or usage.

Importance of Parking Income to the Council

Parking income forms a significant and reliable component of the council's overall budget. Unlike many statutory services, parking services are required to be largely self-financing, with any surplus playing a vital role in supporting wider council priorities.

The net income generated from parking helps to:

- Offset pressure on the council's general fund.
- Support the delivery of discretionary services that would otherwise be difficult to sustain.
- Enable continued investment in community-facing activities.

In particular, parking income contributes to the council's ability to provide and support:

- Leisure services and facilities
- Events and cultural programmes
- Town centre initiatives and seasonal activities
- Community engagement and place-making

Without this income stream, the council's capacity to maintain these services would be significantly constrained.

The combination of stable footfall, strong revenue performance, and budgetary contribution demonstrates that parking services are performing an important dual role: supporting access to destinations while also generating income that directly benefits residents and communities.

The 2025 parking data provides strong evidence that West Norfolk remains buoyant for both residents and visitors. Parking usage has been sustained and slightly increased, while income has grown materially. Crucially, this income plays an important role in enabling the council to continue delivering a wide range of discretionary services, including leisure and events, which enhance quality of life and support the local economy.

Full data below

2024						
	P&D MACHINE		MI PERMIT CASHLESS		OVERALL TOTAL	
CAR PARK	STAYS	INCOME	STAYS	INCOME	STAYS	INCOME
Albert Street	30148	£101,715.00	30324	£104,534.50	60472	£206,249.50
Austin Street East	6901	£22,888.25	11569	£47,295.20	18470	£70,183.45
Austin Street West	6980	£24,195.15	12411	£48,274.60	19391	£72,469.75
Baker Lane	41475	£131,793.70	44332	£143,994.00	85807	£275,787.70
Blackfriars Street	16932	£50,371.90	29324	£82,782.70	46256	£133,154.60
Boal Quay	34973	£110,650.75	30963	£113,573.70	65936	£224,224.45
Burnham Market	15830	£42,863.25	11339	£33,819.10	27169	£76,682.35
Central	16806	£59,204.95	11398	£42,697.10	28204	£101,902.05
Chapel Street	20596	£63,480.45	23546	£77,230.40	44142	£140,710.85
Cliff Top	40654	£203,054.65	29572	£168,010.50	70226	£371,065.15
Coach Park	2181	£16,973.10	1134	£9,145.20	3315	£26,118.30
Common Staithe	13468	£43,868.10	23496	£95,077.80	36964	£138,945.90
Heacham North Beach	10929	£40,558.45	4517	£18,104.30	15446	£58,662.75
Heacham South Beach	7326	£24,520.75	4220	£16,174.10	11546	£40,694.85
Juniper	2179	£7,499.10	4719	£18,446.30	6898	£25,945.40
Multi Storey (Coin / Card Income)	60421	£207,106.50	160201	£573,575.70	220622	£780,682.20
Multi Storey Outside Blue Badge	2765	£10,326.00	1701	£6,373.70	4466	£16,699.70
North Promenade	2076	£9,618.15	2180	£11,000.30	4256	£20,618.45
Saturday Market Place	14774	£42,182.05	25566	£77,223.00	40340	£119,405.05
Seagate East	9281	£60,517.40	6329	£42,497.80	15610	£103,015.20
Seagate West	33282	£201,856.95	19821	£124,706.10	53103	£326,563.05
South Promenade	45970	£236,032.75	18800	£96,302.60	64770	£332,335.35
Southend	38568	£206,772.80	16666	£94,709.80	55234	£301,482.60
St James Court	28817	£92,423.90	34958	£115,993.50	63775	£208,417.40
Surrey Street	24131	£72,294.15	24556	£73,302.20	48687	£145,596.35
The Walks	13500	£789.35	468	£1,458.00	13968	£2,247.35
Tuesday Market Place	134638	£409,549.50	159457	£493,652.10	294095	£903,201.60
Valentine Road	8123	£19,081.00	3984	£11,085.90	12107	£30,166.90
Vancouver Quarter	69774	£234,414.55	60360	£199,649.90	130134	£434,064.45
Albert Street - Free	9445				9445	£0.00
Baker Lane - Free	18694				18694	£0.00
Saturday Market Place - Free	8740				8740	£0.00
Tuesday Market Place - Free	113956				113956	£0.00
Valentine Road - Free	990				990	£0.00
Vancouver Bus Station	1	£2.00			1	£2.00
Totals	905324	£2,746,604.60	807911	£2,940,690.10	1713235	£5,687,294.70

PERMITS		
PERMIT TYPE	ISSUED	INCOME
Heacham Beach Hut	44	£2,091.70
Heacham Non-Residents	9	£965.80
Heacham Residents	28	£1,527.60
Heacham Seniors	65	£2,674.60
Hunstanton	20	£4,274.50
Hunstanton Seniors	255	£11,454.40
Hunstanton Watersports	12	£1,518.50
King's Lynn Long Term	3090	£229,958.40
Rover Permits	139	£4,198.60
Seafront Trader	8	£498.90
King's Lynn Short Term	4	£3,876.00
Triangle Trader	19	£1,105.50
Burnham Market	54	£8,854.10
Totals	3747	£272,998.60

2024	
TOTAL STAYS	1716982
TOTAL INCOME	£5,960,293.30

2025						
	P&D MACHINE		MI PERMIT CASHLESS		OVERALL TOTAL	
CAR PARK	STAYS	INCOME	STAYS	INCOME	STAYS	INCOME
Albert Street	33954	£129,101.10	27432	£104,956.70	61386	£234,057.80
Austin Street East	7439	£28,146.75	11818	£50,944.20	19257	£79,090.95
Austin Street West	8627	£33,380.25	11304	£47,049.80	19931	£80,430.05
Baker Lane	45118	£160,716.80	42271	£149,637.50	87389	£310,354.30
Blackfriars Street	20526	£69,766.40	25617	£79,215.90	46143	£148,982.30
Boal Quay	46926	£154,168.25	28110	£108,040.10	75036	£262,208.35
Burnham Market	24287	£102,315.85	6242	£26,774.00	30529	£129,089.85
Central	24510	£98,195.85	4361	£16,844.30	28871	£115,040.15
Chapel Street	23879	£86,958.90	19555	£70,983.70	43434	£157,942.60
Cliff Top	63437	£373,014.25	7815	£44,240.60	71252	£417,254.85
Coach Park	2887	£24,703.10	412	£3,843.50	3299	£28,546.60
Common Staithe	14977	£58,949.80	19902	£83,422.90	34879	£142,372.70
Heacham North Beach	15135	£69,794.15	1796	£8,229.10	16931	£78,023.25
Heacham South Beach	10238	£43,145.60	1625	£7,164.40	11863	£50,310.00
Juniper	2413	£9,648.40	4141	£17,240.40	6554	£26,888.80
Multi Storey (Coin / Card Income)	50837	£191,559.70	151245	£601,782.90	202082	£793,342.60
Multi Storey Outside Blue Badge	4080	£16,909.25	981	£3,806.70	5061	£20,715.95
North Promenade	3167	£18,096.25	985	£5,224.90	4152	£23,321.15
Saturday Market Place	18686	£62,902.10	23175	£75,779.60	41861	£138,681.70
Seagate East	13702	£101,056.95	1320	£8,573.50	15022	£109,630.45
Seagate West	49832	£349,063.60	6789	£41,844.00	56621	£390,907.60
South Promenade	53097	£311,115.60	11780	£62,656.20	64877	£373,771.80
Southend	44944	£273,842.65	9194	£54,827.20	54138	£328,669.85
St James Court	33173	£122,471.70	30774	£113,337.70	63947	£235,809.40
Surrey Street	26094	£87,619.55	22981	£76,200.90	49075	£163,820.45
The Walks	14159	£560.60	455	£1,620.20	14614	£2,180.80
Tuesday Market Place	150139	£530,109.55	147442	£506,584.80	297581	£1,036,694.35
Valentine Road	8378	£25,141.50	3511	£9,836.90	11889	£34,978.40
Vancouver Quarter	77602	£289,198.55	53174	£189,859.00	130776	£479,057.55
Albert Street - Free	7517				7517	£0.00
Baker Lane - Free	17999				17999	£0.00
Saturday Market Place - Free	10268				10268	£0.00
Tuesday Market Place - Free	115825				115825	£0.00
Valentine Road - Free	1155				1155	£0.00
Vancouver Bus Station					0	£0.00
Totals	1045007	£3,821,653.00	676207	£2,570,521.60	1721214	£6,392,174.60

PERMITS				
PERMIT TYPE	ISSUED	INCOME		
Heacham Beach Hut	52	£2,726.60		
Heacham Non-Residents	8	£1,029.80		
Heacham Residents	46	£3,417.10		
Heacham Seniors	76	£4,417.30		
Hunstanton	20	£5,511.00		
Hunstanton Seniors	223	£18,913.60		
Hunstanton Watersports	12	£1,645.20		
King's Lynn Long Term	3152	£254,930.80		
Rover Permits	129	£4,210.90		
Seafront Trader	7	£473.90		
King's Lynn Short Term	14	£14,223.00		
Triangle Trader	20	£1,316.00		
Burnham Market	56	£10,897.50		
Totals	3815	£323,712.70		

2025	
TOTAL STAYS	1725029
TOTAL INCOME	£6,715,887.30

Crematorium and Cemeteries

Cremations for 2025 are down from 1847 in 2024 to 1727. Revenue was down also but by a much lesser degree, from £1,621,011 to £1,592,477. Full body burials across the Council operated sites dropped from 82 in 2024 to 58 in 2025. Ashes burials away from the Crematorium were stable with the 2024 number of 63 matching the number for 2025.

Whilst much focus and conversation has been around the unfortunate need to close Gayton Road cemetery this coming April, it remains that there are still significant grave spaces at both private and Council controlled cemeteries across the Borough. In addition we have significant capacity for memorials and laying to rest of ashes at Mintlynn and indeed have two further expansions that will provide 6-10 more year of capacity.

Talks with both faith groups and undertakers continue with regard to grave space provision.

Business

I have had a number of meetings with the Borough's business community since our last Council meeting. The general theme of concerns relate to issues emanating from national government decisions. In particular, our food and beverage, and visitor economy business community are feeling the most under fire.

The Meet the Buyer event took place on 4th December at King's Lynn Town Hall. The event provided an opportunity for local contractors and suppliers in West Norfolk to engage with representatives from major capital investment projects planned in King's Lynn and East Anglia over the next five years, including the new Queen Elizabeth Hospital, Sizewell C, the West Winch Access Road and the refurbishment of St George's Guildhall. The Council's procurement team also delivered a presentation outlining how local businesses can engage with the Council's tendering process. More than 70 businesses attended, gaining insight into accessing contracts and supply chain opportunities, and establishing direct connections with buyers and key decision-makers.

Support organisations, including the New Anglia Growth Hub, the College of West Anglia, Norfolk Chamber of Commerce, and the Federation of Small Businesses, were also present to offer guidance on business development, training, and growth opportunities.

Leisure

This administration has consistently demonstrated that it listens carefully to consultation, responds constructively to challenge, and brings forward ambitious plans grounded in strong business acumen and social values.

The Lynnsport Capital Investment Plan is a clear example of this approach in practice. Following Council's decision in July 2025 to allocate £1.4m to progress redevelopment proposals, the project was taken through RIBA Stage

3 and accompanied by an extensive programme of stakeholder engagement. This included meaningful consultation with swimming, gymnastics and bowls clubs, alongside wider user engagement, with feedback actively shaping the emerging design and facility mix .

Consultation was not treated as a formality. Where stakeholder needs could not be fully met within the original integrated scheme – notably the bowls club requirement for four rinks – the administration did not dismiss these concerns. Instead, officers worked collaboratively with the club to explore alternative solutions, including the potential relocation of bowls provision to a more suitable town-centre location, recognising the significant social and wellbeing value that bowls delivers to the community .

At the same time, the administration has shown strong financial discipline and commercial realism. As the project developed, a rigorous review by the Section 151 Officer, in line with the Capital Strategy and the CIPFA Prudential Code, identified that the scale of borrowing required for the fully integrated redevelopment would place unsustainable pressure on the Council's revenue account and reserves. Rather than proceeding regardless, the administration responded decisively and responsibly, pausing to reassess affordability and long-term value for money .

This reassessment has not diluted ambition. The fundamental objective remains the provision of a modern, efficient and fit-for-purpose swimming facility to replace St James Swimming Pool, which is nearing the end of its economic life and faces escalating maintenance and energy costs. Using Sport England's demand and supply modelling, officers have continued to plan for the borough's future water space needs, ensuring that social outcomes and access to health and wellbeing facilities remain central to decision-making .

Crucially, the administration has demonstrated adaptability and innovation by identifying a more deliverable alternative: a standalone aquatic centre at Lynnsport. This option, originally considered during early feasibility work and revisited in light of financial pressures, offers a significantly lower capital cost while still delivering an eight-lane 25m pool, learner pool and splash pad. It also minimises disruption to existing services, allows St James Pool to remain operational during construction, and supports improved energy efficiency and reduced carbon emissions .

The decision to re-prioritise already approved funding to explore this option further under delegated powers reflects a balanced and proportionate response. It enables robust feasibility, planning and business case development without committing additional resources prematurely, and keeps open opportunities for external funding through early engagement with Sport England and other partners .

Overall, this approach exemplifies an administration that listens to its communities, values social and health outcomes, and is willing to adapt its plans in response to evidence. It shows ambition not as unchecked scale, but

as the delivery of the right projects in the right way – financially sustainable, socially responsible, and focused on long-term benefit for residents and users across the borough.

Padel Tennis in the Borough

As we all know, Padel Tennis is coming to West Norfolk. Padel is the fastest growing sport in the world and the Padel availability already here is very popular.

Our initiatives on this front are twofold. Firstly, we are planning to bring Padel to Lynnsport, situated next to the tennis courts. We are working closely with the LTA, who are the governing body for Padel, and we are very confident that we will receive a significant grant to build three covered courts and indeed cover some or all of the existing tennis courts. This will have a huge uplift to our rackets sports offering and provide greater facilities to deliver inclusive activities to our entire community.

I am hoping to provide more detail on this imminently.

The other initiative is on The Rec in Hunstanton. We lease this site from the Le Strange Estate and have been trying to get more activity going for the past 2 years. With the permission and encouragement of the landlord we asked for expressions of interests from the market to build two Padel courts and refurbish the pavilion. We have had a very positive response to this and are progressing.

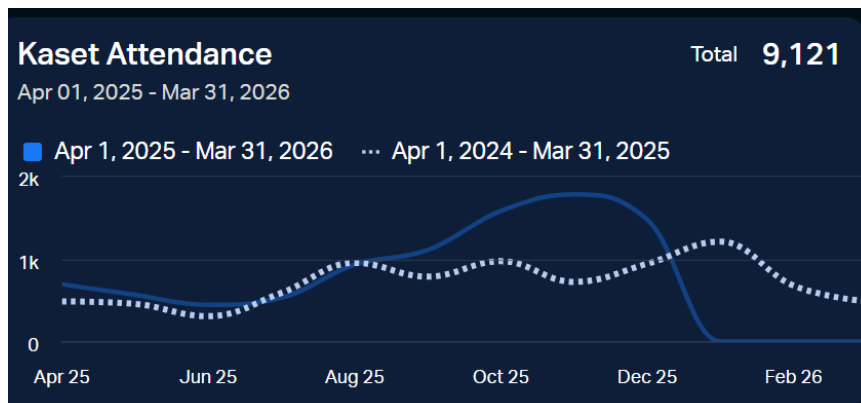
This will not only provide income to the Council for ground rent/sublease but also enhance the pavilion and its wider use. Watch this space.

Performance

Kaset stats:

Month	2022-23	2023-24	2024-25	2025-26	% Change (vs Last Year)
April	325	350	487	693	+42.30%
May	288	300	456	566	+24.12%
June	341	226	307	444	+44.63%
July	423	439	590	531	-10.00%
August	785	672	954	932	-2.31%
September	434	316	787	1,109	+40.91%
October	716	543	974	1,583	+62.53%
November	513	528	724	1,785	+146.55%
December	591	531	943	1,478	+56.73%

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Comparing the current year (2025) to last year (2024), the Leisure sites have seen a modest overall growth in attendance of 1.03%, with total visits rising from 562,551 to 568,330 YTD.

Area	Last Year YTD (2024)	This Year YTD (2025)	Growth	% Change
3G Pitch	23,295	42,855	+19,560	+83.97%
Multiuse	11,108	15,105	+3,997	+35.98%
Bowls	17,117	21,409	+4,292	+25.07%
Group Fitness	57,413	60,564	+3,151	+5.49%
Fitness	186,843	188,269	+1,426	+0.76%
Swimming	162,994	163,088	+94	+0.06%
Pelicans	12,087	12,087	0	0
Tennis	7,455	6,459	-996	0
Barn	18,081	15,908	-2,173	0
Sports Hall	66,158	42,586	-23,572	0
TOTAL	562,551	568,330	+5,779	+1.03%

Individual breakdown:

This Year to date:

NB: Notable differences in the sports hall attendance due to Downham academy no longer using, some variation in 3G because of maintenance closures last year.

Note the uplift in Bowls.....

AWN Overall Attendance											
TIME		FITNESS	GROUP FITNESS	SWIMMING	SPORTS HALL	3G PITCH	BARN	BOWLS	PELICANS	MULTIUSE	TENNIS
1	Apr ...	22,056	6,478	18,807	3,830	4,095	1,620	1,868	1,343	765	596
2	May...	22,325	6,389	19,299	4,600	3,150	2,370	671	1,343	855	661
3	Jun ...	22,410	5,425	20,321	6,930	7,950	2,280	871	1,343	1,140	752
4	Jul 25	22,469	8,324	21,189	2,930	4,905	750	1,053	1,343	1,635	1,050
5	Aug...	18,668	7,204	19,503	1,395	0	240	667	1,343	2,115	663
6	Sep...	21,276	7,747	18,616	5,694	5,475	2,243	2,942	1,343	2,400	801
7	Oct ...	20,237	7,197	17,988	5,395	6,015	2,400	4,939	1,343	2,700	800
8	Nov...	21,500	6,849	16,812	5,959	6,375	2,445	5,240	1,343	1,965	595
9	Dec...	17,328	4,951	10,553	5,853	4,890	1,560	3,158	1,343	1,530	541
TOTAL		188,269	60,564	163,088	42,586	42,855	15,908	21,409	12,087	15,105	6,459

Same time last year:

AWN Overall Attendance											
TIME		FITNESS	GROUP FITNESS	SWIMMING	SPORTS HALL	3G PITCH	BARN	BOWLS	PELICANS	MULTIUSE	TENNIS
1	April	22,414	7,309	19,583	7,388	3,915	1,389	1,685	1,343	750	653
2	May	21,628	6,685	20,378	9,232	4,095	2,712	510	1,343	495	1,033
3	June	20,613	6,201	19,141	7,874	3,405	1,986	510	1,343	540	1,031
4	July	21,917	6,796	20,946	5,862	3,465	1,554	542	1,343	570	1,065
5	August	19,669	6,239	20,622	1,306	2,085	147	487	1,343	630	777
6	Sept...	21,233	6,372	17,629	9,929	1,500	2,850	1,962	1,343	2,153	934
7	Octo...	22,364	7,077	17,755	9,389	0	2,832	4,179	1,343	2,280	849
8	Nove...	20,424	6,362	16,609	9,098	1,950	2,730	4,116	1,343	2,490	622
9	Dece...	16,581	4,372	10,331	6,080	2,880	1,881	3,126	1,343	1,200	491
TOTAL		186,843	57,413	162,994	66,158	23,295	18,081	17,117	12,087	11,108	7,455

2 Forthcoming Activities and Developments.

Many and various across the whole portfolio

3 Meetings Attended and Meetings Scheduled

I have met with the following officers, most of which are scheduled for further

meetings in the coming months.

Duncan Hall
Kate Blakemore
Michelle Drewery
Emma Hodds
Stuart Ashworth
Martin Chisholm
David Morton
Chris Black
Jason Birch
David Gent
Anne-Marie Ketteringham
Jemma Curtis
Connor Smalls
Robin Lewis
Tim Fitzhigham
James Grant
Tim Baldwin
Phillipa Sillis
David Wiles
Hannah Wood-Handy
Nicola Cooper
Jo Stanton

Apologies if I've missed some which I'm sure I have!

CABINET MEMBERS REPORT TO COUNCIL

29th January 2026

COUNCILLOR ALISTAIR BEALES – LEADER OF THE COUNCIL

For the period to 21st January 2026

1 Progress on Portfolio Matters.

This will be a shorter than usual report as I have been struggling for three weeks with a heavy cough and cold which I suspect was COVID.

At the time of writing we still don't know if County Council elections will proceed and if the leader of Norfolk County Council has actually requested a delay. Her initial response to the request for clarification from Steve Reed MP, the Secretary of State, was to say the least unsatisfactory, and to be more direct, simply rude. It is also a matter of considerable regret that unlike Suffolk County Council and Norwich City Council, no formal meetings were held by Norfolk County Council to discuss debate and consider their response to the possibility of requesting postponement to local elections. That meant that yet again, the elected membership of Norfolk County Council were denied an opinion on one of the most important matters facing this county. Eighty three members suffered in enforced silence whilst one took it upon themselves to make a response that appeared to request a postponement without requesting a postponement. Too clever by half and called out by the Secretary of State.

I fervently hope elections proceed.

2 Forthcoming Activities and Developments.

Turning to the future of this council, we have just under two and a half years left perhaps, and we have some important projects to consider and future policy to shape. All with a view to preparing the best and least disruptive transition to the new unitary authorities whilst seeking to embed the best of what we do in the hope that those new unitaries will continue, or at least have a weighty decision to make about such things as the Major Housing Scheme, Care and Repair and many other things we can be proud of and would like to see continue.