



Cabinet

Agenda

Tuesday, 3rd March, 2026
at 6.00 pm

in the Council Chamber, Town Hall, Saturday
Market Place, King's Lynn and available for the
public to view on [WestNorfolkBC on You Tube](#)



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CABINET AGENDA

DATE: CABINET - TUESDAY, 3RD MARCH, 2026

VENUE: COUNCIL CHAMBER, TOWN HALL, SATURDAY
MARKET PLACE, KING'S LYNN PE30 5DQ

TIME: 6.00 pm

As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - No items will be considered in private.

Should you wish to make any representations in relation to the meeting being held in private for the consideration of any items, you should contact democratic.services@west-norfolk.gov.uk

1. APOLOGIES

To receive apologies for absence.

2. MINUTES (Pages 5 - 11)

To approve the Minutes of the Meeting held on 3rd February 2026 (attached).

3. URGENT BUSINESS

To consider any business, which by reason of special circumstances, the Chair proposes to accept, under Section 100(b)(4)(b) of the Local Government Act 1972.

4. DECLARATIONS OF INTEREST (Page 12)

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

5. CHAIR'S CORRESPONDENCE

To receive any Chair's correspondence.

6. MEMBERS PRESENT UNDER STANDING ORDER 34

To note the names of any Councillors who wish to address the meeting under Standing Order 34.

Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and on what items they wish to be heard before a decision on that item is taken.

7. CALLED IN MATTERS

To report on any Cabinet Decisions called in.

8. FORWARD DECISIONS (Pages 13 - 16)

A copy of the Forward Decisions List is attached

9. MATTERS REFERRED TO CABINET FROM OTHER BODIES (Pages 17 - 20)

To receive any comments and recommendations from other Council bodies which meet after the dispatch of this agenda (to follow).

Additional Corporate Performance Panel – 9th February 2026
Adoption of the Property Disposal Policy

Environment and Community Panel – 24th February 2026
Housing Policies: Temporary Accommodation; Private Rented Sector

Corporate Performance Panel – 25th February 2026
Quarter 3 2025-2026 Performance Management

Regeneration and Development Panel – 2nd March 2026
King's Lynn Transport Strategy
King's Lynn Enterprise Park

10. QUARTER 3 PERFORMANCE MANAGEMENT REPORT (Pages 21 - 48)

11. HOUSING POLICIES: TEMPORARY ACCOMMODATION - PRIVATE RENTED SECTOR (Pages 49 - 72)

12. KING'S LYNN ENTERPRISE PARK (Pages 73 - 135)

13. **KINGS LYNN TRANSPORT STRATEGY** (Pages 136 - 149)
14. **ADOPTION OF THE PROPERTY DISPOSAL POLICY** (Pages 150 - 166)
15. **EXCLUSION OF THE PRESS AND PUBLIC**

The Cabinet is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the items below on the grounds that they involve the likely disclosure of exempt information as defined by paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PRIVATE ITEM

Details of any representations received about why the following reports should be considered in public will be reported at the meeting.

16. **KING'S LYNN ENTERPRISE PARK - EXEMPT APPENDICES** (Pages 167 - 172)

To: Members of the Cabinet

Councillors A Beales (Chair), M de Whalley, S Lintern, J Moriarty, C Morley, S Ring (Vice-Chair), J Rust and S Squire

For Further information, please contact democratic.services@west-norfolk.gov.uk :

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CABINET

Minutes from the Meeting of the Cabinet held on Tuesday, 3rd February, 2026 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor A Beales (Chair)
Councillors M de Whalley, A Kemp, S Lintern, J Moriarty, C Morley, S Ring,
J Rust and S Squire

PRESENT UNDER STANDING ORDER 34: Councillor Kemp

OFFICERS:

Kate Blakemore – Chief Executive
Michelle Drewery – Deputy Chief Executive and Section 151 Officer
Emma Hodds – Chief of Staff and Monitoring Officer
Carl Holland – Assistant Director, Finance

CAB111 **MINUTES**

RESOLVED: The minutes from the meeting held on 20th January 2026 were agreed as a correct record.

CAB112 **APOLOGIES**

There were none.

CAB113 **URGENT BUSINESS**

None.

CAB114 **DECLARATIONS OF INTEREST**

None.

CAB115 **CHAIR'S CORRESPONDENCE**

None.

CAB116 **MEMBERS PRESENT UNDER STANDING ORDER 34**

Councillor Kemp – all items.

CAB117 CALLED IN MATTERS

The Chair advised that the recommendation to Full Council that Cabinet made on 20th January 2026 in relation to the Property Disposal Policy had been successfully called in and would be considered by the Corporate Performance Panel at an additional meeting on 9th February 2026.

CAB118 FORWARD DECISIONS

RESOLVED: The Forward Decisions List was noted.

CAB119 MATTERS REFERRED TO CABINET FROM OTHER BODIES

Cabinet was informed that the Joint Panel had considered all of the Agenda items being considered today at Cabinet and supported all of the Cabinet Recommendations.

CAB120 THE BUDGET

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

Cabinet noted that the Joint Panel had considered this item and supported the Cabinet recommendations.

Councillor Morley, as Portfolio Holder presented the report. Councillor Morley highlighted a request from the Labour Group regarding the Bulky Household Waste Service and explained that this would be investigated. The Deputy Chief Executive and Section 151 Officer explained that the Labour Group Leader had been made aware of the process for submitting an amendment to the budget through to Full Council.

Councillor Morley explained that an options paper on Brown Bin collections via direct debits was being prepared in response to a request.

Attention was also drawn to the Car Parking charges which would be further reviewed as part of the Car Parking Strategy.

With regard to pensions, Cabinet was provided with the current position in that contributions had reduced, as they were revalued every three years and previously the Council had paid up front to receive a discount.

Councillor Morley and the Deputy Chief Executive provided Cabinet with an update on the Internal Drainage Board levies explaining that following the provisional grant offer from the Fair Funding Review and

the ongoing lobbying and work being carried out with the MHCLG and Defra Review.

Councillor Beales noted that the Council meets with the Internal Drainage Boards to discuss their proposed precepts to inform Council budgets, but that this was merely useful courtesy and information sharing and that it would be for the Internal Drainage Board to set their budgets, and stressed that Councillors who sat on Boards would be part of that decision making process.

Councillor Morley explained that he would be contacting the Councillors who sat on Internal Drainage Boards about the settlement and budget setting.

Councillor Beales asked about if there was a risk on core spending with regard to renewable energy and it was confirmed that there was an ongoing Government consultation on this matter. Councillor Morley stated that the current budget assumed no return on renewable energy.

Cabinet's attention was drawn to an error in the report at page 48 relating to draw downs and that this would be corrected prior to submission to Full Council.

The Deputy Chief Executive asked Cabinet to note that once the Final settlement had been received the budget papers would be updated in readiness for presentation to Full Council.

Councillor Kemp addressed Cabinet under Standing Order 34 and thanked those involved for achieving a balanced budget. She asked for assurance that there would be not cuts to services for residents.

Councillor Morley advised that there were no cuts to services for residents and highlighted the Council's efficiencies and savings programme and future challenges.

Councillor Morley referred to page 33 of the report which showed the percentage increase in council tax and the impact of not increasing council tax for a number of years. It also highlighted the impact of Internal Drainage Board costs.

The Assistant Director explained that many consultations had been held in advance of preparation of the budget, including with political groups, Councillors, Business Rates Payers and the public.

Councillor Beales referred to the figure at paragraph 3.6.4 of the report showing the proportion of Council tax income (11%) in relation to overall income. Councillor Beales also referred to section 9 of the report which explained the approach to budget setting and estimation, key assumptions and uncertainty among other things. He felt that this section could be helpful to elected members.

RECOMMENDED:

Cabinet Recommends to Council:

Recommendation 1 It is recommended that Council note the revision to the Forecast for 2025/2026 as set out in Section 2 of the report.

Recommendation 2 It is recommend that Council delegate authority to the Chief Executive, in consultation with the Leader, to approve the contract for the appointment of a strategic partner to implement Local Government Reorganisation (Paragraph 4.1.2).

Recommendation 3 It is recommended that Council approves the amendments to the Fees and Charges Policy explained in paragraph 4.3.2 and proposed in Appendix 4b.

Recommendation 4 Council is recommended to approve the Policy on Earmarked Reserves and General Fund Balance and the maximum balances set for the reserves as noted in the report and at Appendix 8.

Recommendation 5 It is recommended that Council :

- 1) Approves the budget requirement of £24,475,309 for 2026/2027 and notes the projections for 2027/2028, 2028/2029 and 2029/2030.
- 2) Approves the Fees and Charges 2026/2027 detailed in Appendix 4a.
- 3) Approves the Pay Policy at Appendix 5
- 4) Approves the level of Special Expenses for the Town/Parish Councils as detailed in the report (Appendix 7).
- 5) Approves a Band D council tax of £157.44 for 2026/2027.

Recommendation 6 It is recommended that Council approves a minimum requirement of the General Fund balance for 2026/2027 of £1,245,250 (5% of estimated budget requirement).

Recommendation 7 Pursuant to Section 25 of the Local Government Act, Council is asked to have due regard to this statement at Section 9 of this report when considering and approving the budget and the level of council tax for 2026/2027.

CAB121 **CAPITAL PROGRAMME**

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

Cabinet noted that the Joint Panel had considered this item and supported the Cabinet recommendations. Cabinet considered the

comments made by the Joint Panel in regards to the increase in miscellaneous grants.

Councillor Morley presented the report as included in the Agenda, highlighting the tiers of projects and the exempt element of the report, which Cabinet would discuss later on in the meeting.

Councillor Beales referred to the comments made by the Joint Panel with regard to table 7 of the report and the increase in miscellaneous grants. The Assistant Director clarified that these related to the Guildhall project and included the confirmed English Heritage Grant and the Plan for Neighbourhoods Grant, which was currently awaiting MHCLG sign off.

The Assistant Director agreed to provide narrative in the report in relation to the miscellaneous grants.

Councillor Lintern requested that in future, information be provided in the report to state that further detail on the content of table 8 was available in the appendices.

Councillor Kemp addressed Cabinet under Standing Order 34 and sought reassurance that there would be provision for capital improvements to the Ferry. Councillor de Whalley referred Councillor Kemp to his response to the public question asked at Full Council on 29th January 2026 and that once the consultant's report had been received due process would be followed.

RECOMMENDED:

It is recommended that:

- 1) Cabinet recommends to Council the amendments to capital schemes and resources for the 2025-2030 capital programme as detailed in the report.
- 2) Cabinet recommends to Council that new capital bids as set out in appendix 3 and the exempt report, are approved to be included in the capital programme 2025-2030 as detailed.

REASON FOR DECISION: To report amendments, rephrasing and resources to the 2025-2030 Capital Programme.

CAB122 **TREASURY MANAGEMENT STRATEGY**

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

Cabinet noted that the Joint Panel had considered this item and supported the Cabinet recommendations.

The Assistant Director explained that this report followed the CIPHA regulations on reporting requirements and was a mandatory requirement. Cabinet were reminded that the Audit Committee received quarterly monitoring reports on Treasury Management.

The Assistant Director highlighted the overall position in relation to borrowing, boundaries and authorised limits.

The Deputy Chief Executive explained that the report also included a flavour of the economy and markets, including forecasts advised by the Treasury.

Cabinet noted the operational parameters contained within the report and that a further report would be presented to Cabinet and Council if the situation changed throughout the year.

In response to a question from Councillor de Whalley relating to Public Work Board loans, it was explained that the rates did not follow the Bank of England Base Rate and were based on demand.

Councillor Beales informed Cabinet that the loan financing of the Housing Companies may require this to be reviewed during the year and asked officers to model scenarios post budget agreement.

RECOMMENDED:

Cabinet is asked to recommend that Council approve:

- The Treasury Management Strategy Statement 2026/2027, including treasury indicators for 2025-2030.
- The Minimum Revenue Provision Policy 2026/2027
- The Investment Strategy 2026/2027

REASON FOR DECISION: The Council must have approved a Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2026/2027

CAB123 **CAPITAL STRATEGY**

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

Councillor Morley presented the report as included in the Agenda, highlighting how the Council invested to meet the Corporate Business Plan. Councillor Morley explained that the Asset Management Plan linked to the Corporate Strategy.

Councillor Beales referred to the Housing Companies and the importance of the provision to reduce homelessness and rough sleeping.

Councillor Ring referred to the Asset Management Plan and the work that was being carried out to identify and assess assets and determine the value of the portfolio.

RECOMMENDED:

Recommendation 1) that Cabinet approved the Capital Strategy 2026/2027 as attached to this report for onward approval by Full Council.

REASON FOR DECISION: Not to approve these policies would contravene the requirements of both legislation and good practice. In addition, the external auditors may comment in their report to those charged with governance (ISA260).

CAB124 **EXCLUSION OF THE PRESS AND PUBLIC**

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

CAB125 **PROPOSED FEES AND CHARGES 2026 - 2027 - EXEMPT**

Cabinet discussed the exempt element of the report.

CAB126 **CAPITAL PROGRAMME - EXEMPT REPORT**

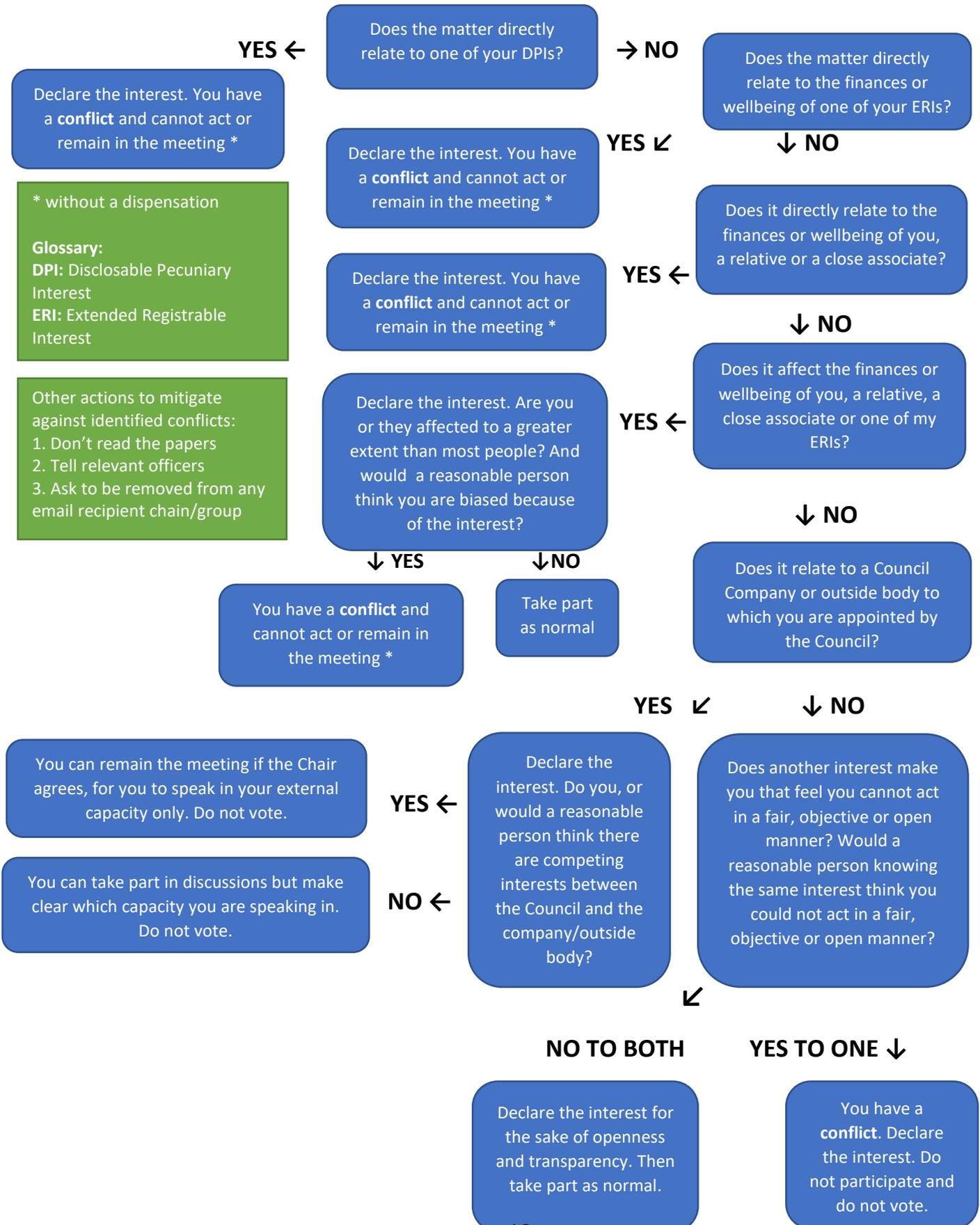
Cabinet discussed the exempt element of the report.

The meeting closed at 7.27 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



* without a dispensation

Glossary:

DPI: Disclosable Pecuniary Interest

ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

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

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
3 rd March 2026	Q3 2025-2026 Performance Management	Non	Cabinet	Leader Chief Executive		Public
	King's Lynn Transport Strategy	Key	Council	Planning and Licensing Asst Dir D Hall		Public
	Housing Policies: Temporary Accommodation; Private Rented Sector	Non	Council	People and Communities Asst Dir – D Hall		Public
	King's Lynn Enterprise Park	Non	Cabinet	Business and Culture Asst Dir – D Hall		Public
13	Property Disposal Policy	Key	Council	Business and Culture Asst Dir – Property and Projects		Public

<u>Date of meeting</u>	<u>Report title</u>	<u>Key or Non Key Decision</u>	<u>Decision Maker</u>	<u>Cabinet Member and Lead Officer</u>	<u>List of Background Papers</u>	<u>Public or Private Meeting</u>
23 rd April 2026	South Lynn Community Centre	Key	Cabinet	Business and Culture. Assistant Director – Property and Projects		Public
	Climate Change Policy and Strategy Review	Key	Council	Climate Change and Biodiversity Assistant Director – Planning		Public
	Air Quality Action Plan	Non	Council	Climate Change and Biodiversity Assistant Director – Planning		Public
	High Street Rental Auction	Non	Cabinet	Business and Culture Assistant Director – Regeneration, Housing and Place		Public
	Creation of Dedicated Empty Property Service and Post	Non	Cabinet	People and Communities Assistant Director – Health, Wellbeing and Public Protection		Public

23-Feb-26

	Riverfront Regeneration, Custom House Contract and Business plan	Non	Cabinet	Business Assistant Director – Regeneration, Housing and Place		Public
	Local Plan Task Group Terms of Reference Review	Non	Cabinet	Planning & Licensing Assistant Director – Planning		Public
	Audit Committee Annual Report from the Chair	Non Key	Council	Finance Asst Dir Finance and Deputy S151		Public
	Adoption of a revised Statement of Principles relating to civil penalties and offences under the Renters Rights Act 2025	Non	Council	People and Communities Asst Dir – D Hall		Public

<u>Date of meeting</u>	<u>Report title</u>	<u>Key or Non Key Decision</u>	<u>Decision Maker</u>	<u>Cabinet Member and Lead Officer</u>	<u>List of Background Papers</u>	<u>Public or Private Meeting</u>
9 th June 2026	King's Lynn Masterplan and Parking Strategy	Key	Council	Business Assistant Director – Regeneration, Housing and Place		Public
	Hunstanton Masterplan and Parking Strategy	Key	Council	Business Assistant Director – Regeneration, Housing and Place		Public
	Lynnsport Proposals	Key	Council	Business and Culture Assistant Director, Transformation and Change		Public

<u>Date of meeting</u>	<u>Report title</u>	<u>Key or Non Key Decision</u>	<u>Decision Maker</u>	<u>Cabinet Member and Lead Officer</u>	<u>List of Background Papers</u>	<u>Public or Private Meeting</u>
14th July 2026						

23-Feb-26

<u>Date of meeting</u>	<u>Report title</u>	<u>Key or Non Key Decision</u>	<u>Decision Maker</u>	<u>Cabinet Member and Lead Officer</u>	<u>List of Background Papers</u>	<u>Public or Private Meeting</u>
8 th September 2026						

<u>Date of meeting</u>	<u>Report title</u>	<u>Key or Non Key Decision</u>	<u>Decision Maker</u>	<u>Cabinet Member and Lead Officer</u>	<u>List of Background Papers</u>	<u>Public or Private Meeting</u>
13 th October 2026						

Items to be scheduled

15	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director – Regeneration, Housing and Place		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – Commercial Services		Public
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – Environment and Planning		Public
	Empty Homes Strategy Review	Key	Council	People and Communities Assistant Director – Regeneration, Housing and Place		Public
	King’s Lynn Town Football Club	Non	Cabinet	Property		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

23-Feb-26

	Housing Assurance Strategy	Non	Council	People and Communities Assistant Director – Health, Wellbeing and Public Protection		Public
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	People and Communities Assistant Director – Health, Wellbeing and Public Protection		Public
	IT Hardware Refresh	Key	Cabinet	Finance Assistant Director - Corporate Services		Private
	Local Government Reorganisation Consultation Response	Key	Council	Leader Chief Executive		Public
	Heacham Beach Huts	Key	Cabinet	Business Asst Director – Property		Exempt

Recommendations from the additional Corporate Performance Panel held on the 9th February 2026

CP90 **Call In - Adoption of Property Disposal Policy**

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

The Panel dealt with the call-in in accordance with Standing Order 15.33.

Submissions of Proposer and Supporters

The Proposer of the call-in, Councillor Kemp, addressed the Panel about the call-in and why it should be upheld. She read out her statement as included in the agenda and commented the Cabinet recommendation reversed the recommendation put forward by the Regeneration and Development Panel. She highlighted to Members, part 5b, point 94 of the Constitution which outlined Senior Officers must keep Members informed of matters affecting their wards. She added Members from the Council and commented on the social value some properties hold and expressed her concern of some land being sold.

The Chair invited the supporters of the call-in to address the Panel. Councillor Devulapalli and Ryves spoke as supports of the call-in. Councillor Devulapalli expressed her concern Ward Members would not be informed and commented on the broadness of the recommendation.

Councillor Ryves highlighted his support for the call-in as the recommendation made by Cabinet undermined the decision made by the Regeneration and Development Panel. In addition, he commented it was counterproductive and questioned the benefit of the amendment.

Response from Portfolio Holder and Officers

The Chair invited the relevant Portfolio Holder, Councillor Ring, to address the Panel. Councillor Ring expressed his support for the call-in and commented the wording was rushed and agreed further wording needed to be considered by the Panel. He reminded Members sales of assets were required to go through Cabinet or Council in which Members had opportunity to input on decisions. He highlighted to Members the importance of Social Value to Cabinet when decisions were being made.

The Assistant Director for Property echoed Councillor Ring comments

Submissions from Members present under Standing Order 34

The Chair invited Members present under Standing Order 34 to address the Panel.

Councillor Parish, as the Chair of Regeneration and Development Panel commented he did not appreciate the additional wording being added following the recommendation of the Panel and explained the caveat added by the Panel. He referred to section 8, paragraph 4 which referred to social value and highlighted there

was a discrepancy. He questioned commercial sensitivity in relation to asset disposal and commented assets under £250,000 were able to be sold by the Assistant Director for Property.

The Chief of Staff and Monitoring Officer highlighted Officer Decision were also subject to the call-in process. She reminder Members had right of access but there were occasions which were commercially sensitive which not only related to price.

Councillor Bone commented on the wording added by Cabinet and suggested this was removed but wording be added to include commercial sensitivity.

Councillor Joyce highlighted the term commercially sensitive needed to be determined and commented Members held knowledge of their ward and therefore should be consulted on assets within their areas.

Councillor Beales reminded Members there was no current asset disposal policy and therefore introducing this would strengthen Members rights. He referred to the constitution, Article 2, section 2.05 to 2.06 which outlined Councillors must not give out information which was given to them in confidence to anyone not entitled to have it. He added wording needed to be added in relation to discretion being applied.

Panel Debate

The Chair invited the Panel to debate the call-in.

Councillor Bearshaw commented the Panel and Cabinet Members were in agreement and proposed the call-in was upheld and a recommendation was formulated. Councillor Osborne seconded the proposal. The Panel agreed this unanimously.

Councillor Osborne asked the Assistant Director for Property to outline the operational process in relation to the sale of assets.

The Assistant Director for Property explained that asset disposal processes typically take at least six weeks, allowing sufficient time for consultation with ward members and parish councils. He noted that the process involves due diligence, market testing, and decision-making stages, during which confidentiality may be necessary, but consultation with relevant parties is standard practice.

The Chief of Staff and Monitoring Officer explained introducing a property disposal policy was best practice and provided assurance Officers would discuss with Ward Members at the best time during the process.

In response to Councillor Jones the Assistant Director for Property explained there would be a consultation for community land. He commented the process included testing the market and there were occasions in which confidentially was relied on.

Councillor Bearshaw commented on the practicality of the process as the Parish Councils only met once a month. He proposed the meeting go into exempt session to assist with the debate.

Councillor Bearshaw's proposal was seconded by Councillor Spikings.

The Chief of Staff and Monitoring Officer explained discussions were able to be had in the public meeting and provided clarification on commercial sensitivity. She reminded Members, the Portfolio Holder, Councillor Ring had agreed with the call-in and suggested the Panel discussed the additional wording to be removed. She highlighted the Constitution outlined and defined commercial sensitivity clearly.

The Portfolio Holder, Councillor Ring agreed the additional wording be removed.

Councillor Bhondi proposed the following wording to be added to section 10, governance arrangements and oversight; 'During potential asset disposals portfolio holders, ward members, parish councils and other community representatives may have confidential / commercial information shared with them, it is important that the status of such documentation is respected and not shared wider.'

Councillor Jones seconded Councillor Bhondi's proposal.

Councillor Dickinson expressed her concern of potential conflicts of community groups which are not consultees and consultees such as parish councils and potential buyers of the asset as this provided advantages. She provided examples of local football clubs and other groups who could be potential buyers.

The Chief of Staff and Monitoring Officer explained that the code of conduct and register of interests would address potential conflicts, especially if parish councils or community groups are potential buyers. She explained that officers would manage such situations on a case-by-case basis, and the committee discussed the need to ensure transparency and fairness in these scenarios.

In response to Councillor Kemp's query on consultations, the Chief of Staff and Monitoring Officer by stating that assets of community value are outside the scope of the current asset disposal policy and are managed under a separate policy framework.

The committee agreed to uphold the call-in and to formulate a counter recommendation with removal of the additional wording added and revised wording to ensure early and transparent consultation while respecting confidentiality.

Councillor Bearshaw voted against the proposal.

RESOLVED: The Panel voted to uphold the call-in and formulated an amendment to recommendation:

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.

Paragraph 4, section 8 to read: They provide no real social value to the Borough Community at large whilst it only provides a benefit that is disproportionate to the opportunity cost of the capital tied up in the asset.

To be added to section 10, governance arrangements and oversight: 'During potential asset disposals portfolio holders, ward members, parish councils and other community representatives may have confidential / commercial information shared with them, it is important that the status of such documentation is respected and not shared wider.'

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory	Be entirely within Cabinet’s powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
Lead Member: Cllr Alistair Beales, Leader E-mail: cllr.alistair.beales@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet members			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Debbie Ess, Senior Corporate Governance Officer E-mail: debbie.ess@west-norfolk.gov.uk		Other Officers consulted: Corporate Leadership Team			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications NO	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 3 March 2026

Q3 2025-2026 Performance Management Report

Summary		
<p>The Performance Management Report is produced to update Cabinet on progress against the Council’s Corporate Strategy and key performance indicators. This report contains information on progress made against key actions and indicators up to 31 December 2025.</p> <p>The Q3 2025-2026 overall position of the Corporate Strategy is reporting:</p> <ul style="list-style-type: none"> • 77% of the current projects are on track and progressing well • 21% have minor issues or delays • 2% are on hold • 2 projects have been completed within the target date. <p>It is essential key performance indicators are in place to monitor performance and track progress against the council’s corporate objectives.</p> <p>In Q3, the overall position of the 60 performance indicators is reporting:</p> <ul style="list-style-type: none"> • 78% have met or exceeded targets • 22% have not met the target. 		
Key KPI changes in Q3		
Percentage of major planning applications provided with an extension of time (EOT)	Red to Green	↓55%
Number of new Affordable Homes delivered by the Major Housing Programme – target 3	Green to Red	↓ 0 delivered
Percentage of rent arrears on retail/general units	Amber to Red	↑ 2.94%
Increase the number of outreach activities into the community	Green to Red	↓ 5%
Energy usage per user at Alive venues	Green to Red	↑ 2%

Recommendation

Cabinet Resolves:

1. To review the Performance Management Report and comment on the delivery against the Corporate Strategy.

Reason for Decision

Cabinet should use the information within the management report to review progress on the agreed actions and indicators and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule members can seek additional information to explain variances.

1. Background

1.1 The Council's 2023-2027 Corporate Strategy was approved by Council on 23 November 2023, it sets out the broad framework for the period of the administrative term 2023-2027. In July 2025, Cabinet adopted the 2025-2027 Action Plan covering the final period of the Corporate Strategy. It outlines how key activities have been prioritised to deliver our Corporate Strategy and meet the needs of the residents of the borough.

1.2 The priority areas are:

- Promote growth and prosperity to benefit West Norfolk
- Protect our environment
- Efficient and effective delivery of our services
- Support our communities

1.3 These priorities are further defined in objectives and actions reflected in the Executive Team Plans. These actions define what the council will do to achieve the high-level aspirations set out within the corporate strategy.

1.4 In addition to the corporate priorities, the rebranded Transformation Programme launched on 1st April 2025 now known as the LGR Readiness Programme, will be an additional key area to monitor. A quarterly update is included in the Performance Management Report and will cover:

- Organisational development
- Service innovation and digital transformation
- Enterprising our assets

2. Management Report

2.1 The management report focuses on each of the corporate priorities individually, providing the Corporate Leadership Team and members with an overview on the current status of projects and performance levels achieved by key indicators. A selection of people performance measures has been included to provide an overview of key employee data and features within the 'our organisation' section of the report.

2.2 Assistant Directors are responsible for providing the latest update on progress as well as rating each of the projects they are responsible for up to 31 December 2025. An overall summary of the actions and indicators is provided at the beginning of the report to highlight the current position for each of the priorities in place to support the delivery of the corporate strategy.

- 2.3 The Q3 2025-2026 overall position of the Corporate Strategy is reporting 77% of the current projects are on track and progressing well, 21% have minor issues or delays 2% are on hold and 2 projects have been completed within the target date. Trend arrows indicate the performance trend on the previous reported quarter.
- 2.4 Q3 position of the Corporate Strategy for each of the corporate priorities:
- 2.4.1 **Protect our environment: 84% on target**
The following projects are reported as amber status, indicating minor issues/ delays or on hold:
- Adopt the new Climate Change Strategy and Action Plan
 - Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment
- 2.4.2 **Support our communities: 83% on target**
The following project has an amber status, indicating minor issues/ delays:
- Develop 5-year Strategy for Leisure and Culture ensuring growth and additional partnership working
- 2.4.3 **Efficient and effective delivery of our services: 75% on target**
The following projects has an amber status, indicating minor issues/ delays:
- Lobby Government for alternative means of Internal Drainage Board funding
 - Review and determine impact of government changes to Internal Drainage Board funding
 - Improve governance and assurance of corporate health and safety
- 2.4.4 **Promoting growth and prosperity to benefit West Norfolk: 69% on target**
The following projects have an amber status, indicating minor issues/ delays:
- Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025
 - Develop and commence implementation of an investment strategy for property assets owned by the council for income generation
 - Progress the West Winch Housing Access Road Project
 - Progress the Southgates Masterplan
- 2.5 Q3 position of the key performance indicators for each of the corporate priorities:
- 2.5.1 **Protect our Environment: 100% on target**
All 3 performance indicators have met the agreed targets.
- 2.5.2 **Efficient and effective delivery of our services: 83% on target**
- >5% Customer calls answered within 90 seconds
 - >5% Purchase orders created retrospectively after goods have been received
- 2.5.3 **Promoting growth and prosperity to benefit West Norfolk: 77% on target**
- >5% New homes built through the Council's Major Housing Programme
 - >5% New affordable homes built through the Council's Major Housing Programme
 - >5% Rent arrears on retail/general units
- 2.5.4 **Support our communities: 69% on target**
- >5% Increase participation at all leisure and culture facilities
 - >5% Increase the number of outreach activities in the community
 - >5% Reduce net subsidy per head
 - >5% Energy usage per user

2.6 Monitor only key performance indicators (KPI)

2.6.1 Within the suite of KPIs, 17 are listed as monitor only and are included in the quarterly report to highlight performance gaps, support the decision making process and demonstrate progress towards the council's corporate priorities. An update is provided on the following service areas:

2.6.2 Planning

The amount of planning fees returned under the Planning Guarantee (KPI 1.7) is monitored on a weekly basis by relevant managers to reduce the risk of payback of fees under the Planning Guarantee scheme. Fees are returned if the time taken on an application goes over set time limits and there is no agreement in place to go over those limits.

2.6.3 Waste and recycling

The expected outcome is slightly ahead of target for the total tonnage of food waste collected and treated (KPI 2.5) with additional material collected from businesses, schools and council venues. The total tonnage of mixed recycling collected and treated (KPI 2.6) is predicted to be slightly below target due to lightweighting of packaging and reductions in the amount of paper collected.

The number of fly tipping incidents recorded (KPI 2.7) may exceed the previous year figure due to increased public confidence in reporting incidents, and the potential impact of restrictions at Household Waste Recycling Centres imposed by Norfolk County Council.

2.6.4 Housing

Ongoing pressure around single persons requiring temporary accommodation with limited options to move on (KPI 4.1). This is mainly due to a distinct lack of one bed accommodation in both the Private Rented Sector and affordable sector both in terms of availability and affordability. This pressure increases over the winter period and prolonged cold weather conditions. Nightly accommodation costs (KPI 4.2) have also increased as providers apply usual year on year cost increases in line with market conditions.

The council has a strategy in place to reduce the need for nightly paid accommodation and has implemented a number of alternative options to utilise more appropriate forms of temporary accommodation in terms of both meeting customer needs and reducing financial costs to the council. The impact of this should be more evident in future reporting quarters. Work around preventing homelessness in the first instance continues to be a key objective (KPI 4.3). The sustained low numbers of rough sleepers (KPI 4.4) demonstrates the ongoing success in this area.

3 Options Considered

3.1 None.

4 Policy Implications

4.1 The Corporate Strategy sets the council's policy framework and as such is the council's primary policy document. All other documents and plans will need to take account of this policy framework when they are being prepared or refreshed.

5 Financial Implications

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

6 Personnel Implications

- 6.1 None.

7 Environmental Considerations

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

8 Statutory Considerations

- 8.1 None.

9 Equality Impact Assessment (EqIA)

- 9.1 This report is reporting on the performance of projects/workstreams across the council, and as such there are no direct equality considerations related to this report however, each project/workstream that is being reported on will have had an EqIA completed.

10 Risk Management Implications

- 10.1 Progress with corporate strategy actions provides an input for risk management and may identify emerging risks and evidence improvement/ deterioration in risk scores and the delivery of mitigation measures. This will need to be factored into updates of the corporate, directorate and project risk registers.

11 Declarations of Interest / Dispensations Granted

- 11.1 None.

12 Background Papers

- 12.1 None.



Borough Council of King's Lynn & West Norfolk

Q3 2025-2026 Performance Management Report

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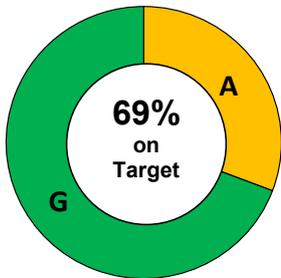
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Introduction and Executive Summary

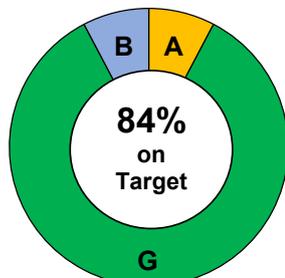
The purpose of the report is to demonstrate the performance of the Council for Q3 2025-2026 against the Council's Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the 2023-2027 Corporate Strategy and 2025-2027 Action Plan.

This report does not contain details of the numerous activities ongoing in each service area that also contribute to delivering important services which make a difference to the residents of West Norfolk.

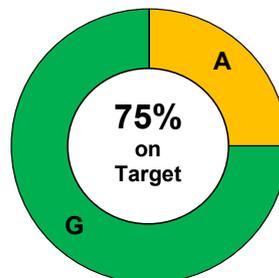
Executive summary of the Corporate Strategy - current position for Q3 2025-2026



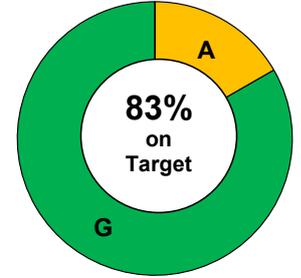
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

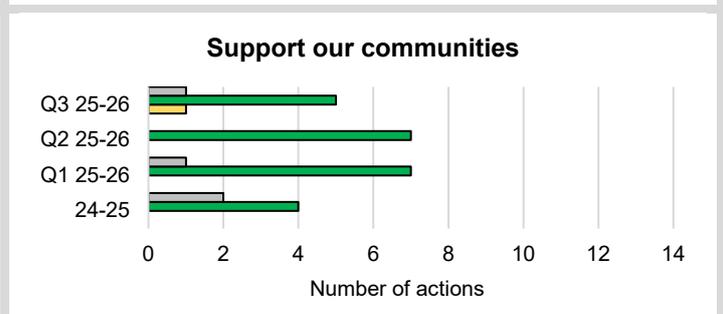
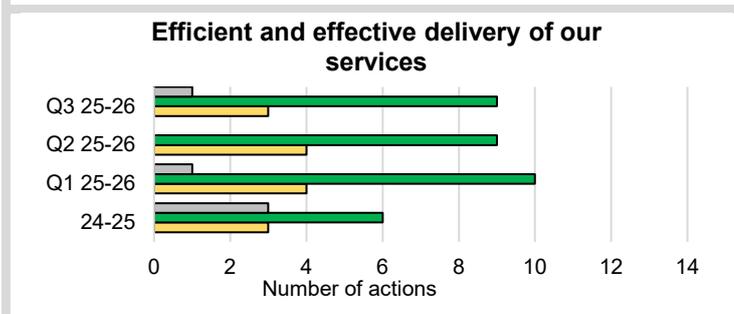
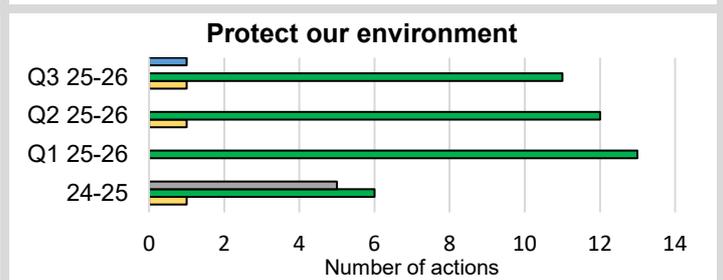
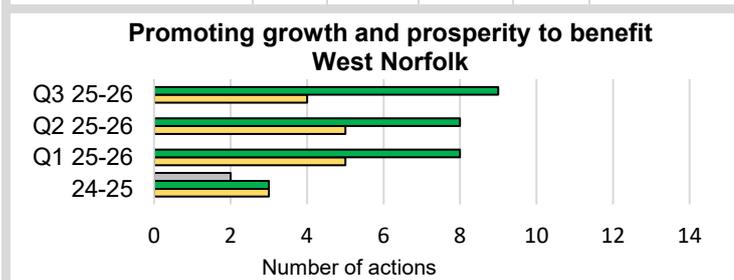
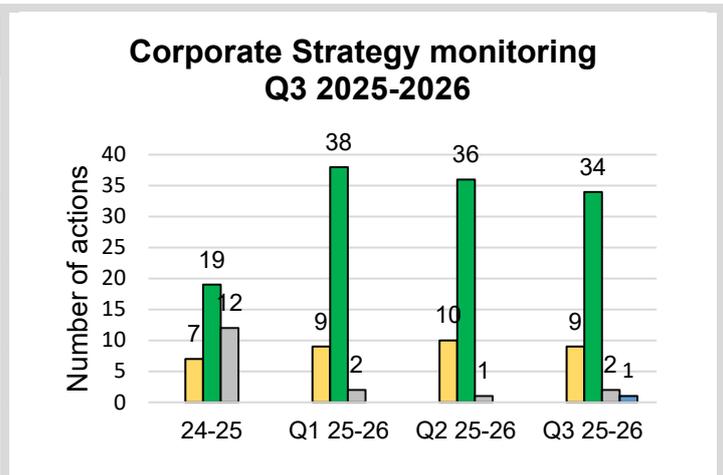


Efficient and effective delivery of our services



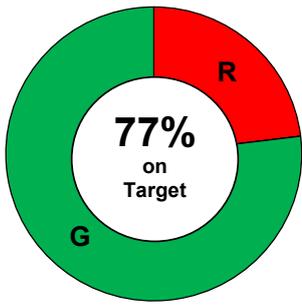
Support our communities

Corporate Priorities	Status of projects and actions				Completed
	R	A	G	B	
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	4 (31%)	9 (69%)	0 (0%)	0
Protect our environment	0 (0%)	1 (8%)	11 (84%)	1 (8%)	0
Efficient and effective delivery of our services	0 (0%)	3 (25%)	9 (75%)	0 (0%)	1
Support our communities	0 (0%)	1 (17%)	5 (83%)	0 (0%)	1
Overall position	0 (0%)	9 (21%)	34 (77%)	1 (2%)	2

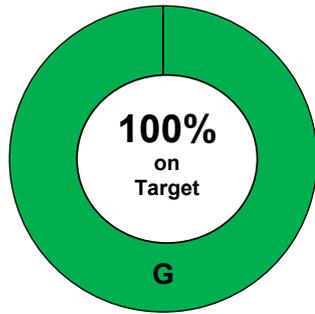


R Major issues to resolve
 A Minor issues/delays
 G Project on target
 B Project on hold/closed
 Project completed

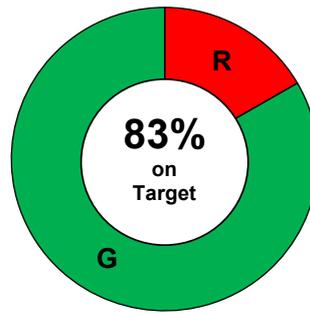
Executive summary of the Key Performance Indicators - current position for Q3 2025-2026



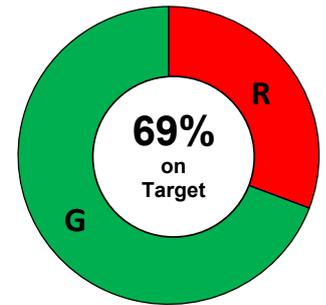
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

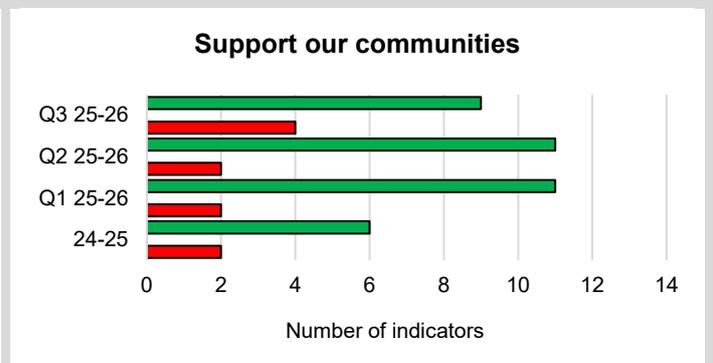
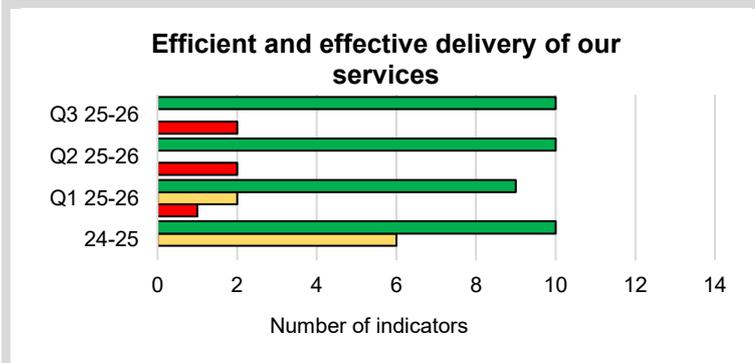
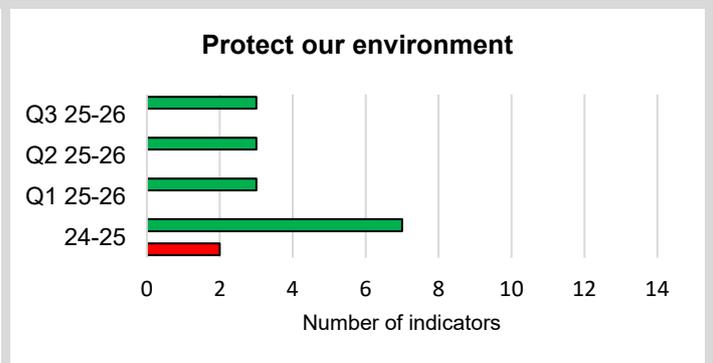
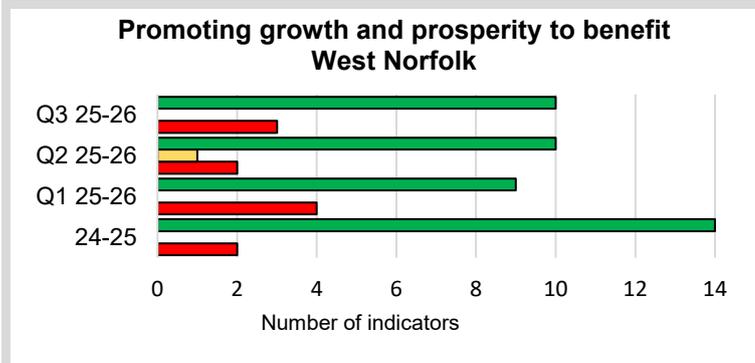
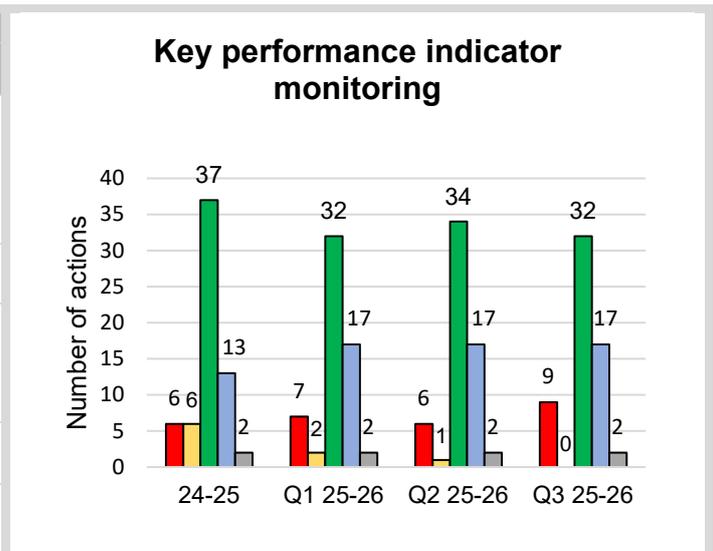


Efficient and effective delivery of our services



Support our communities

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	3 (23%)	0 (0%)	10 (77%)	6	0
Protect our environment	0 (0%)	0 (0%)	3 (100%)	5	0
Efficient and effective delivery of our services	2 (17%)	0 (0%)	10 (83%)	1	1
Support our communities	4 (31%)	0 (0%)	9 (69%)	5	1
Overall position	9 (22%)	0 (0%)	32 (78%)	17	2



R Performance indicator is 5% or more below target **A** Performance indicator is up to 5% below target **G** Performance indicator has achieved target **M** Monitor only

Delivering our Corporate Strategy

Promoting growth and prosperity to benefit West Norfolk

To create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need; and promote West Norfolk as a destination.

Actions carried out by the council

R Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **■** Completed

Project description and comments	Target Date	
<p>Agree and deliver financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough</p> <p>The West Norfolk Housing Company Board has sought further clarification on points from its own solicitor and the council's Monitoring Officer. Solicitors acting in respect of the companies and council have exchanged comments on the agreements and continue to clarify views and make amendments with input from officers.</p> <p>Q4 actions: The Shareholder committee will have consideration of the final agreement in February 2026 and if agreed by Company Boards and approved by council, financing agreements will be actioned by July 2026.</p>	Ongoing	G ↔
<p>Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025</p> <p>Draft recommendations are being reviewed as part of the KL & Hunstanton Masterplans, iterative process to finalise parking strategy once options and consultations have been undertaken and incorporated into final masterplans.</p> <p>Q4 actions: Final drafts to be prepared and presented to panel and cabinet with final drafts of masterplans in Q1 2026/27</p>	Dec 2025	A ↔
<p>Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan</p> <p>A programme of inspections will commence from January and complete by March 2026.</p>	Mar 2026	G ↔
<p>Develop and commence implementation of an investment strategy for property assets owned by the council for income generation</p> <p>A disposals policy is going to cabinet in January and Full Council in February 2026. An acquisitions and investment policy will form part of the Asset Management Plan for the new Unitary authority and will be subject to approval of the shadow authority.</p>	Oct 2025	A ↔
<p>Review and develop existing events programme across the Borough</p> <p>Fawkes in the Walks and the Christmas Light switch on events both held great success and were well received, bringing a close to the 2025 event season. Discussions with the portfolio holder regarding the 2026 event programme have taken place and provisional event plans are in place for both King's Lynn and Hunstanton.</p> <p>Q4 actions: Finalise dates and details of the 2026 event programme. Save the date information to be added to the website to inform residents and visitors.</p>	Ongoing	G ↔
<p>Develop the investment plan for West Norfolk</p> <p>Work is progressing alongside the KL& Hunstanton master planning.</p> <p>Q4 actions: Final Investment plan, action plan and prospectus to be complete in Q1 26/27.</p>	Mar 2026	G ↔
<p>Complete housing needs assessment</p> <p>Tender process commenced, expect to award contract in February 2026</p> <p>Q4 actions: Commence contract with appointed consultant</p>	Jul 2026	G ↑ A

Project description and comments	Target Date	
<p>Progress the West Winch Housing Access Road Project</p> <p>Work continues in supporting Norfolk County Council (NCC) in delivering the West Winch Housing Access Road. NCC Planning Committee approved the planning application for the road in November 2025. Work continues in finalising the full business case for the Department For Transport later this year with works commencing in 2027.</p> <p>Q4 actions: Finalise land agreements necessary to deliver the West Winch Housing Access Road.</p>	Aug 2026	A ↔
<p>Progress the Southgates Masterplan</p> <p>Options and costs for progressing immediate site clearance work is underway. Delays to the Devolution programme has resulted in further delays in the progression of the next stage of planning for overall scheme.</p> <p>Q4 actions: Bring forward proposals for cabinet consideration for 'meanwhile' improvements to the masterplan area and opportunities to progress the developed masterplan scheme through a variety of funding programmes.</p>	Ongoing	A ↔
<p>Progress the King's Lynn Masterplan</p> <p>Baseline report, stakeholder engagement and wider public consultation undertaken from December 2025 to January 2026.</p> <p>Q4 actions: Review consultation results and update masterplan and development of delivery strategy alongside final masterplan development for completion in Q1 2026/27.</p>	May 2026	G ↔
<p>Progress the Hunstanton Masterplan</p> <p>Wider stakeholder engagement on masterplan issues and opportunities has been completed to inform development of draft masterplan. Target date has been reviewed due to issues around consultation during purdah and change in cabinet/panel dates.</p> <p>Q4 actions: Public consultation to be held January-February 2026. Review feedback to inform final masterplan development.</p>	Jun 2026	G ↔
<p>Promote the King's Lynn Enterprise Park (KLEP)</p> <p>Continuation of proactive site marketing for plots and premises. Planning application submitted for Active Travel Hub. Unit A1 (offices) fully let.</p> <p>Q4 actions: Update of development, final infrastructure phase and finance strategy for the site to be brought to cabinet in Q4.</p>	Ongoing	G ↔
<p>Deliver the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) for 2025/26</p> <p>REPF small community grants project call is completed. REPF Business grants remain open up until March 2026 following extension from Government on programme spend until September 2026.</p> <p>Q4 Actions: Panel to approve REPF small community grants project recipients. Continued monitoring and delivery of 2025/26 programme, including potential project extensions to existing schemes following government programme extension to September 2026.</p>	Mar 2026	G ↔

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Work with the Charitable Incorporated Organisation (CIO) and King’s Lynn Town Board on delivery of the St Georges Guildhall project</p> <p>Work has continued with the CIO on the fundraising strategy following the Cabinet and Council decisions to proceed with the project in July 2025.</p>
<p>Engage with schools and colleges particularly in relation to skills development</p> <p>The Regeneration Team will be responsible for our skills and attainment provision going forwards with the remaining budget for improving attainment being split between apprenticeships and secondary skills work.</p>

Protect our environment

To create a cleaner, greener, and better protected West Norfolk by considering environmental issues in all we do and by encouraging residents and businesses to do the same.

Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 ■ Completed

Project description and comments	Target Date	
<p>Work proactively to support residents, regardless of tenure, to access funding for energy efficiency improvements and to continue to work to alleviate fuel poverty</p> <p>The council continues to deliver support to residents for energy efficiency improvements with Housing Standards coordinating retrofit programmes. Beat Your Bills events continue and have taken place across West Norfolk to engage those in rural areas alongside town locations. These events also work in partnership with other support organisations such as Community Action Norfolk, Lily, DWP, Revenues and Benefits, Household Support Fund.</p> <p>Q4 actions: Work will continue to deliver outreach and eligibility support - run Beat your Bills as targeted campaigns and drop in sessions to give opportunity and accessibility to all to explain funding options, eligibility criteria, and application support for homeowners, private renters, and social housing tenants. Build on existing relationships across Norfolk to ensure West Norfolk residents can access as much support as appropriate for their needs.</p>	Ongoing	G ↔
<p>Adopt the new Climate Change Strategy and Action Plan</p> <p>The strategy and accompanying action plan was originally scheduled on the forward plan for cabinet’s consideration at February 2026 but has been delayed to April 2026. A key part of the strategy relates to retrofit support for householders. The Government’s Warm Homes Plan will heavily influence the council’s ongoing work with the decarbonisation of houses but unfortunately the plan has not yet been published, which is due imminently.</p> <p>Q4 actions: Draft strategy to be considered by Climate Change Informal Working Group on 9 February 2026, Environment and Community Panel on 14 April 2026 and Cabinet on 23 April 2026</p>	Sept 2025	A ↔
<p>Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment</p> <p>The Asset Management Plan is on hold until we have more information about the successor authority.</p>	On hold	
<p>Develop and deploy a climate change assessment tool for council policies and projects</p> <p>An initial draft climate change assessment tool has been generated by liaising with relevant internal stakeholders. This is yet to be agreed and requires more refinement in terms of how this sits and interacts with other key functions and assessment tools.</p>	Mar 2026	G ↔

Project description and comments	Target Date	
<p>Q4 actions: Continue to liaise with internal stakeholders and develop the climate change assessment tool.</p>		
<p>Create a community orchard at South Lynn</p> <p>In addition to the work already undertaken, Parks and Open Spaces installed 3 benches and a dog bin and a general waste bin. Mens Shed completed the installation of the raised beds in November 2025 and a new hedgerow was planted with volunteers on 18 November 2025.</p> <p>Q4 actions: Installation of CCTV cameras, site information board and planting of replacement trees to take place in March 2026.</p>	Mar 2026	G ↕
<p>Upgrade street lighting and other council assets with energy-efficient LED lighting</p> <p>Amey have conducted an initial survey of the lanterns and identified some additional remedial works, including the replacement of damaged columns and installation of replacement LED gear trays, rather than straightforward LED lantern/bulb replacements. A review of some of the streetlights on our inventory proposed for upgrade, has also highlighted some queries over ownership/responsibility. Preliminary designs for upgrading the remaining sports pitches at Lynnsport to LED have been received, a capital bid form has been completed and works added to the capital programme. A capital bid form has also been submitted to upgrade lighting at the depot to LED.</p> <p>Q4 actions: Work with Amey to understand the uplift associated with the recommended additional streetlighting works. Review ownership of columns to better understand inaccuracies with the inventory. Commence work on the upgrades at Lynnsport and depot. Obtain quotes and undertake tender exercise to appoint contractors to undertake the identified works.</p>	Jun 2026	G ↕
<p>Complete a review of the vehicle fleet</p> <p>A replacement caretaking van was ordered as the current vehicle had reached its end of life and was uneconomic to repair, this will increase the number of battery electric vehicles to 5. A successful bid was submitted to the government's depot charging scheme grant to improve the electric vehicle charging infrastructure at Oldmedow Road depot.</p> <p>Q4 actions: Install electric vehicle charging infrastructure at Oldmedow Road depot in March 2026</p>	Apr 2027	G ↕
<p>Promote householder group buying scheme</p> <p>The scheme was promoted in August 2025 and resulted in 46 orders for solar panels with 8 completed installations so far. In the August 2024 campaign, 65 households had installations.</p> <p>Q4 actions: Contractor progressing with installations scheduled for January – March 2026.</p>	Aug 2027	G ↕
<p>Procurement Strategy on net zero</p> <p>The below-threshold invitation to tender has been re-drafted to include a quality question on Social Value, asking how the bid would support the council's Climate Change Strategy. This is to be used when appropriate and proportionate, according to the estimated value of the tender and service required.</p> <p>Q4 actions: The new Climate Change Strategy will go to Cabinet in April 2026, once adopted it will be included in tender packs for all above threshold procurements and for below threshold where appropriate and proportionate. All tenders above the statutory threshold to include a Social Value question. This is to be designed as to gain the most from the contract and will be related to climate change when appropriate to the subject matter of the contract.</p>	Mar 2027	G ↕
<p>Air Quality Action Plan and Strategy</p> <p>Draft cabinet report related to the Air Quality Management Areas revocation for consideration.</p> <p>Q4 actions: Report to cabinet in April 2026, and other committee meetings in Q4 as required.</p>	Jun 2027	G ↕

Project description and comments	Target Date	
<p>Implement the Hunstanton Coastal Management Plan</p> <p>Feasibility study has been received and options are being considered and implemented.</p> <p>Q4 actions: Continue to implement relevant actions within the project programme.</p>	Aug 2028	<p>G</p> <p>↔</p>
<p>New Local Plan</p> <p>Internal preparation work for a new local plan continues, along with the work with the planning authorities in Norfolk through the Norfolk Strategic Planning Framework and our other neighbours including Fenland. Government still needs to publish all of the details of the new plan-making system, this requires further regulations, guidance, and templates. We cannot formally start the process until the regulations are in place. The overall time scale in the new system is 30 months (with an additional 4-month lead in). It is worth noting that once submitted for final examination the Planning Inspectorate are in charge of the process.</p> <p>Q4 actions: Continue to actively monitor publications from government regarding the new plan-making system. Continue with preparatory work where possible and continue engagement with neighbouring planning authorities. This is with a view to starting preparation of a new local plan as soon as we are able to. As per guidance which has been issued (December 2025) prior to the regulations (anticipated early 2026) we will have to give notice to start by 30 June 2026 and by 31 October have passed gateway one (a new assessment stage). We also intend to hold initial meetings of the Local Plan Task Group.</p>	Dec 2028	<p>G</p> <p>↔</p>
<p>Hold a climate change focused business expo in 2025 and 2027</p> <p>2025 expo was held on 23 September 2025, 27 exhibitors and approximately 150 residents attended. Event evaluation report provided by Norfolk Chamber of Commerce in November 2025 will be used to inform planning for 2027 event.</p> <p>Q4 actions: No further actions planned until Q2 2026/27</p>	Nov 2027	<p>G</p> <p>↔</p>

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Engage with Anglian Water (AW) and the Environment Agency (EA) to improve sea and river water quality</p> <p>2025 bathing water classifications have been released, with positive outcomes for all three designated bathing waters in the borough. Heacham has moved from poor to sufficient, as a result we can remove the do not swim in the sea signs. Both Hunstanton main and Old Hunstanton have moved from sufficient to good. We will continue to work with our inter-organisation partners, with a pre-season meeting due to be held in Q4.</p>
<p>Engage with Anglian Water (AW) and the Environment Agency (EA) concerning the shingle ridge at Heacham and Hunstanton sea defences</p> <p>Further meeting to take place with Anglian Water in February 2026 to confirm engagement and involvement in the project going forward.</p>

Efficient and effective delivery of our services

To provide cost-effective, efficient services that meet the needs of our local communities, promote good governance, and provide sustainable financial planning and appropriate staffing.

Actions carried out by the council

R Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **■** Completed

Project description and comments	Target Date	
<p>Lobby Government for alternative means of Internal Drainage Board (IDB) funding</p> <p>The government confirmed grant for 2026/27 of £5 million for most affected councils but there is uncertainty about its permanence. The final sentence in the policy statement suggested the funding may not be ongoing. The risk is that funding is temporary, possibly pending a DEFRA review for a long-term solution. Communication with MHCLG has become less responsive, with recent emails going unanswered and indications of a possible drop in political priority. Efforts continue to keep the issue relevant in Parliament, including questions in the Lords and engagement with Baroness Taylor. The Labour Party is providing some infrastructure funding for IDBs. The All Party Parliamentary Group meeting at Portcullis House showed strong interest from MPs and Peers.</p> <p>Q4 actions: A press release is planned with the District Councils' Network to reinforce funding needs and highlight the Environment Agency's shift of works onto local drainage boards, which increases costs for local authorities and landowners. The Special Interest Group (SIG) is encouraged to continue lobbying MPs and keep the issue visible. Members of the SIG should reach out to MPs to advocate for increased funding if the settlement is insufficient. Emphasis was placed on maintaining conversations with MPs, Lords, and other parliamentary members to keep the issue prominent. Members were also asked to respond to the finance settlement consultation in respect of the IDB funding issue.</p>	Mar 2026	A ↔
<p>Review and determine impact of government changes to Internal Drainage Board (IDB) funding</p> <p>The review by Defra is underway with IDBs currently submitting data to support the review. It is understood that the study will provide data and analysis for DEFRA and MHCLG to consider. The review is intended to inform future decisions on local government finance and IDB operations, but there is concern that it may not address all issues, particularly those related to the special levy and local government finance mechanics. Other lobbying continues in respect of anticipated significant increases in electricity standing charges which are emerging from a new regulated asset base charge from December as it is feared to be higher than industry expectations. The issue is that IDBs may be paying for capacity that is only ever used during storm events. The main concern is the cost shift from central to local budgets, which is happening without transparency or consultation.</p> <p>Q4 actions: Meetings planned with IDBs to estimate impact on Council budget for 2026/27. Continue lobbying and supporting SIG with actions and input as financial lead representative.</p>	Mar 2026	A ↔
<p>Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme</p> <p>Discussions held with internal comms team to produce a corporate screen saver on the Cycle to Work scheme to encourage staff uptake.</p> <p>Q4 actions: Meeting to be held with Mobility Ways in January to discuss re-running the staff travel survey. Next group meeting will be held in February/March.</p>	Mar 2026	G ↑ A
<p>Develop a transformation programme and commence a review of the council and its operations to ensure it is efficient and 'fit for the future'</p> <p>The council's Transformation Programme is ongoing with progress being made on all projects. The Transformation Programme has been reviewed within the LGR framework and as a result has been redefined as the 'LGR Readiness' Programme due to the synergies between the workstreams and the significant crossover with the outputs and outcomes required within transformation and LGR Readiness.</p>	Ongoing	G ↔

Project description and comments	Target Date	
<p>Cabinet have agreed this transition and all future reporting to the Transformation Board will include the workstreams included in the LGR Readiness Programme.</p> <p>Significant areas of work in respect of LGR Readiness have been identified. These include our data and data management, stakeholder communications and organisational development and readiness for LGR. Each area has a number of planned actions and engagement with staff has taken place. As an organisation we need to ensure our data is fit for purpose, is relevant and that we are adhering to our Data Retention Schedules.</p> <p>Q4 actions: Work is ongoing to collect and organise our data in relation to 5 key themes, ICT, Finance, HR, Contracts and Assets. As LGR progresses, these areas will be required to work with and share information with our local government partners.</p>		G
<p>Develop a Digital Strategy</p> <p>Significant work has taken place over the course of Q3 with the main focus on improving the network infrastructure. In addition to this we have undertaken a digital skills survey and developed improved governance arrangements. The proposed strategic road map will be shared with the ICT Development Group at the beginning of Q4.</p> <p>Q4 actions: Complete further work to improve our infrastructure, establish the key priority projects for ICT and start to deliver on our strategy. In particular ensuring that we utilise the technology available to its full potential and assist staff and members to fully understand and use existing and new technologies as we develop.</p>	Mar 2027	G ↔
<p>Implement a corporate management system to manage information to support decision-making</p> <p>Work has continued during Q3 and due to limited officer resource the target date has been reviewed to Q1 2026-2027.</p> <p>Q4 actions: Support has been procured from Breckland District Council for the development of the corporate management system. The Corporate Governance Team is now fully resourced, and it is anticipated this will now progress quickly.</p>	Jun 2026	G ↑ A
<p>Engage in formal HM Land Registry (HMLR) Migration Project</p> <p>Agreement to be reached on a formal project plan with HMLR (HMLR decision), close working continues with HMLR to ensure our Land Charge Register is cleansed before we 'go-live', now estimated to be March / April 2027. Despite not having a formal project plan in place HMLR has released the first third of our agreed payment of £25,000, leaving a balance of £50,000.</p> <p>Q4 actions: Continue to work with HMLR on cleansing our data.</p>	Ongoing	G ↔
<p>Engage with the Devolution programme to deliver the best outcome for West Norfolk</p> <p>The Government has announced its decision to postpone the planned mayoral elections for May 2026 until May 2028 under the rationale to allow councils sufficient time to complete preparations for local government reorganisation and the introduction of unitary authorities. The programme for LGR remains unchanged. A County Combined Authority will therefore be established and will receive capacity funding to prepare for the mayor, alongside £12.5million per year for 26/27 and 27/28 to begin work on key local priorities.</p> <p>Q4 actions: In preparation for Devolution, the Norfolk and Suffolk Investment Fund work is still progressing with various proposals and business cases which are still being prepared. Feasibility studies will be submitted in January.</p>	Mar 2027	G ↔
<p>Engage with the Local Government Reorganisation (LGR) programme to deliver the best outcome for West Norfolk</p> <p>The Governments Stakeholder Consultation on the three proposals for Local Government Reorganisation ended on 11 January 2026. The council submitted its response to the consultation under the delegated authority of the Leader.</p>	Mar 2027	G ↔

Project description and comments	Target Date	
<p>The Norfolk council's have initiated a procurement exercise to appoint a Strategic Partner for LGR in Norfolk, the Invitation to Tender is a decision agnostic and the chosen partner will work on whichever model of unitary authority is selected for Norfolk.</p> <p>Work is ongoing with the 6 Future Norfolk council's and all Norfolk authorities on preparing for LGR in Norfolk and setting up the governance structures and frameworks to support the implementation of LGR when the decision is announced in late March 2026. Officers are also engaged with MHCLG on the draft Structural Change Orders.</p> <p>A full programme of LGR Readiness has been implemented with workstreams, this work has been embedded into the council's Transformation Programme and retitled 'LGR Readiness Programme'.</p> <p>Q4 actions: Focus on corporate data review, LGR Impact Assessments of all services, update intranet and FAQ's, review data retention policies and commission data cleanse activity across all services, selection of a Norfolk-wide Strategic Partner, liaise with partners and MHCLG on the draft Structural Change Orders.</p>		
<p>Improve governance and assurance of corporate health and safety</p> <p>An external audit of the council's management and control of Corporate Health & Safety was undertaken, the audit focussed on Systems and Documentation, People & Culture and Operational Reality. Whilst assurance has moved to amber in Q3 this reflects an unplanned and unavoidable slip in timescale for completion of the audit by the contractor. In addition, the annual audit of health and safety compliance for Alive started in Q3, with final visits in early January and results expected by the end of January.</p> <p>The results of both audits will provide a strong organisational understanding of the councils performance, identify areas of good/excellent practice and allow the development of a robust health and safety culture within the authority.</p> <p>Q4 actions: The report is due to be shared with Corporate Leadership Team in January and an action plan for implementation of recommendations will flow from the report in February.</p>	Nov 2025	G ↓ A
<p>Delivery of the Council's Medium Term Financial Strategy (MTFS)</p> <p>The progress against the Target Savings and Efficiency Plan 2025/2026 was reported in the Q2 budget monitoring report to Cabinet, showing a forecast favourable position £383k.</p> <p>Q4 actions: Q3 budget monitoring report to Cabinet on 3rd March 2026 will provide a further update on the forecast spend against budget and savings and Efficiency Plan.</p>	Annual	G ↔
<p>Development of the Corporate Leadership Team and service managers</p> <p>The Corporate Leadership Team has commenced a series of team coaching sessions that are facilitated by SOLACE. Individual coaches and mentors have been allocated to CLT and some Senior Managers. In addition, managers have completed the final elements of the management passport – looking at managing high performing teams. The 4th tier managers forum has been invited to a range of corporate activities and worked well as a team and developing together.</p> <p>Q4 actions: Further work will take place with CLT on corporate coaching sessions.</p>	Ongoing	G ↔
<p>Analyse and identify actions arising from a staff survey, including development of corporate values</p> <p>Engagement with staff and councillors has taken place across the organisation with a series of workshops across multiple locations and online. The feedback has been analysed and recommendations prepared for the values to be adopted and launched at the Staff Conference in February.</p> <p>Work will commence on the organisations behaviours which align with the newly developed values and the outcomes of the recent staff survey will be explored further.</p>	Completed	

Support our communities

To support the health and wellbeing of our communities, help prevent homelessness, assist people with access to benefits advice and ensure there is equal access to opportunities.

Actions carried out by the council

R Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **■** Completed

Project description and comments	Target Date	
<p>Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers</p> <p>Following the successful recruitment of the Senior Corporate Governance Officer, this work will now move at pace and will be dependent on engagement with care leavers. Care leavers continue to be recognised as a specific group within our EIA process.</p> <p>Q4 actions: Re-establish links with Norfolk County Council to try and engage with local care leavers.</p>	Ongoing	G ↔
<p>Further develop 'Creating Communities' events</p> <p>Launch event for Valentine Park has been held and a number of local residents attended who live close to the development. An event at Florence Fields had a great representation from partners. There are ongoing discussions regarding an event at the Wootton's.</p> <p>Q4 actions: Information leaflet to be developed for the Wootton area. Continue to plan for events in the Wootton area, Valentine Park and Florence Fields.</p>	Ongoing	G ↔
<p>Undertake a review of the council's equality policy and continue to progress a range of workstreams to support equality, diversity and inclusion (EDI)</p> <p>The Corporate Equalities Working Group (CEWG) continued to meet throughout Q3 and progress actions via the various subgroups. We have established a peer-to-peer support group for staff which will focus on dyslexia support in the workplace, first meeting is scheduled for 29 January 2026. The anti-racism charter was signed on 23rd September 2025 and an action plan has been developed which will be progressed through 2025-26.</p> <p>Q4 actions: The anti-racism toolkit for managers will be launched during February 2026 and work will recommence on the policy now key roles in the team have been filled.</p>	Ongoing	G ↔
<p>Develop a Health and Wellbeing Strategy and Action Plan</p> <p>The Yr 1 Marmot report is due for publication at the beginning of January 2026. The Institute of Health Equity are working with key partners to coproduce recommendations. The Health and Wellbeing Partnership have determined that the existing strategy will remain in place until October 2026 when work to align with the full Marmot report will be undertaken.</p> <p>Q4 actions: Understand and identify appropriate delivery models for the Yr 1 recommendations within the existing strategy.</p>	Apr 2026	G ↔
<p>Develop 5-year Strategy for Leisure and Culture ensuring growth and additional partnership working</p> <p>The draft document is currently under review following the recent change of management for Leisure and Culture.</p> <p>Q4 actions: Revisit key areas to include new insight from the industry and health and wellbeing partners.</p>	Jun 2026	G ↓ A

Project description and comments	Target Date	
<p>Develop and support partnerships with key stakeholders to deliver improved health and wellbeing for West Norfolk Residents drawing on outcomes of Health and Wellbeing Strategy and Marmot recommendations</p> <p>Voluntary, Community, and Social Enterprise rep has been appointed and work to develop an engagement plan has begun. Priority area for Yr2 has been agreed.</p> <p>Q4 actions: Institute of Health Equity (IHE) to meet with Children and Young People stakeholders to develop Yr1 recommendations. IHE to meet with businesses in roundtables to discuss Yr2 focus of skills and employment. Steering Group to identify opportunities for action in Yr2.</p>	Oct 2026	<p>G</p> <p>↔</p>
<p>CIC transformation plan</p> <p>The Talkative web chat and digital helper (Nova) was introduced on our website in October 2025. Nova is trained to deal with benefits, council tax, waste, care and repair, careline, clean-up, environmental health, electoral role, housing, licensing and Norfolk County Council enquiries. Since launching Nova, we have received 1,632 web chat enquiries and Nova has dealt with 739 of these (45% deflection rate).</p> <p>We are closely monitoring Nova's interactions and continue to improve the knowledge base. Work in underway to extend Nova's opening hours to 24/7 as well as looking at the funding / procurement for Talkative VOICE on the telephones.</p>	Completed	

Managing the Business

Our Performance Indicators in detail

R	Performance indicator is 5% or more below target	A	Performance indicator is up to 5% below target	G	Performance indicator has achieved target	M	Monitor only
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Promote growth and prosperity to benefit West Norfolk								
Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	93%	92%	93%	94%		70%	G ↕
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	94%	80%	87%	90%		60%	G ↕
1.3	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	3.03%	3.06%	2.94%	2.73%		10%	G ↕
1.4	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	0.85%	0.93%	0.91%	0.77%		10%	G ↕
1.5	% of major planning applications provided with an extension of time (EOT)	50%	60%	88%	33%		50%	G ↑ R
1.6	% of non-major planning applications provided with an extension of time (EOT)	25%	33%	39%	22%		40%	G ↕
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	£0	£0		Monitor Only	M
1.8	% of new enforcement cases actioned within 12 weeks of receipt	85%	85%	87%	87%		85%	G ↕

Ref	Performance indicator	2024/25	2025/26				Target	Comments	
			Q1	Q2	Q3	Full Year			
1.9	No of new homes built through the Council's Major Housing Programme	97	14	24	21		124 (Q3 35)	R ↔	Short term delays caused by weather, structural and access issues have impacted on the Q3 target
1.10	No of new Affordable Homes delivered by the Major Housing Programme	61	1	11	0		25 (Q3 3)	G ↓ R	Earlier delays and construction setbacks continue to have an impact on delivery.
1.11	% of rent arrears on industrial units	5.11%	4.80%	2.66%	1.48%		5%	G ↔	
1.12	% of rent arrears on retail/general units	6.94%	9.50%	6.36%	9.30%		6%	A ↓ R	Meetings are being held with tenants to resolve outstanding arrears.
1.13	King's Lynn long stay car parking tickets purchased	162,127	43,739	88,908	132,471		162,127	G ↔	Cumulative data
1.14	King's Lynn short stay car parking tickets purchased	1,033,739	252,352	512,023	789,864		1,033,739	G ↔	Cumulative data
1.15	Local (West Norfolk) contracts awarded to SMEs: (include %, number and value)	-	67% 2 £70,829	50% 2 £58,027	0% 0 £0		Monitor only	M	
1.16	Non-local contracts awarded to SMEs: (include %, number and value)	-	86% 12 £1,665,929	62% 8 £1,871,350	35% 7 £20,814,679		Monitor only	M	
1.17	Capital contracts awarded to SMEs: (include %, number and value)	-	100% 4 £1,132,955	50% 1 £26,598	29% 2 £20,422,323		Monitor only	M	
1.18	Revenue contracts awarded to SMEs: (include %, number and value)	-	77% 10 £603,803	60% 9 £1,902,779	71% 5 £392,356		Monitor only	M	
1.19	No of new homes delivered in the Borough to meet the housing need target	427	78	306	210		Monitor only	M	Q3 594 homes delivered, target is 554

Protect our Environment

Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
2.1	% of street lighting within the borough converted to LED	30.24%	30.24%	30.35%	34.94%		Monitor only	M Cumulative data
2.2	Solar power (kWh) generated across council sites	488,227	171,690	325,817	360,685		Monitor only	M Cumulative data
2.3	No of brown bins in use for composting	29,430	29,718	29,875	29,615		29,000	G ↕
2.4	Total tonnage of garden waste collected and treated	11,123	3,250	6,115	8,241		11,000	G ↕ Cumulative data
2.5	Total tonnage of food waste collected and treated	1,655	380	765	1,222		Monitor only	M Cumulative data
2.6	Total tonnage of mixed recycling collected and treated	14,082	3,506	7,036	10,544		Monitor only	M Cumulative data
2.7	No of fly tipping incidents recorded	2,267	480	1,149	1,860		Monitor only	M Cumulative data
2.8	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%	100%		95%	G ↕

Efficient and effective delivery of our services

Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
3.1	% of calls reduced by web chat	86%	86%	85%	85%		75%	G ↕
3.2	% of calls answered within 90 seconds	75%	61%	63%	69%		75%	R ↕ 81.9% was achieved in Q3, further improvement continues to achieve the 75% target
3.3	% of press releases covered by media within one month of being issued	97%	100%	100%	100%		95%	G ↕
3.4	% of supplier invoices paid within 30 days	98%	98%	99%	99%		99%	G ↕
3.5	% of local supplier invoices paid within 10 days	93%	97%	97%	97%		96%	G ↕
3.6	% of Council Tax collected against outstanding balance	97.1%	28.1%	55.2%	82.5%		97.1%	G ↕ Cumulative data
3.7	% of Business Rates collected against outstanding balance	98.6%	33.7%	59.1%	82.7%		98.6%	G ↕ Cumulative data
3.8	% of BID Levy collected	95.4%	55.8%	75.2%	89.4%		97.5%	G ↕ Cumulative data

Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
3.9	No of completed fraud/corruption investigations including data matching exercises	9,753	Resource to provide quantitative data is still to be confirmed. Progress on Anti-fraud and corruption is reported half yearly to Audit Committee.				5,000	An update will be provided in Q4.
3.10	No of cyber security incidents reported	0	0	0	0	Monitor only	M	
3.11	% spend in compliance with authorised procedures	-	95%	95%	95%	95%	G ↔	
3.12	% of "open rate" for the Our News staff e-newsletter	-	99%	99%	99%	95%	G ↔	
3.13	% of purchase orders created retrospectively after goods have been received	81%	58%	57%	56%	30%	R ↔	Processes are under review and changes will be added to current user guidance. In Q4 training, proactive monitoring and support will continue.
3.14	% of savings delivered and forecast towards the 2025/2026 Savings and Efficiency Plan	-	11%	30%	80%	100%	G ↔	

Support our communities

Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
4.1	No of people in bed and breakfast and nightly paid accommodation	320	70	135	223	Monitor only	M	Cumulative data
4.2	Spend on bed and breakfast, nightly paid accommodation and block bookings (gross)	£937,961	£155,617	£391,565	£608,387	Monitor only	M	Incorrect figure reported for 24/25 correct figure used for financial purposes.
4.3	No of households prevented from becoming homeless for a minimum of 6 months	89	19	52	81	Monitor only	M	Cumulative data
4.4	No of verified rough sleepers	1	3	2	3	Monitor only	M	

Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
4.5	No of days to process new housing benefit and council tax support claims	15	14	14	14		20	G ↕
4.6	No of days to process housing benefit and council tax support changes of circumstances	20	18	15	14		20	G ↕
4.7	% of food premises achieving a rating of 3 or above	94%	100%	98%	97%		90%	G ↕
4.8	% of housing adaptations completed within time	77%	80%	81%	83%		80%	G ↕
4.9	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	2,001	631	1,478	2,473		1,400	G ↕ Cumulative data
4.10	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	89%	97%	93%	93%		80%	G ↕
4.11	No of young people engaged through UKSPF Employability and Skills Project	302	76	119	179		190	G ↕ Cumulative data
4.12	No of HMO licence applications received	-	3	6	9		Monitor only	M ↕ Cumulative data
4.13	% of HMO licence applications receiving a draft licence or draft refusal within 45 working days of application validation	-	100%	83%	91%		80%	G ↕ Cumulative data
4.14	Increase participation at all leisure and culture facilities	-	-2%	-2%	-1%		5%	R ↕ The impact of Downham Academy remains. In Q3 the deficit decreased through the introduction of some new programmes

Ref	Performance indicator	2024/25	2025/26					Target	Comments	
			Q1	Q2	Q3	Full Year				
4.15	Increase the number of outreach activities into the community	-	13%	11%	6%		10%	G ↓ R	Due to budget constraints, sessions are streamlined to maximise resource, high outreach attendance recorded at KASET	
4.16	Improve Alive customer satisfaction levels	-	Annual data to be reported in Q4					5%		Data release from Net Promoter Score (NPS) in March 2026
4.17	Increase number of Alive participants on exercise referral or special populations programme	-	86%	12%	17%		10%	G ↔		
4.18	Reduce net subsidy per head	-	47%	85%	86%		-5%	R ↔	Significant maintenance challenges on aging sites and no capital provision available	
4.19	Energy usage per user	-	-11%	-11%	-9%		-10%	G ↓ R	Q3 is impacted by winter energy consumption and lower attendance.	

Our Organisation

The following is a selection of our people performance measures:

Performance Indicator		2024/25	2025/26				Summary Notes Ref	
		Full Year	Q1	Q2	Q3	Full Year		Target
Permanent staff	Total established permanent posts	572	707	709	711		-	
	Total permanent post FTE	537.34	651.20	653.20	655.20		-	
	Total number of people in established posts	537	667	661	657		-	
	% of voluntary permanent staff turnover (cumulative)	9.82%	2.27%	4.38%	5.65%		12%	(1)
	Number of voluntary leavers from permanent roles (cumulative)	50	16	21	38		-	(2)
	Number of starters to permanent roles (cumulative)	47	12	25	35		-	(2)
	Average number of working days lost to sickness absence per permanent employee FTE (cumulative)	10.85	2.20	4.81	8.28		8.70 days	(3)
	Number of permanent employees who have had a period of long term sickness (cumulative)	70	17	43	64		-	(4)
	% of employees undertaking an apprenticeship	3.8%	2.6%	3.0%	2.39%		2.3%	
Temporary staff	Total number of temporary posts	22	27	30	29		-	(5)
	Total number of temporary staff FTE	19.46	25.43	27.95	26.23		-	(5)
	Average number of working days lost to sickness absence per temporary employee FTE (cumulative)	5.79	0.81	1.75	3.11		-	

Position summary

1. Voluntary turnover rate remains within the anticipated turnover levels.
2. Indicators in relation to the number of voluntary leavers from permanent roles and the number of starters to permanent roles should be read in isolation from each other due to the time lag between resignation of one employee and start date for a new employee, which often spans any particular quarter.
3. The number of days lost to sickness absence are consistent to Q3 2024/2025 (8.34). HR are supporting proactive management to address sickness absence issues and are actively monitoring compliance by liaising with managers regarding targets for return to work reviews and case reviews.
4. Number of employees who have had a period of long term sickness is slightly higher than this time last year (56). The number of long term sickness cases will fluctuate and are measured cumulatively.
5. Temporary staff includes short and long term contracts, fixed term contracts and apprenticeships throughout the Council.

Delivering our Transformation Programme

The programme has been established to support the council in becoming the most effective and high-performing organisation it can be, ensuring operational efficiency and the successful delivery of its strategic objectives.

Further information on the key pillars of activity, aims, cross cutting themes and actions is available in the [2025-2027 Action Plan](#).

Pillar One – Organisational Development

Senior Responsible Officers (SRO): Assistant Director Corporate Services
Assistant Director Environment and Planning

Workstreams

1. Develop a People Strategy roadmap that reflects a modern and flexible workforce and aligns with our aim to deliver efficient and effective public services
2. Develop an agreed set of core values and behaviours that become embedded in the organisation's culture and shape the way employees work.
3. Support a culture of high performance in line with corporate priorities, to ensure we deliver our services in the best way possible.
4. Support the development of an organisational structure, which enables effective and efficient delivery of services and projects.

Achievements in Q3

- All staff workshops have been completed on exploring the values for the organisation. Workshops have also taken place for elected members. Work will begin on the behaviours in January 2026.
- There have been two 4th tier managers meetings in September and December covering numerous topics including updates on the overall transformation programme, cascading corporate information, presentation from Entec Si who are leading on the digital programme and various HR related topics which managers need to be aware of.
- The content for manager sessions on anti-racism initiatives and sexual harassment are finalised. There will be a toolkit for managers to roll out at team meetings. These sessions and toolkits will cover the 'why', 'our responsibility' and 'key messages'.
- Work is continuing on reviewing HR policies and procedures.
- Meetings will be set up shortly to engage with the change champions. This will include talking to the group about what they need in order to undertake this role in their teams (development/support).
- Work has started to integrate LGR readiness work (HR strands) into business as usual.

Pillar Two – Service Innovation & Digital Transformation

Senior Responsible Officers (SRO): Assistant Director Corporate Services
Assistant Director Health, Wellbeing and Public Protection

Workstreams

1. Review and modernise the various technologies used by colleagues at all levels to ensure that they are fit for purpose.
2. Discovery and baselining of ICT to shape requirements to support ICT transformation and enablement across the council whilst minimising business risk
3. Empower and enable the workforce by developing training, access to online learning and in-person to fully utilise our range of IT systems and infrastructure.
4. Unlock and enable assisting technologies (AI) to remove unnecessary administrative burdens
5. Improve health equity for all residents of the borough, through the implementation of the eight Marmot Principles

Achievements in Q3

- New ICT governance process established and signed off at Corporate Leadership Team.
- Established working group for this part of the transformation roadmap (representatives from HR, Comms and IT); developed Digital Skills pulse survey questions with HR/Comms input; survey finalised following feedback and ready to share with the organisation.
- Yr1 Marmot Report 'Starting Well' drafted and reviewed.

Pillar Three – Enterprise our Assets

Senior Responsible Officers (SRO): Assistant Director Regeneration, Housing and Place
Assistant Director Leisure and Culture

Workstreams

1. Improve the place of work by reviewing office accommodation
2. Prepare a housing delivery strategy
3. Develop a property strategy and an asset management strategy to recognise that council owned property assets can be used strategically as well as operationally for the benefit of the council, its residents and other stakeholders
4. Review our leisure and culture assets to ensure we are maximising their potential, financially, environmentally, and for the wellbeing of our communities

Achievements in Q3

- Further accommodation project team meetings have taken place. Each subgroup is working on their area of the project and regular reports are received by the group. The staff survey on accommodation is ready to go and will be sent once a suitable timeframe is identified with Comms.
- Workshops and dialogue with key stakeholders started in November which are key to informing the Housing Delivery Strategy
- Draft Strategic Asset Management Plan (SAMP) to go to Cabinet in early 2026. Draft disposals policy has been circulated to CLT and Cabinet.
- Leisure and Culture strategy finalised.
- Investment project for a new swimming pool at Lynnsport is ongoing.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet’s powers to decide		YES	
	Discretionary /	Need to be recommendations to Council		NO	
	Operational	Is it a Key Decision		NO	
Lead Member: Cllr Jo Rust E-mail: cldr.jo.rust@west-norfolk.gov.uk		Other Cabinet Members consulted:			
		Other Members consulted:			
Lead Officer: Andy King E-mail: andy.king@west-norfolk.gov.uk Direct Dial:01553 616422		Other Officers consulted: Nikki Patton Jeannette Hollingsworth			
Financial Implications YES	Policy/ Personnel Implications NO	Statutory Implications YES	Equality Impact Assessment YES If YES: Pre-screening	Risk Management Implications NO	Environmental Considerations NO

Date of meeting: 3rd March 2026

PRIVATE RENTED SECTOR POLICY; TEMPORARY ACCOMMODATION POLICY

<p>Summary</p> <p>Recommendation</p> <p><u>The Panel Resolves:</u> To endorse the Temporary Accommodation Policy and Private Rented Sector policies, to be presented to Cabinet 3rd March 2026.</p> <p>Reason for Decision</p> <p>The new policies fulfil the council's legal duties, align with the borough's Homelessness and Rough Sleeping Strategy, align with the national Homelessness Strategy and seek to make the fairest use of a limited local resource.</p>
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1 Background

1.1 Introduction

The Private Rented Sector (PRS) and Temporary Accommodation (TA) policies have been drafted in line with the council’s [Homelessness and Rough Sleeping Strategy](#), adopted in October 2024, which aims to:

- “Ensure that people who are homeless are [...] placed into suitable, cost-effective accommodation where necessary” (p.19)

- “Avoid and reduce the use of Bed and Breakfast and nightly-paid accommodation” (p.19)
- “Develop opportunities for homeless households to find and sustain PRS accommodation” (p.25)

The policies also align with the government’s recently published Homelessness Strategy: [A National Plan To End Homelessness](#).

The policies set out our general principles for procuring and allocating PRS and temporary accommodation.

At their core, both policies set out what we are already doing to support people into temporary and PRS accommodation.

As such, the policies do not represent a shift in thinking but provide clarity to customers and partners about what they should expect from the council’s Housing Needs Service.

Nevertheless, both policies are necessary for statutory reasons.

- **The PRS policy** is necessary to enable us to discharge our homelessness duties into the private rented sector. Again, this does not represent a change of policy – we continue to seek to maximise use of social and affordable homes for homeless households – but provides us with an additional tool to support people to find safe, sustainable accommodation. The legal background is set out in section 2 of the policy.
- **The TA policy** is necessary to set out our position on the occasions where we need to place homeless households outside of the borough of King’s Lynn and West Norfolk. It sets out our firm commitment to prioritise local placements but explains our approach when this is not possible. This is in line with the government’s [Homelessness Code of Guidance](#) 17.49-17.65

For ease of reference, I have divided this report into paragraphs that relate to:

- The PRS policy
- The TA policy
- Both policies

1.2 Consultation Measures and Methods

Both policies have been developed in line with the Homelessness and Rough Sleeping Strategy, which was in turn developed in consultation with internal and external partners, residents and people with lived experience of homelessness.

Additionally:

- **PRS Policy:** Following the launch of the strategy, we developed a Homelessness Strategy Implementation Group (consisting of key internal and

external partners) and a subgroup focused on homelessness prevention¹. This group continues to discuss and develop its approach to engaging with PRS landlords – the policy is borne out of this approach.

- **TA Policy:** We produced a survey for all current and many previous occupants of temporary accommodation. We received 13 responses (approximately one fifth of the number of households using temporary accommodation at the time of the survey) and used comments and data from these responses to inform our approach.

1.3 Key areas of change

PRS Policy

The PRS policy enables us to offer PRS accommodation as a means of *ending* our homelessness duty to a household – that is, as a final offer. This will allow us to resolve some homelessness cases where a household may be excluded under the [Homechoice allocation policy](#) – or where a PRS offer may be a more suitable and timelier offer².

The policy outlines the steps we will take to ensure offers are suitable for homeless households: safe, affordable, available and sustainable.

Please note:

- We are *currently* able to offer PRS accommodation to homeless households and will continue to do so.
- We *continue* to prioritise the procurement of affordable and social rented properties.
- We *anticipate* that PRS offers of accommodation to discharge homelessness duty will be rare. PRS accommodation continues to be unaffordable for many low-income families³. To give an indication, **based on current trends and caseloads, the number of PRS offers to households under this policy could be in the region of five per year.**

TA policy

The TA policy clarifies what we are already doing under the implementation of our strategy. It confirms that:

¹ Current members include representatives from: Sustainable Housing Pathway Service (SHPS), Shelter, Citizens Advice Norfolk, HM Prison and Probation Service, MAP UK, Freebridge Community Housing, King's Lynn Foodbank and Norfolk County Council, plus the council's Housing Needs, Housing Standards and Community Safety teams.

² An example of this could be where a household needs a large property that is not readily available on the register. In the last three months, just four 4-bed properties were let through the register, with 20 households with a 4-bed need in 'high band'.

³ As a snapshot: at the time of writing, there were no two-bedroom or four-bedroom properties, and there was just one three-bedroom property, within a 5-mile radius of King's Lynn within £50 of the monthly Local Housing Allowance rate (source: Rightmove).

- We will always prioritise the procurement of TA within our district – utilising out-of-area placements only where there is a clear and unavoidable need.⁴
- We will work actively towards ending the use of nightly-paid and Bed and Breakfast accommodation.
- We will take a risk-based approach to accommodating people sleeping rough as outlined in section 5 of the policy.
- We will take particular care when placing people who are victim-survivors of domestic abuse, as well as people who have left care, prison and hospital settings. Wherever possible, we will adopt a ‘prevention first’ approach.

1.4 Implementation

For both policies, implementation will commence immediately after adoption. As part of the implementation, we will use the structure of the Homelessness Strategy Implementation Partnership to communicate our approach to partners. We will also refresh the relevant sections of the council’s website. There is a wider piece of work being carried out to refresh our advice letters and other key communications, which aligns with this approach.

2 Options Considered

PRS Policy

There is no duty for a local authority to have a written PRS policy – so one option considered was to not have one. However, without a PRS policy, we are unable to make a final offer of accommodation to a household excluded from the housing register. This means that such a household could continue to refuse offers of accommodation, our homeless duty could continue indefinitely, and the cost to the council of temporary accommodation could continue unchecked.

We would recommend that Cabinet adopts a PRS policy.

TA Policy

Our options are:

- a) To proceed with adopting a policy. In doing so, we would:
 - Provide a clearer rationale to customers and stakeholders for the work we do
 - Set out clearly the circumstances under which we will offer temporary accommodation and the steps we will take to support homeless households
 - Set out clearly our direction of travel in terms of the procurement of TA, in line with our strategy.
- b) To continue as we currently are, without a written policy in place. However, this risks:

⁴ We continue to bid into the Local Authority Housing Fund to improve the supply of interim accommodation – any successful bids will be submitted to members for consideration.

- Potential legal challenge if we had no choice but to place a household outside of borough
- Potential reputational damage if we do not align our practices and policies with the content of our published Homelessness and Rough Sleeping Strategy
- Potential additional scrutiny from central government if our policies and practices do not align with its strategy (noting that “Families in B&B” forms one of its key performance indicators for local authorities).

We would recommend that Cabinet adopts a TA policy (option a).

We have sought an approach that balances the financial impact of offering temporary accommodation with the human impact of providing safe, sustainable accommodation for people who need it. This is in line with the Government’s Homelessness Code of Guidance, its new [Homelessness Strategy](#) and the council’s own Homelessness and Rough Sleeping Strategy.

Both policies align with the value of “transparency” as set out in our strategy: “we will make it clear why we are doing things [and] what we’re doing” (p.10). Although there is some technical detail in both policies, I have attempted to write it in a plain, accessible way for its intended audiences. We will produce flowcharts to accompany the approved policies.

3 Policy Implications

PRS policy

As set out above, the policy enables the council to discharge its homelessness duties into the private rented sector.

TA policy

As set out above, the policy clarifies our approach to procuring temporary accommodation as well as clarifying the circumstances under which we will make an offer of accommodation.

As stated above, **neither policy represents a shift in thinking** – they aim to provide clarity to customers and partners about what they should expect from the council’s Housing Needs Service.

4 Financial Implications

PRS Policy

The policy outlines the circumstances under which we will support homeless households with a grant towards their rent deposit or rent in advance. The policy represents a slight shift in thinking, in that we will provide grants as a default (unless an interest-free loan is clearly affordable).

Please note, though, that all loans and grants are financed from a ringfenced central government grant – the Homelessness Prevention Grant – so there is no direct financial implication to the council

TA Policy

There are no direct financial implications under this policy – however, an approach that minimises B&B and nightly paid accommodation will achieve savings for the council.

A forthcoming report to the Environment and Communities Panel will summarise the work of the council and its partners towards delivering on the aims of its homelessness and rough sleeping strategy. A summary of the work already taken towards reducing TA spend will be included in this report.

5 Personnel Implications

None

6 Environmental Considerations

None

7 Statutory Considerations

For both policies, the legal background is laid out in section 2

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

9 Risk Management Implications

The PRS policy reduces the risk of the council being unable to discharge its legal duties to homeless households, as described above – which includes the possibility of legal challenge and reputational risk.

The TA policy reduces the risk of challenge to the suitability (or refusal) of TA offers, as well as reducing the reputational risk inherent in the overuse of B&B and nightly paid accommodation.

Both policies seek to reduce the risk of not fulfilling the objectives set out in our strategy to prevent and relieve homelessness and rough sleeping.

10 Declarations of Interest / Dispensations Granted

None

11 Background Papers

- [A National Plan To End Homelessness](#). - GOV.UK

- The King's Lynn and West Norfolk [Homelessness and Rough Sleeping Strategy 2024-2029](#) – BCKLWN
- [Homechoice allocation policy](#) – BCKLWN
- [Homelessness Code of Guidance for Local Authorities](#) – GOV.UK

Stage 1 - Pre-Screening Equality Impact Assessment

For equalities profile information please visit [Norfolk Insight - Demographics and Statistics - Data Observatory](#)

Name of policy/service/function	Temporary Accommodation Policy Private Rented Sector Policy				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New	YES	Existing		
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	<p>The Private Rented Sector (PRS) and Temporary Accommodation (TA) policies have been drafted in line with the council's Homelessness and Rough Sleeping Strategy, adopted in October 2024, which aims to:</p> <ul style="list-style-type: none"> • "Ensure that people who are homeless are [...] placed into suitable, cost-effective accommodation where necessary" (p.19) • "Avoid and reduce the use of Bed and Breakfast and nightly-paid accommodation" (p.19) • "Develop opportunities for homeless households to find and sustain PRS accommodation" (p.25) 				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	<p>Sustainable Housing Pathway Service (SHPS), Shelter, Citizens Advice Norfolk, HM Prison and Probation Service, MAP UK, Freebridge Community Housing, King's Lynn Foodbank and Norfolk County Council, plus the council's Housing Needs, Housing Standards and Community Safety teams.</p> <p>People with lived experience: 13 respondents to survey re: Temporary Accommodation – plus 27 people who contributed towards the creation of the overarching homelessness and rough sleeping strategy</p>				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p>		Positive	Negative	Neutral	Unsure
	Age			x	
	Disability	x			
	Sex			x	
	Gender Re-assignment			x	
	Marriage/civil partnership			x	
	Pregnancy & maternity			x	
	Race			x	
	Religion or belief			x	
	Sexual orientation			x	

<i>*For more information on health inequalities please visit The King's Fund</i>	Armed forces community				
	Care leavers	x			
	Health inequalities*	x			
	Other (eg low income, caring responsibilities)	x			

Please provide a brief explanation of the answers above:

The policy sets out our position in terms of assisting people to access temporary and PRS accommodation. It sits underneath the council's Homelessness and Rough Sleeping Strategy, which aims to 'end homelessness, person by person'. The policy aims to have a particular positive impact on the following groups of people, who are statistically more likely to experience homelessness:

- People with disabilities
- People leaving care
- People leaving other institutional settings such as prisons and hospitals
- People with enduring health conditions
- Low-income households.

Question	Answer	Comments		
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No	Although we anticipate that the policy will have a positive impact on certain groups, the policy is the same irrespective of household characteristic.		
3. Could this policy/service be perceived as impacting on communities differently?	No	As above. Whilst we will seek to procure accommodation that has good transport links and community facilities, this will not be limited to particular wards.		
<p>If 'yes' to questions 2 - 3 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member:</p>				
4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	Yes / No	Actions: n/a		
		Actions agreed by EWG member:		
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	Please provide brief summary:		
Assessment completed by: Name	Andy King			
Job title	Senior Housing Manager			
Date completed	21 January 2026			
Reviewed by EWG member	C. Mariott	<table border="1"> <tr> <td data-bbox="1110 1599 1257 1677">Date</td> <td data-bbox="1257 1599 1497 1677">16.02.26</td> </tr> </table>	Date	16.02.26
Date	16.02.26			

✓ Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)

THE PRIVATE RENTED SECTOR: OUR POLICY FOR HOMELESS HOUSEHOLDS AND THOSE AT RISK BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK MARCH 2026

Key Terms:

We / Us / The Council	The Borough Council of King's Lynn and West Norfolk
You	Someone (or a household) who is homeless or at risk of homelessness
Our Strategy	The King's Lynn and West Norfolk Homelessness and Rough Sleeping Strategy 2024-2029
Prevention Duty	A legal duty owed to some people at risk of homelessness, to prevent them from becoming homelessness
Relief Duty	A legal duty owed to some people who are homeless, to relieve their homelessness within 56 days of becoming homeless
Main Duty / s.193 duty	A legal duty owed to some people who are homeless, where their homelessness has not been relieved
HCoG	Homelessness code of guidance for local authorities - MHCLG

1. INTRODUCTION

- 1.1 As a council, we published our Strategy – "[Ending Homelessness, Person by Person](#)" at the end of 2024. Our strategy aims to "ensure that safe accommodation is available to everyone who needs it, [and] that accommodation is suitable to a household's needs" (p.24).
- 1.2 If you are homeless or at risk, we may owe you a duty to work with you towards preventing or relieving your homelessness (we call this the Prevention and Relief duty). In some circumstances, we may also be required to find accommodation for you, which will be our offer to you to discharge your homelessness (we call this the Main or Full duty).
- 1.3 As part of our strategy, we work with local social landlords to improve the supply of affordable and social rented properties available through the [Homechoice housing register](#), managed by the council. However, we have more people looking for social

housing than we have properties available – this is especially true for single households and larger families. There may also be situations where we are unable to source accommodation for you through Homechoice – for instance, if you are eligible for homelessness assistance but are ineligible under the Homechoice policy¹.

- 1.4 This means that there will be occasions where an offer of accommodation in the Private Rented Sector (PRS) will be an appropriate offer for you. In such circumstances, we have a responsibility to ensure that an offer of PRS accommodation is suitable for your household, to prevent or end your homelessness.
- 1.5 This document describes our general principles for
 - Procuring PRS properties
 - Allocating PRS properties
 - Assisting you to find a PRS property
- 1.6 Further guidance can be found in the government's [Homelessness Code of Guidance](#), chapters 16 and 17.

2. LEGAL BACKGROUND

- 2.1 The Housing Act 1996, part 7 (as amended by the Homelessness Reduction Act 2017) sets out what we must do by law if you are homeless or at risk of homelessness.
- 2.2 The Localism Act 2011 gives us the power to discharge our duty towards homeless households in 'priority need'² by using privately rented housing. Privately rented accommodation can be used to prevent or relieve homelessness, or to bring the main housing duty to an end.
- 2.3 Accommodation must be suitable in all cases where the Council has secured it or helped to secure it and, in certain circumstances, must meet additional suitability requirements. These are set out in the Homelessness (Suitability of Accommodation) (England) Order 2012 and apply to private rented sector accommodation that is offered:
 - To end the main housing duty (Housing Act 1996, section 193(2))
 - As a final accommodation offer to relieve homelessness (Housing Act 1996, section 189B)
 - If you are in priority need, to prevent or relieve your homelessness.

3. OUR PRINCIPLES AND PROCESS FOR PROCURING PRS PROPERTIES

- 3.1 The private rented sector is highly competitive, with an estimated average of ten expressions of interest for every PRS property in England³. This means that we will be proactive in procuring PRS accommodation.
- 3.2 Our approach will include working with contracted services who support PRS tenants and landlords, and who play a vital bridging role between the council and PRS landlords. Currently this service is provided by the Sustainable Housing Pathways Service (SHPS), who develop and maintain relationships with landlords.

¹ For example, due to having no local connection under the Homechoice policy or having a large level of housing debt that has not yet been addressed. Full details are available on the [Homechoice Allocation Policy](#).

² [Homelessness code of guidance for local authorities - Chapter 8: Priority need - Guidance - GOV.UK](#)

³ [Rightmove Rental Trends Tracker – 2025 Q4](#)

- 3.3 We will also take a proactive inhouse approach to work with PRS landlords. The forthcoming Renters Reform Act provides a strong opportunity to develop a safer and stabler PRS market – as a council, we can support this by engaging with PRS landlords and providing the information they need to comply with the demands of the act.
- 3.4 Additionally, West Norfolk Property Limited (a company wholly owned by the council) provides us with opportunities to procure good-quality PRS accommodation.
- 3.5 To be suitable for you, we work to ensure that properties are:

Affordable	<p>Whether a property is affordable will depend on your household income and other circumstances (such as your ability to obtain additional work).</p> <p>We will treat each case on its merits, but we will aim to procure accommodation that is as close as possible to Local Housing Allowance rates.</p>
Practical	<p>We will look to procure accommodation that is likely to be suitable for the greatest number of people. In our assessment, we will consider the property’s proximity to transport links, schools, GP surgeries and community resources.</p> <p>We will not actively seek to procure accommodation outside of the district, but we may make an offer of accommodation outside of the district where it fulfils all other suitability criteria⁴.</p>
Safe	<p>We procure accommodation that fulfils a good, safe quality, in line with the council’s standards⁵. The process is outlined in section 3.6 below.</p>
Sustainable	<p>The above criteria aim to procure accommodation that is sustainable for you, in line with our Strategy aim that “nobody experiences homelessness more than once”. We will work with PRS landlords to procure accommodation that is suitable for as long as you need it.</p>

3.6 To ensure that the properties we procure are safe, we will:

- **Inspect the property**⁶ – including property and room size, provision of facilities, and overall condition.
- **Produce a report** summarising the condition, size and suitability of the property.
- **Where a property is not suitable**, issue an improvement report to the landlord and explain the work needed to bring the property to a lettable condition.

⁴ For example: if you currently live in Walsoken and work in Wisbech, an offer of accommodation in Wisbech may be suitable for you, even if it is situated in Fenland district.

⁵ “[Amenity & Space Standards for Houses in Multiple Occupation](#)”; “[Standards for Private Rented Single-Family Dwellings](#)”. **Note** that this may be superseded once the Decent Homes Standard is applied to the PRS, following the implementation of the [Renters Rights Act](#).

⁶ The property inspection will be carried out by the council’s Housing Standards team or another officer trained in the Housing Health and Safety Rating System (HHSRS).

- **Where a property remains unsuitable**, and where a property remains privately let outside of the scope of this policy, inform our Housing Standards team so a formal inspection can be carried out.

3.7 Further guidance on suitability can be found in [HCoG chapter 17](#).

4. OUR PRINCIPLES AND PROCESS FOR ALLOCATING PRS PROPERTIES

4.1 To be eligible for a PRS property under this part of the policy, you need to be

Homelessness or at risk	We will owe you a Prevention, Relief or Main duty under the Housing Act 1996
Able to manage a privately rented property	<p>You will have</p> <ul style="list-style-type: none"> • sufficient income to afford your tenancy, after any other essential expenditure • evidence that you have the right to rent a property • the ability to look after the property and follow the rules of your tenancy agreement. If you need help from others to achieve this, then that help will be in place.

- 4.2 With your consent, we will complete a credit check on your behalf. Landlords often carry out their own credit checks – by obtaining a credit check in advance, you have an opportunity to explain or correct anything that might have a negative effect on your rating.
- 4.3 If you are eligible, then we will create a record to show that you are suitable for PRS, with your needs recorded. **Please note that** being marked as suitable will not affect your ability to bid for social housing through HomeChoice.
- 4.4 Once a property becomes available, we will prioritise suitable applicants according to the order set out in appendix 1. **As a general principle**, we will aim to match PRS accommodation with households who are least likely to find accommodation through the Homechoice housing register.
- 4.5 We will nominate applicants to a landlord with the highest priority first. Landlords must be satisfied with the nomination and be happy to proceed. If the landlord does not accept the nomination, we will move to the next household on the list.
- 4.6 If you are nominated and the landlord accepts, you will receive a formal letter offering you the property. This will include a report on the condition of the property. If you are owed the relief or main duty, then this letter will represent your final offer of accommodation to you.
- 4.7 You will then be able to view the property and raise any issues with us. If we still regard this property as suitable for you, we will explain this to you in a letter.
- 4.8 If you accept the property, then we will close your case. If you do not accept the property (and we regard it as suitable) then we will end our homelessness duty to you. You will still be able to receive advice and assistance, but our duty towards you will end. In such circumstances, we will provide you with details of how you can ask for a review of the decision.

5. OUR PRINCIPLES FOR HELPING YOU FIND A PRS PROPERTY

5.1 The above sections relate to our process for procuring PRS accommodation where it represents our final offer to a household to end their homelessness.

5.2 We also will work with you to assist you into PRS accommodation in other circumstances. These might include:

- **where you are at risk of homelessness**, including when we owe a prevention duty to you.
- **where you are leaving care or other institutional setting** and an offer of PRS accommodation is suitable for you.
- **where you are leaving supported accommodation** and can maintain a tenancy in the PRS.

5.3 The support we provide may include:

- **Ensuring there is sufficient information** on our website to help you find suitable accommodation.
- **If you have a Personal Housing Plan**, ensuring this includes specific and achievable actions towards obtaining PRS accommodation.
- **Referring you to organisations like SHPS**, if you need help to find privately rented accommodation.
- **For HMO and similar accommodation:** allowing you to retain a “medium” band for social housing where you obtain accommodation where “you share facilities (bathroom, kitchen or toilet) with people you’re not related to”.

5.4 We also will continue to work with internal and external partners (such as the council’s Housing Standards team, and the charity Shelter) to improve access to good quality PRS accommodation, and to address barriers to sustaining accommodation.

6. HELP WITH A RENT DEPOSIT AND/OR RENT IN ADVANCE

6.1 As well as the assistance outlined in section 5, we may assist you with the cost of a rent deposit and first month’s rent in advance. This help may also be available if a PRS tenancy is your final offer of accommodation (section 4)

6.2 All payments are made directly to the landlord or letting agent responsible for the tenancy. In line with the Renters Rights Act, the maximum payment will be one month’s rent in advance plus a deposit with a maximum value of five weeks’ rent.

6.3 As a default, payments will be made as a grant. In some circumstances, where repayments are clearly affordable over a 12-month period, we may provide the payment as an interest-free loan.

6.4 To qualify for help, the property should be:

Criteria	How we will assess
Affordable	We will ask for details of your income and expenditure, including any debt commitments. We work closely with Citizens Advice

	Norfolk and may be able to refer you for support to maximise your income if you need it.
Available	We will ensure that the landlord / letting agent is willing to accept a payment from us. If you have found accommodation, you should give us sufficient notice to enable us to make payment – typically two weeks’ notice is ideal.
Genuine	We will work with you to ensure the offer you have been made is genuine and that the property meets the description of any advertisement. You should never be charged to view a property or to hold a property prior to viewing.
Safe	We will provide you with the information you need in advance, so that you know what to look for (and what questions to ask) when viewing a property. This information is contained within the government’s How to Rent booklet. We will also carry out background checks through the council’s Housing Standards team to see if there has been a history of complaints or enforcement action against the landlord or property.

DRAFT

APPENDIX ONE: PRIORITISING THE ALLOCATION OF PRS PROPERTIES

As a general principle, we will aim to match PRS accommodation with households who are least likely to find accommodation through the Homechoice housing register.

This means we will prioritise applicants for PRS accommodation according to the following order of preference:

1. Applicants to whom the Council has accepted the main s193 duty **and** who do not meet the Council's housing register eligibility.
2. Applicants to whom the Council has accepted the main s193 duty **and** who do meet the Council's housing register eligibility **and** who are banded as "low" due to exceeding income threshold limits.
3. Applicants who are owed the relief duty where the likely outcome is that the main s193 duty will be accepted should homelessness not be relieved - **and** who do not meet the Council's housing register eligibility.
4. Applicants who are owed the relief duty where the likely outcome is that the main s193 duty will be accepted should homelessness not be relieved, **and** who do meet the Council's housing register eligibility, **and** who are likely to be banded as "low" due to exceeding income threshold limits.
5. Applicants who are owed the prevention duty where the likely outcome is that the main s193 duty will be accepted should homelessness not be prevented or relieved - **and** who do not meet the Council's housing register eligibility.
6. Applicants who are owed the prevention duty where the likely outcome is that the main s193 duty will be accepted should homelessness not be prevented or relieved, **and** who do meet the Council's housing register eligibility, **and** who are likely to be banded as "low" due to exceeding income threshold limits.
7. Applicants to whom the Council has accepted the main s193 duty **and** who do meet the Council's housing register eligibility criteria **and** who have a housing need specific to their circumstances that is unlikely to be met through social housing.⁷
8. Applicants to whom the Council has accepted the main s193 duty and who do meet the Council's housing register eligibility criteria.
9. Applicants who are owed the relief duty where the likely outcome is that the main s193 duty will be accepted should homelessness not be relieved.
10. Applicants who are owed the prevention duty where the likely outcome is that the main s193 duty will be accepted should homelessness not be prevented or relieved.
11. Applicants who are owed a relief duty but do not have a priority need but do have a local connection to the Council.
12. Applicants who are owed a prevention duty but do not have a priority need but do have a local connection to the Council.
13. Any other household at the Council's discretion.

Further information on how we assess and prioritise applicants to the Homechoice housing register can be found on the [Homechoice Allocation Policy](#).

⁷ For example: a household with a 4-bedroom need living in Downham Market, who has a specific need to remain in the town but has been unsuccessfully waiting for a suitable social property to become available.

OUR POLICY FOR TEMPORARY ACCOMMODATION BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK MARCH 2026

Key Terms:

We / The Council	The Borough Council of King's Lynn and West Norfolk.
You	Someone (or a household) who is homeless or at risk of homelessness.
TA	Temporary accommodation for homeless households.
B&B	Bed and Breakfast accommodation.
Nightly Paid	Accommodation that we pay for at a nightly rate, which will include cooking and bathing facilities.
Our Strategy	The King's Lynn and West Norfolk Homelessness and Rough Sleeping Strategy 2024-2029.
HCoG	Homelessness code of guidance for local authorities – MHCLG.

1. INTRODUCTION

- 1.1 As a council, we published our Strategy – "[Ending Homelessness, Person by Person](#)" at the end of 2024. Our strategy aims to prevent homelessness wherever possible – but at least for now, we acknowledge that there are times where homelessness cannot be prevented.
- 1.2 If you are homeless, we may owe you a duty to provide temporary accommodation. We do not owe this duty to everyone – this policy outlines:
- The circumstances under which we will provide accommodation,
 - The type of accommodation we will aim to provide,
 - The process we will follow when we offer you temporary accommodation, and whilst you are in temporary accommodation.

2. LEGAL BACKGROUND

- 2.1 As part of our legal duties to households who are homeless or at risk of homelessness, we will:
- **Provide accommodation** to some people who are homeless – we call these Statutory placements¹

¹ Typically under [The Housing Act 1996, Section 188](#), but other sections apply.

- **Consider providing accommodation** to other people who are homeless – we call these Discretionary placements².

2.2 Our duties are laid out under:

- Section 188, 190 and 193 of the [Housing Act 1996](#)
- [The Homelessness Code of Guidance for Local Authorities](#) – particularly chapters 15, 16 and 17.

2.3 We are also required to publish a homelessness and rough sleeping strategy every five years. [Our most recent strategy](#) (p.19) includes commitments to:

- Ensure that people who are homeless are placed into suitable, cost-effective accommodation where necessary.
- Avoid and reduce the use of Bed and Breakfast and nightly-paid accommodation.
- Ensure that support is provided to overcome barriers to accessing (and sustaining) emergency accommodation.

3. PRINCIPLES FOR PROCURING TEMPORARY ACCOMMODATION

3.1 **Ensuring suitability for the greatest number of applicants.** We have a legal duty to ensure accommodation is suitable for the needs of homeless households. [Chapter 17 of the Homelessness Code of Guidance](#) sets out the principles we will work towards, but these include ensuring that temporary accommodation is:

- Of an appropriate **size/layout** (17.4)
- **In a suitable location** based on your circumstances (17.4)
- Appropriate for your **medical needs** (17.5)
- Of an appropriate **standard** (17.11)
- Appropriate for **the length of your stay**. HCoG 17.7 states “accommodation that is suitable for a short period, for example accommodation used to discharge an interim duty pending inquiries under [section 188](#) [relief duty], may not necessarily be suitable for a longer period, for example to discharge a duty under [section 193\(2\)](#) [main duty].”

Therefore, we will procure accommodation that is suitable for the greatest number of applicants, to minimise the number of bespoke placements made outside of these plans. This includes ensuring that we procure a range of accommodation options for single households according to their needs.

3.2 **Ensuring a good standard of accommodation.** We will work with relevant internal and external partners (such as the council’s Housing Standards team and the Norfolk Fire and Rescue Service) to ensure accommodation is of a safe standard. Where we procure privately rented accommodation, we will ensure that properties meet the standards laid out in the council’s [“Amenity & Space Standards for Houses in Multiple Occupation”](#) document and its [“Standards for Private Rented Single Family Dwellings”](#) document.

3.3 **Prioritising procurement ‘within district’.** From time to time, we will be unable to place someone within the borough of King’s Lynn and West Norfolk. This might be due to:

² Typically under the Housing Act 1996, Part 7

- the risk of a household staying within the area (for example, because of threats of violence or domestic abuse)
- existing TA providers being unable to accommodate (for instance, because of risk factors such as an arson conviction, or because of a previous eviction)
- exceptional demand on existing B&B and TA providers (for instance, because of a local music concert)

However, we will prioritise procuring accommodation within district – as well as being in line with government guidance, it is likeliest to be suitable for the greatest number of applicants.

3.4 **Minimising the use of nightly-paid accommodation – with B&B as a last resort.**

We also have a duty to make the best use of public funds. Nightly-paid accommodation is an expensive and unsustainable option for the council, and B&B accommodation lacks the basic facilities (such as cooking) necessary for ongoing daily living. Our strategy (p.19) commits to avoiding and reducing the use of nightly-paid and B&B accommodation – additionally we commit to:

- Avoiding placing you in continuous B&B accommodation for more than six weeks if you have children.
- Avoiding use of B&B accommodation if we owe a ‘main’ housing duty³ to you.

3.5 **Making appropriate use of shared accommodation.** Accommodation with shared kitchen and bathroom facilities *may* be suitable for some homeless applicants. However, this will depend on factors including your household size, the length of your stay, your medical needs and the support you may require. We will invest prudently in procuring shared accommodation, based on demand.

3.6 **Taking opportunities to invest.** We have been proactive over the last five years in investing in suitable temporary accommodation for homeless households. We have been successful in bidding for central government grants to add to our own investment. We will continue to seek opportunities to invest in good-quality accommodation that reduces cost to the borough, helps us fulfil our legal duties and aligns with our strategy. We will continue to make best use of data and forecasting methods to ensure that our accommodation needs are met.

3.7 **Listening to people who are using (or who have used) temporary accommodation.** One of the values of the strategy is empowerment: “we will enable people to engage in, shape, and benefit fully from the services they use” (p.11). This policy was developed following an engagement exercise with current and former residents of temporary accommodation.

4. **GENERAL PRINCIPLES FOR OFFERING TEMPORARY ACCOMMODATION**

4.1 **Prevention first.** Homelessness can be a traumatic and unsettling experience. We will work with you to avoid you becoming homeless – and avoid the need to use temporary accommodation – where possible. Our strategy (p.14-17) sets out what we will do to prioritise homelessness prevention. Currently, we commission a range of services to support this aim, including Shelter, Citizens Advice and SHPS.

4.2 **Early planning.** If we cannot prevent your homelessness, we will work with you towards planning your move to temporary accommodation. This will include an

³ [Housing Act 1996, Section 193\(2\)](#)

assessment of any risk factors, to ensure a safe placement. Much of our accommodation is unfurnished, so you will be expected to plan accordingly. There may be grants and interest-free loans available to support you with the cost of furnishing the accommodation – speak to us for further advice.

- 4.3 **Affordability.** You may be required to contribute towards the cost your temporary accommodation depending on your financial circumstances. Please note that travel and food costs are not covered by the council, but we will work with you to ensure that the temporary accommodation is affordable, including completing an affordability assessment with you.
- 4.4 **If you are placed outside of the district,** we will work to ensure you are able to return to the district as soon as safe accommodation is available. We will prioritise returning people to the district based on their personal circumstances and the impact that living outside of the borough is having on them.
- 4.5 **Pets.** We recognise the importance of pets to some homeless applicants and will always consider carefully this aspect of your life when making a placement and when procuring accommodation. However, it will not always be possible to make provision for pets in temporary accommodation⁴. We will discuss the options available to you sensitively, including charities who may be able to support you in the interim.
- 4.6 **Joint working.** Where possible, we will work jointly with other agencies who may be supporting you, towards planning and managing your temporary accommodation stay. In some circumstances, we may refer you to our commissioned Intensive Support Service to help you manage your placement. We will obtain consent from you before doing so.
- 4.7 **Suitability.** Ultimately, our primary aim is to ensure that your accommodation is suitable, as outlined in 3.1 above. If you have any concerns about the suitability of your offer of accommodation, then please contact your housing options officer. You can also obtain independent advice from Shelter by calling 0344 515 1558.

5. PEOPLE SLEEPING ROUGH

- 5.1 **If you are sleeping rough,** we (and the partner agencies we commission) will always work with you towards you finding safe, sustainable accommodation. However, we may not always offer immediate accommodation to you – the support available will depend on your circumstances.
- 5.2 **We will always assess you** in line with housing law. If we have “reason to believe” that you have a priority need, are homeless and eligible for assistance, then we will accommodate you while we make enquiries (HCoG 15.4 and 15.5)
- 5.3 **If you are sleeping rough** (or likely to sleep rough) and not in priority need then we will use a tool developed by the government to help determine the level of risk faced by people sleeping rough. We will ask a series of questions based on your current and past circumstances and will use this to determine whether to make a discretionary offer of interim accommodation.

Discretionary placements will be made for an initial period of seven days, to give you a chance to begin working towards finding longer-term accommodation. Discretionary

⁴ We will accept pets that are trained to assist with your medical needs such as trained [Assistance Dogs](#).

placements will only be extended where you can demonstrate that you are working with us (and/or partners) and making progress towards ending your homelessness.

5.4 **In severe weather**, we may trigger Severe Weather Emergency Provision (SWEP) and offer interim accommodation to everyone sleeping rough. The decision to trigger SWEP is made by the council's Senior Housing Manager and is communicated to the outreach team so that they can advise anyone sleeping rough that there is accommodation available. SWEP may be triggered in the following situations (determined on a case-by-case basis):

- During a period of cold, stormy or snowy weather
- During periods of extreme heat
- In all cases, when an amber weather warning has been issued
- In all cases, when the nightly temperature is forecast to fall below zero on two or more successive nights

SWEP placements will continue for as long as the severe weather continues. In the event that severe weather ends on a weekend (or bank holiday) morning, we will extend any SWEP placements until the following working day.

5.5 **If we make a 'discretionary' or SWEP offer** (as described in 5.3 and 5.4), then we will need to have reason to believe that you are sleeping rough (or likely to sleep rough). **IMPORTANT:** we will not require people sleeping rough to be seen 'bedded down' but we will need to have 'reason to believe' someone is sleeping rough (or likely to sleep rough) before making a placement. This could include intelligence relating to your history, evidence of rough sleeping at a particular site, or information gathered from our commissioned outreach service. We will not take a 'blanket' approach but will treat each case on its merits

5.6 **If you are aware of someone who is sleeping rough**, please report via [the Streetlink website](#) or app. All referrals are sent to our outreach team, who will attempt to locate and support the person sleeping rough.

6. DOMESTIC ABUSE

6.1 **If you are experiencing or have experienced domestic abuse** and are homeless because of this, we may offer you temporary accommodation. We commit to supporting you in a way that reflects the difficulty, sensitivity and potential risk of your situation. ([HCoG chapter 21](#) sets out the approach we aim to take, in supporting people who are experiencing or have experienced domestic abuse).

6.2 **We will always prioritise safety**, throughout the process of supporting people experiencing domestic abuse. This includes:

- Contributing to the local Multi-Agency Risk Assessment Conference (MARAC) for high-risk cases ([HCoG 21.12](#))
- Completing and submitting DASH assessments to support with the process of assessment, whilst continuing to use "professional judgement" if there are areas of concern identified (HCoG 21.21)
- Treating each case on its merits and avoiding a "blanket approach" to our support.

6.3 **Temporary accommodation may be offered outside of district** where we are unable to maintain your safety within the district. We will consider your household's

circumstances, but we will always prioritise your safety. Where there is a conflict of opinions from agencies, the offer made will be the lowest-risk option of accommodation available.

7. CARE LEAVERS AND YOUNG PEOPLE

7.1 **If you are 16 or 17 years old** and are homeless, you should contact the [Norfolk County Council Children's Advice and Duty service \(CADS\)](#) on 0344 800 8021. We may not have a duty to house 16- or 17-year-olds, but we will work with Norfolk County Council under [a jointly agreed 'protocol' \(arrangement\)](#).

7.2 We recognise that people leaving care may face additional barriers in finding and sustaining accommodation. Our commitments to care leavers are outlined in the emerging "Joint protocol for the provision of accommodation for care leavers in Norfolk" (produced by Norfolk County Council) but they include

- Contributing to a joint Transitional Panel, chaired by Norfolk County Council
- Carrying out a Joint Planning Meeting with you and your personal adviser

7.3 **If you are due to leave care** and are concerned about becoming homeless then talk to your personal adviser as early as possible.

8. PEOPLE LEAVING PRISON

8.1 We also recognise that people leaving prison may face additional barriers in finding and sustaining accommodation. We also recognise the importance of safe, suitable accommodation in helping prison leavers to rehabilitate.

8.2 As part of our response, we aim to work with people before they leave prison and to plan for their release. This includes attending a weekly Criminal Justice Collaboration meeting, chaired by Probation Services.

8.3 **If you are homeless on leaving prison**, we will assess and accommodate you in line with the principles set out in section 4 above.

9. PEOPLE LEAVING HOSPITAL

9.1 We also recognise that people leaving hospital may face additional risk in terms of accessing temporary accommodation, which can be crucial to their recovery.

9.2 **If you are about to leave hospital** and you may be homeless upon discharge, we will aim to work with you before you leave and will support discussions through the District Direct service and multi-agency meetings. A referral form is available [on our website](#).

10. MANAGING OTHER RISKS

10.1 There may be other risks associated with your placement in temporary accommodation. These could include risks to you (for example, because of your safety in a certain area or around another person) or could be due to risks associated with you (for example, because of your previous or current behaviour).

10.2 There may also be other restrictions on the accommodation available to you, such as bail or licence conditions.

- 10.3 In all cases, the principles laid out in section 3.1 apply. We will endeavour to obtain the most suitable accommodation possible for your temporary accommodation stay, based on your circumstances and the accommodation available.
- 10.4 To ensure your safety, and the safety of other residents and staff, we will need to disclose any risks to accommodation providers. We will seek your consent before disclosure and referral. If we are unable to disclose risks, we may not be able to provide safe accommodation
- 10.5 We have a public duty to balance your need for accommodation (and our legal duty to you) with our wider duty of care to the public and to other residents of TA. There may be very rare occasions where, due to the level of risk involved, we may not be able to make an immediate placement of accommodation.
- 10.6 In such circumstances, we will approach other councils in the county and region to ask whether they have any accommodation available that would be suitable for your needs. We will review your situation daily with a view to accommodating you as soon as possible Our duty to you remains in place whilst we make enquiries.

DRAFT

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet’s powers to decide		YES/NO	
	Discretionary /	Need to be recommendations to Council		YES/NO	
	Operational	Is it a Key Decision		YES/NO	
Lead Member: Cllr Simon Ring E-mail: cllr.simon.ring@west-norfolk.gov.uk		Other Cabinet Members consulted: Cllr Morley			
		Other Members consulted:			
Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk Direct Dial:		Other Officers consulted: Michelle Drewery, Jason Birch, Duncan Hall, Carl Holland, James Arrandale, James Grant.			
Financial Implications YES/NO	Policy/ Personnel Implications YES/NO	Statutory Implications YES/NO	Equality Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES/NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 3 March 2026

KING’S LYNN ENTERPRISE PARK: WESTERN INFRASTRUCTURE

<p>Summary</p> <p>King’s Lynn Enterprise Park is a designated Enterprise Zone, with the aim to provide 15 hectares of high-quality employment land and premises, setting the ambition for West Norfolk to be a premier location for business growth and expansion. This report sets out the current progress in delivery of the site infrastructure, plots and premises for the site, an update on the budget and financial strategy within the legal framework for Enterprise Zones and a decision required to progress with the site’s western infrastructure to unlock the final plots and planned active travel hub.</p> <p>Recommendation</p> <p><u>Cabinet Resolves:</u></p> <ol style="list-style-type: none"> 1. Reaffirm the King’s Lynn Enterprise Park vision and objectives set out in section 1, in line with the priorities of the West Norfolk Economic Strategy. 2. Recommend progression of Option 3 as detailed in section 3 of the report to progress the remaining infrastructure works required at the King’s Lynn Enterprise Park. 3. Provide delegated authority granted to the Assistant Director for Housing, Regeneration & Place to award the contract to Morgan Sindall to deliver Active Travel Hub works at Baker Lane and the King’s Lynn Enterprise Zone, western access road and site levelling as detailed in section 2 & 5 of the report.

4. Approve the Enterprise Zone funding strategy as set out in section 5 to enable completion of outstanding works necessary to make the site fully available for plot sales and occupation.
5. Approve the amendment to the capital programme 2026/7 and Treasury Management Strategy to reflect the financial arrangements and timeframe set out in this report.

Reason for Decision

To complete the delivery of the Enterprise Zone infrastructure in line with our corporate policy to promote growth & prosperity and priorities identified in the West Norfolk Economic Strategy to support growth in priority sectors.

1 Background

1.1 The King's Lynn Enterprise Park is situated within the 48.5 ha (120 acre) Nar Ouse Regeneration Area (NORA) to the south of King's Lynn town centre. The NORA site received designated Millennium Communities status by the ODPM in 2001 to regenerate underutilised / vacant brown field land, bring investment into South Lynn and to integrate the new development with the existing community. This is one of the largest brownfield regeneration project in West Norfolk, and with a site history including a refuse tip, gas works and fertilizer works, significant remediation works have been necessary to ready heavily contaminated land for development.

1.2 King's Lynn's sector focus for the Enterprise Zone is manufacturing, advance engineering, agri tech and med tech. This is based on detailed analysis through the West Norfolk Economic Strategy that identifies the town's economic strengths and weaknesses, and opportunities where targeted intervention and support for key sectors will support the town's economic growth and prosperity, providing high quality employment opportunities for residents. West Norfolk's economy is characterised by strengths that stem from our industrial and cultural heritage, our location and our natural environment. Flowing originally from our agri-food and maritime economy, our businesses have developed significant inter-connected expertise in manufacturing and engineering. This includes locally owned SMEs and multinationals, altogether representing the highest gross valued added (GVA) of all our sectors (£530m, approximately a 28% share).

Whilst engineering and manufacturing are on a positive trajectory, too few of our other sectors are growing. For instance, our specialism in the agri-food sector is struggling, businesses have closed and whilst employment overall has not declined, it has not grown. At the same time, agri-food is growing elsewhere in the UK, which demonstrates that we are losing ground on our specialism.

Separately, we have a small but growing number of businesses in science and technological services representing a productivity compound annual growth rate (CAGR) of 3%; however our business base is significantly under-represented in these sectors that form a critical part of today's British service economy. Only 20% of employment, businesses, or GVA comes from growing sectors, while almost 50% of jobs are in declining sectors.

The Enterprise Zone is therefore critical in building capacity in high value, high growth sectors such as these, in order to form a greater part of our business base in the future, to support and enable growth.

2 Programme & Scope of Remaining Works

The western side of the site, consisting of Plots E and F, was historically dominated by a fertilizer factory that produced phosphates from the 1930s through the 1960s. This industrial era left a significant footprint, including the use of large sludge beds that were eventually filled in by the mid-1980s. While the area has full consent for enterprise zone development, it is not currently in a developable state. Its current condition is scrubland, a portion of the land is used as a temporary stockpile for materials related to the Borough Council's nearby housing developments, known as Nar Valley Park, located to the northwest.

As a result of these past operations, there is widespread soil and groundwater contamination characterized by tar-based chemicals, ammonia, and heavy metals. A specific risk is the presence of phosphogypsum, a byproduct of the fertilizer manufacturing process. While deep clay layers provide a natural protective barrier for the deeper environment, the shallow ground and surface water require careful management to ensure the site is safe for its intended future use.

In order to complete the infrastructure required to unlock the full employment land of the Enterprise Zone on plot zone E & F (see site plan above), a series of works are required to the western side. These include;

2.1 Active Travel Hubs (ATH):

This is a Towns Fund project which will provide transport infrastructure for the King's Lynn Enterprise Park and out of town facilities, to encourage multi-modal travel by commuters and those attending major events in the town centre. The ATH project forms part of a wider package of interventions to support regeneration, enterprise, skills and connectivity in the King's Lynn Town Investment Plan (2021), approved by the Council to secure the £25m Town Deal, of which £3.6m relates to the Active and Clean Connectivity (ACC) programme which includes the construction of 2 Active Travel Hubs at the Enterprise Park and Baker Lane. The Enterprise Park ATH project will include 50 pay and display parking initially (with provision to expand as demand requires), bus layby and shelters, provision for electric vehicle charging, cycling infrastructure to include secure storage, electric cycle charging, lockers and associated facilities.

The scheme is currently designed to RIBA 4 and has been submitted for planning approval, which is expected to be determined in Spring 2026.

2.2 Western Access Road:

Construction of service road and 2 turning heads are required to enable access to the plots in zone E & F, including the full permanent access to the Active Travel Hub. The budget for 2025/6 detailed in the Cabinet report dated 04/02/2025 approved the proposed £1.6m Business Rates Reserve (BRR) funding to be

earmarked as a tier 3 in Capital Programme for completion of the Western Access Road, subject to completion of full Capital Appraisal Form and Cabinet approval which is now being sought in this report. Since the budget was earmarked in February 2025, the Corporate Projects team have progressed the procurement and detailed feasibility for the road construction as a complete works package with the ATHs. This has resulted in the project cost increasing, as detailed in appendix 2 [Exempt].

2.3 The full business case for this element of the project, to be included in the Morgan Sindall contract, is detailed in appendix 1.

2.4 Spoil Heaps and Bridge

Other outstanding site works required to make available for marketing and development includes the removal of the spoil heaps on the plot zone F plot to the north west of the site and removal of the concrete bridge that remains from the former Muck Works but has been close to access for a number of years due to health and safety, and is of risk of potential collapse into the River Nar.

2.5 The Corporate Project team have undertaken market engagement through the Scape Framework to secure a main contractor to undertake and complete all of the above works, with the aim of achieving economies of scale and contract efficiency. However, each element of the works has different funding and finance arrangements to make up the budget for the full contract cost of £8.581m. These arrangements are set out in paragraph 5.3.1 of the report and appendix 2 paragraph 1.4 (exempt).

2.6 Recommendation 3 of the report therefore seeks delegated authority to award the contract that will enable the delivery of the following outputs;

- Release of 34,681sqm of brownfield land and plots on the Western enterprise zone for light industrial and office deployment.
- Plot infrastructure to provide the full access to phase one of the Active Travel Hub which includes 50 out of town parking spaces and 6 EV (electric vehicles) charging points, and parking and facilities for various forms of cycles and micro mobility.
- Full site access and delivery of two multi-modal Active Travel Hubs at the Enterprise Park and Baker Lane.
- Job creation and increased productivity in the manufacturing and advanced engineering sectors and related supply chains.

Delivery will enable the following outcomes;

- Stimulating inward investment, business growth and high-quality employment opportunities in a sustainable, high-quality purpose-built development zone.

- Future development of an Innovation & Collaboration Incubator on land adjacent to the existing King's Lynn Innovation Centre to provide high-quality start-up units and wrap around innovation and business support.
- Improving connectivity and opportunities for sustainable transport within the growing Nar Ouse Regeneration Area community, neighbouring urban areas, and the town centre, aligned with the principles of Marmot and emerging parking strategy for King's Lynn.

3. Options Considered

3.1 Options considered for the completion of remaining works required to open up the full development potential of the Enterprise Zone are as follows:

Option1: No Further Works

This is not a viable strategy as it leaves the Council with a significant "sunk cost" liability. Having already funded the eastern side infrastructure through internal borrowing, "doing nothing" prevents the development of Plots E and F, which are essential to generating the business rates growth needed to repay that existing costs incurred on infrastructure and achieve the economic objectives for the Enterprise Zone programme. Furthermore, this would risk the £3.63m Towns Fund allocation and leave the Council with an ongoing health and safety liability regarding the deteriorating concrete bridge and unremediated contamination. Prior to the EZ designation, it was clear that private sector investment/development would be dependent on the public sector providing the infrastructure given the level of abnormal costs associated with the site (as experienced elsewhere on NORA).

Option 2: Deliver the Active Travel Hub only

This approach focuses exclusively on fulfilling the Towns Fund grant requirements. While it secures the external funding, it provides limited economic benefit in isolation. Developing the ATH without the Western Access Road would leave the surrounding employment land inaccessible for commercial development and impact on the ability to achieve the Business Rates and wider economic objectives as part of the Enterprise Zone programme. This phased approach would also forgo the economies of scale offered by a single, integrated contract, likely leading to higher mobilization costs for future works and a slower return on the Council's overall investment in the Enterprise Zone.

Option 3: Delivery of all remaining infrastructure as set out in section 2

This comprehensive approach is recommended as it provides the most efficient route to site completion and future income generation from plot sales and business rates. By awarding an integrated contract to Morgan Sindall, the Council can address the contamination remediation, bridge removal, and road construction alongside the ATH. This makes the entire 34,681sqm of western land "market-ready," enabling the Council to realize land sales and business rate growth as quickly as possible. This option minimizes long-term financial risk and ensures the project fully meets the objectives set out in the West Norfolk Economic Strategy.

Recommendation: Option 3

4. Policy Implications

4.1 Corporate Strategy & Annual Plan

The Enterprise Park and the wider NORA regeneration are not only standalone projects, but they are also central pillars of how the BCKLWN envisages delivering its own strategic priorities. They support:

- Economic growth (jobs, investment, high value sectors)
- Environmental responsibility (brownfield reuse, sustainable transport)
- Community benefits (regeneration of South Lynn, improved local services)
- Financial resilience (business rates retention and long-term income generation)

The Annual Plan turns the Corporate Strategy's priorities into real-world delivery. Key projects such as the Enterprise Park and NORA feature as important regeneration workstreams.

4.2 West Norfolk Economic Strategy

The West Norfolk Economic Strategy provides a long-term framework focusing on sustainable, inclusive, high-value economic growth. The King's Lynn Enterprise Park are on the ground projects that deliver those priorities. They support the Strategy by:

- Expanding high-value employment land
- Growing priority sectors
- Delivering new jobs and skills opportunities
- Regenerating a key part of King's Lynn
- Improving sustainable transport and environmental performance
- Strengthening communities and place identity

4.3 Norfolk Growth Plan

The Norfolk Growth Plan sets out the county's overarching approach to future economic development. It focuses on:

- Local business growth and sector strengths
- People and skills
- Infrastructure
- Placemaking and communities
- Cross-cutting themes of decarbonisation, sustainability and reducing inequality

It also positions Norfolk as a county with strong capabilities in clean energy, agri-food, engineering, advanced manufacturing and digital technology, framing them as future drivers of UK economic competitiveness.

5. Financial Implications

5.1 The Council has a legal agreement with NCC relating to Enterprise Zones for ring fencing investment in infrastructure at the Enterprise Park site through the business rates generated by the site up until 2041. This is referred to in the report as 'Pot B.'

5.2 An updated cash flow forecast for the works and costs to date, and forecast for the remaining, are detailed at Appendix 2 [Exempt]. The budget for site infrastructure is based on a forecast estimate of business rates that are anticipated to be generated by the whole site until 2041. Achieving this is dependent on both macros and micro economic circumstances and levers. The Council, as landowner and accountable body for the King's Lynn EZ programme can influence and encourage the pace of development on the site to generate business rates through;

- a) Developing out premises on the site for occupation; as undertaken to date with plots A1 & A2.
- b) Provide infrastructure (i.e. roads, levelled and services) to make plots accessible and ready for development; as completed to date on the eastern side of the site (plots A-D).
- c) Leveraging additional investment where possible to accelerate the infrastructure development.
- d) Undertake proactive marketing to generate site enquiries and leads; as we have done recently through the rebranding and appointment of Brown & Co.

The site is therefore at a pivotal stage in being able to encourage the future generation of business rates on the western side.

5.3 Western Infrastructure Costs

5.3.1 The RIBA 4 Cost Estimate for the scope of works set out in section 2 is £8.581m (breakdown provided in appendix 2 paragraph 1.4). The unsecured funding element at present which this report is seeking approval for is £3.4m, in addition to the £1.6m that was agreed in principle with Cabinet in last year's capital programme.

5.4 Western Infrastructure Funding

5.4.1 As set out in appendix 2, the current business rate forecast is £12.519m, of which 85% of business rates is forecasted to be generated by 2041, and is currently estimated to be £10.6m, based on a phased build out and current rateable values. This will provide the income to partially repay the infrastructure costs to date.

5.4.2 A summary of the infrastructure forecasts costs (in accordance with legal agreement) and forecast income to recover costs that are currently being funded through internal borrowing.

Pot B EZ Infrastructure Costs	£000's	Note
Costs to date	£12.6m	App 2 (Exempt para 1.1)
Forecasts Costs 2026/7	£4.4m (£3.4m unsecured)	App 2 (Exempt para 1.4)
Total Estimated Cost	£17.0m	
Funded by:		
Forecast Business Rates Income up until 2041	(£10.6m)	
Net Forecast Deficit (2041)	£6.4m	
Capital Receipt Received to date	(£0.45m) (NHS Health Hub)	
Estimated Plot Sale Capital receipts	(£7.632m)	Para 5.4.3
Estimated Surplus by 2041	(£1.7m)	

5.4.3 An independent red book valuation has been undertaken to understand the estimated level of capital receipts, based on current land values, if all of the remaining land is made available for development plots (as set out in site plan in section 1 plots A-F) and sold to end users. The independent valuation received estimates this to be £7.632m, based on current land values (appendix 3).

6 Personnel Implications - None

6.1 The delivery of the King's Lynn Enterprise Park is led through a multidisciplinary officer team coordinated by Regeneration & Economic Development with support from Property, Corporate Projects, Property and Finance. External project management support of project delivery is provided by Pulse Consult.

7 Environmental Considerations

7.1 The ethos around the wider Nar Ouse Regeneration Area is centred around developing a sustainable urban community on brownfield land. Works to date has been required to comply with all statutory requirements relating to the development of brownfield land in accordance with the agreed Remediation Strategy for the site.

7.2 The next phase of works outlined in the report to the western side of King's Lynn Enterprise Park will be in accordance with the latest statutory requirements for development on brownfield land. The contractor will also be required to demonstrate and evidence how environmental impacts of the works are minimised.

7.3 As part of the contractor's obligations, Morgan Sindall will be required to identify the most cost-effective and sustainable methods for managing the spoil heaps.

This includes exploring options for on-site reuse, relocating material to areas of the wider NORA site that require land raising, or utilising other innovative remediation solutions.

8 Statutory Considerations

8.1 Space to Innovate Enterprise Zone Agreement

The Space to Innovate Enterprise Zone Agreement agreed between the Borough Council and NCC (formally New Anglia LEP) provides the legal, financial and policy framework that underpins the King's Lynn Enterprise Park. It sets out:

- What sectors the site is meant to support;
- What incentives must be offered to investors
- What long-term economic outputs the site must contribute to;
- How KLEP must link with regional innovation infrastructure and;
- How the BCKLWN must work with county-level partners to manage the EZ.
- How the future Business Rates generated will be apportioned between partners and 'Pots' (section 5.1)
- Eligible costs for Infrastructure Works to be charged to 'Pot B.'

The policy and works outlined in this report is aligned with the legal agreement.

9 Equality Impact Assessment (EIA)

(Pre screening report template attached)

10 Risk Management Implications

Risk Category	Risk Description	Mitigation Measure(s)
Ground Conditions	Discovery of unforeseen contamination (phosphogypsum/tar) or poor load-bearing capacity during excavation.	Extensive site investigations and RIBA 4 designs completed. Contract includes a 12% contingency and specific provision for on-site material management.
Displacement	Risk that the EZ attracts existing local businesses that are relocating out of desirability of site rather than for business growth needs or "new" inward investment, neutralizing net economic growth. There is a particular risk to the town centre with displacement.	Marketing strategy via Brown & Co targets specific high-growth sectors not currently prevalent in the local area to ensure "additionality." Enquiry form assesses business against criteria of sector and business growth potential (productivity and jobs).
Macro-Economic / National Policy	Changes in interest rates, tax policies or shifts in national policy or business appetite to grow/invest.	EZ status is legally secured until 2041 to enable a longer term approach and risk management. The project

		focuses on diverse sectors to remain resilient against specific industry downturns.
Construction Cost Increases	Inflationary pressures on materials and labor leading to contract price overruns.	Use of the Scape Framework provides rigorous, pre-competed cost benchmarking and performance KPIs to ensure value for money. The Council is partnering with Morgan Sindall, a Tier 1 contractor, utilizing an "open book" pricing model. This ensures full transparency of all sub-contractor costs and allows for real-time audit of project expenditures. This collaborative approach enables proactive value engineering and the identification of cost-saving opportunities throughout the construction phase, providing a high level of fiscal oversight for the Council.
Plot Sales	Slower than anticipated uptake of land, leading to delays in capital receipts and business rate accumulation; resulting in widening deficit.	Site is being made "market-ready" with full services to lower barriers to entry. Independent valuations and proactive marketing pipeline are already in place.
Local Government Reorganisation (LGR)	Potential changes to Norfolk's governance (Mayoral Combined Authority) impacting funding or accountability.	Project is "shovel-ready" with a Concept Initiation Document prepared. Close engagement with Norfolk County Council ensures the scheme remains a priority in the Devolution Investment Fund.

11 Declarations of Interest / Dispensations Granted

None

12 Background Papers

(A copy of all background papers must be supplied to Democratic Services with the report for publishing with the agenda)

NORA Enterprise Zone Implementation Cabinet Report, December 2016

MMPB Highlight Reports

ACC Business Case & Cabinet Report, September 2022

Appendix 1: Western Access Road Full Business Case
Appendix 2: King's Lynn Enterprise Park Budget Cashflow Forecast EXEMPT
Appendix 3: King's Lynn Enterprise Park, Red Book Land Valuation, February 2026
Appendix 4: King's Lynn Enterprise Park Programme Progress 2016-2026

Stage 1 - Pre-Screening Equality Impact Assessment

For equalities profile information please visit [Norfolk Insight - Demographics and Statistics - Data Observatory](#)

Name of policy/service/function	Regeneration & Economic Development				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New		Existing	✓	
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	The King's Lynn Enterprise Park (Enterprise Zone) is an economic development led programme aimed to achieve specific outputs and outcomes that support economic growth in WN. However in delivery of the programme, wider policy decisions and principles are required in order to support the financial and property related areas of work that support the delivery of the programme to achieve its aims and objectives.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	Internal - Property Services, Corporate Projects, Legal Services. External – NCC, Brown & Co (property agents), Businesses and existing tenants.				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p> <p><i>*For more information on health inequalities please visit The King's Fund</i></p>		Positive	Negative	Neutral	Unsure
	Age			✓	
	Disability			✓	
	Sex			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
Armed forces community			✓		

	Care leavers			✓	
	Health inequalities*	✓			
	Other (eg low income, caring responsibilities)	✓			

Please provide a brief explanation of the answers above:

The King's Lynn Enterprise Park will provide future employment opportunities in close proximity to areas identified as the most deprived in King's Lynn (South & West Lynn, St Margarets & St Nicholas). Creating fair employment and good work for all is one of the key principles set out in Marmot.' Therefore the programme will contribute to supporting the wider objectives of improving the health outcomes and inequalities in King's Lynn. The Enterprise Park aims to provide high quality employment that will also provide opportunities for people to improve their income raising opportunities.

Question	Answer	Comments		
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	Yes / No			
3. Could this policy/service be perceived as impacting on communities differently?	Yes / No			
<p>If 'yes' to questions 2 - 3 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member:</p>				
<p>4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	Yes / No	<p>Actions:</p> <p>Actions agreed by EWG member:</p>		
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes / No	<p>Please provide brief summary: The Enterprise Zone is designed to support growing businesses, creating new job opportunities in high wage/higher skilled employment. This will enable a greater range of employment opportunities for local residents to improve their earning capability and improve their quality of life.</p>		
Assessment completed by: Name	Jemma Curtis			
Job title	Regeneration Programmes Manager			
Date completed	22/01/26			
Reviewed by EWG member	J Stanton	<table border="1"> <tr> <td data-bbox="1110 1597 1257 1673">Date</td> <td data-bbox="1257 1597 1492 1673">31/01/26</td> </tr> </table>	Date	31/01/26
Date	31/01/26			

Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)

Valuation Report and Appraisal

Property

Development Land at King's Lynn
Enterprise Zone
Nar Ouse Way
King's Lynn
Norfolk
PE30 5BY

Prepared for

Borough Council of King's Lynn and
West Norfolk

Date

16 February 2026

Our Reference

KLA/CP29780/122



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APPENDIX I Valuation Details

APPENDIX II Location Plan

APPENDIX III Site Plan

APPENDIX IV Copy of Letters of Instruction and Conditions of Engagement

APPENDIX V Definitions of Bases of Valuation

APPENDIX VI Assumptions and Caveats

APPENDIX VII Copy of Planning Permission

1.0 EXECUTIVE SUMMARY

Property: Development Land At King's Lynn Enterprise Zone, Nar Ouse Way, King's Lynn PE30 5BY

Location: King's Lynn is a port and market town in the Borough of West Norfolk located approximately 45 miles west of Norwich and 35 miles northeast of Peterborough. Road connections are via the A47, A10 and A17 acting as a gateway to Norfolk, Cambridge and the Midlands. The site is situated within the Nar Ouse Regeneration Area, approximately one mile south of the town centre. Nar Ouse Way has recently been constructed and links the site to the A47 and the town centre.

Description: The Enterprise Park forms part of the Nar Ouse Regeneration Area and comprises approximately 37 acres (15 hectares) of employment land. The site has partially been developed but is largely grassland with the spine road and estate roads to the eastern plots already built. Various plots are available ranging from 0.32 acres (0.130 hectares) to 2.34 acres (0.949 hectares) with the ability to combine plots to suit occupier requirements.

Tenure: Freehold subject to Vacant Possession

General Remarks: The Nar Ouse Regeneration Area is a 120-acre strategic redevelopment project transforming former brownfield land into a mixed-use scheme comprising an Enterprise Park, residential development, and public infrastructure.

The Enterprise Park benefits from Enterprise Zone status and has good connectivity to the A47 and A10 trunk roads in addition to direct access to the town centre. The development of a Travel Hub will support sustainable modes of transport, such as cycling, EV charging points and public transport.

Development is underway, with key occupiers already established including the Kings Lynn Innovation Centre, Kings Lynn Waterboard and a new Health Hub. The 4 no. units that were speculatively developed are partially let and achieved market leading rents including a letting to Merxin.

Whilst the majority of the site remains available for development, there is a limited amount of Grade A office and industrial space in the town and most major requirements can only be met on a design and build basis. Recent sales should encourage further development in a 'domino' effect.

The planning consent defines the use for each individual plot and restricts the use of permitted development for alternative uses, which we consider to be a positive to encourage an efficient scheme with high quality occupiers.

We are advised that there was previous contamination on the site, however this has been remediated. We have assumed there is no further contamination that would impact our valuation, but should this be established otherwise this may impact our valuation.

Development Land At King's Lynn Enterprise Zone, Nar Ouse Way,
King's Lynn, PE30 5BY
Valuation for Borough Council of King's Lynn and West Norfolk
16 February 2026

Market Value: £7,635,000 (Seven Million Six Hundred and Thirty Five Thousand) Pounds

Valuer: Kevin Atkins MRICS, RICS Registered Valuer

Valuation Date: 12 February 2026

2.0 INTRODUCTION

- 2.1 We are instructed by Borough Council of Kings Lynn and West Norfolk to carry out a valuation of freehold interest in the Property known as Development Land At Kings Lynn Enterprise Zone, Nar Ouse Way, Kings Lynn PE30 5BY. A copy of the letter of instruction is attached at Appendix IV.
- 2.2 The valuation is required to assist with internal decision making and has been carried out in accordance with the RICS Valuation – Global Standards 2025 (the 'Red Book') by Kevin Atkins MRICS of Arnolds Keys LLP, 25 King Street, Norwich, NR1 1PD who is an external valuer and has the knowledge skills and understanding to undertake the valuation competently. The valuer is a member of the RICS Valuer Registration Scheme.
- 2.3 We are instructed to provide our opinion of the Market Value and Market Rent which are defined at Appendix IV. All amounts expressing value are quoted in pounds sterling.
- 2.4 We understand the Property is held freehold with Vacant Possession.
- 2.5 The valuation date is 12 February 2026.
- 2.6 We confirm that we do not consider there to be a conflict of interest in providing this valuation report as Arnolds Keys have had no previous involvement with the Property or your customer.
- 2.7 We confirm that this firm carries professional indemnity cover up to £10,000,000 per claim which we consider sufficient to enable us to undertake this work.
- 2.8 The site areas have been provided by Brown and Co, which we assume to be correct. Conveyancers should check that this aligns with the description of the Property and if there are any doubts the details need to be referred back to the Valuer.
- 2.9 The assumptions and caveats to which this valuation is subject are outlined in Appendix VI and should be read in conjunction with this report.
- 2.10 For the purpose of our valuation, we have relied upon information provided by Kings Lynn Borough Council and West Norfolk and Alex Brown at Brown and Co. We have only attempted to obtain verification where there appeared to be a risk of doubt. Further investigation could prove such information provided to be erroneous which would have the effect of nullifying our valuation. We have stated the source of information relied upon under the relevant headings.
- 2.11 This valuation may be subject to monitoring under the RICS conduct and disciplinary regulations to ensure compliance with the RICS standards.

3.0 THE PROPERTY

3.1 Location

- 3.1.1 King's Lynn is a port and market town in the Borough of West Norfolk serving a population of c.48,000 in the built-up area and has a significant rural catchment area. It is located approximately 45 miles west of Norwich and 35 miles northeast of Peterborough.
- 3.1.2 The town is well connected to strategic transport corridors such as the A47, A10 and A17 acting as a gateway to Norfolk, Cambridge and the Midlands. There is a mainline train station providing a direct train to Cambridge within 50 minutes and London within 110 minutes.
- 3.1.3 The site is situated within the Nar Ouse Regeneration Area, approximately one mile south of the town centre. Nar Ouse Way has recently been constructed and links the site to the A47 and the town centre.
- 3.1.4 The location is shown for identification purposes only on the extract from the Ordnance Survey plan attached at Appendix II.
- 3.1.5 The site is shown for identification purposes only on the plan edged red at a scale of 1:1250 attached at Appendix III.

3.2 Description

- 3.2.1 The Enterprise Park forms part of the Nar Ouse Regeneration Area and comprises approximately 37 acres (15 hectares) of employment land with planning consent for up to 56 units for innovative, high growth and high impact businesses.
- 3.2.2 The site has partially been developed but is largely grassland with the road spine road and estate roads to the eastern plots already built. Various plots are available ranging from 0.32 acres (0.130 hectares) to 2.34 acres (0.949 hectares) with the ability to combine plots to suit occupier requirements.

3.3 Site Area

- 3.3.1 9.017 hectares (22.280 acres).

3.4 Accommodation

- 3.4.1 The premises have been measured by scaling floor plans provided to us, in accordance with RICS Code of Measuring Practice and report the following Gross Internal Areas (GIA).

Plot	Planning Use	Acres	Hectares
A/3	Class E and B2	1.387	0.453
A/4	Class E and B2	1.439	0.482
B/1	Class E	1.331	0.539
B/2	Class E B2 and B8	1.323	0.535
B/3 4 and 5	Class E	1.580	0.639
C/1	Class E	1.208	0.489
C/2	B8	1.120	0.453
C/3	B8	1.191	0.482
C/4	B8	2.345	0.949

Plot	Planning Use	Acres	Hectares
D/1	Class E	1.454	0.588
D/2	Class E	1.067	0.432
D/3	Class E	1.416	0.573
D/4	Class E	0.756	0.306
E/4	Class E	0.536	0.217
E/5	Class E	0.658	0.266
F/1	Class E and B2	0.926	0.375
F/2	Class E	0.533	0.216
F/3	Class E	0.478	0.193
F/4	Class E	0.490	0.198
F/5	Class E	0.320	0.130
F/6	Class E	0.622	0.252
Total:		22.3	9

3.5 Services

3.5.1 We understand that all mains services including electric, water and drainage is available on site with suitable connection points at the boundaries.

3.6 Plant & Machinery and Fixtures & Fittings

3.6.1 All items that are in the nature of "landlord's fixtures" are included for the purposes of this report. Such items include fixed partitions in offices, and the usual permanent heating, lighting and electrical installations in the Property.

3.6.2 Any specialist equipment used for the purpose of the business carried out in the Property has been ignored.

3.7 General State of Repair

3.7.1 The property comprises bare land and therefore no buildings have been inspected. We have not carried out a building survey, nor have we tested any of the services, nor have we inspected those parts of the Property which are covered, unexposed or inaccessible and such parts have been assumed to be in reasonable repair and condition. However, from our brief inspection for valuation purposes only, the Property appears generally to be in a reasonable state of repair commensurate with its age, use and construction.

3.8 Flooding

3.8.1 We have undertaken a postcode search using the Environment Agency website which helped us determine the following:

3.8.2 For planning purposes, the Property lies in an area registered as being within Flood Zone 3 with defences for river or sea flooding. We are not aware of any recent flooding affecting the property.

3.8.3 For insurance purposes, the Property is situated in an area deemed a High risk from rivers and sea flooding. We are not aware of any recent flooding affecting the property.

3.8.4 For insurance purposes, the Property is situated in an area deemed a High risk from surface water flooding. We are not aware of any recent flooding affecting the property.

3.8.5 Clients seeking further information should search on the Environment Agency website (www.environment-agency.gov.uk).

3.9 **Energy Performance Certificates**

3.9.1 The 2011 Energy Act required the government to set minimum energy performance standards (MEPS) for both domestic and non-domestic privately rented property. Commercial property landlords in England will be legally required to upgrade the energy efficiency of their properties to at least band 'E' standard by 2018 before they can be leased to new or renewing tenants, the UK government has confirmed as at 6 February 2015. The new rules will be extended to cover all leases by 2023, according to the government's response to its consultation on the changes. They will require landlords to improve the energy efficiency of their properties unless it would not be cost effective for them to do so.

3.9.2 An EPC is not required for development sites, however we understand the scheme will be built to environmentally friendly standards and is expected to achieve an A or B rating.

3.10 **Land Contamination**

3.10.1 We have not carried out any investigation into past or present uses, either of the Property or of any neighbouring land, to establish whether there is any potential for contamination from these uses or sites to the Property and therefore have assumed none exist. However, should it be established subsequently that contamination exists at the Property or on any neighbouring land or that the premises have been or are being put to any contaminative use, this might reduce the values now reported.

4.0 LEGAL AND OTHER MATTERS

4.1 Rating Assessment

4.1.1 We have made informal online enquiries of the Valuation Office Agency Valuation Entry and cannot locate any entries relevant to the Property.

4.1.2 The Enterprise Park previously benefited from business rate relief however we understand this incentive has now expired.

4.2 Town Planning

4.2.1 The Property is not situated in a Conservation Area.

4.2.2 We have researched Borough Council of Kings Lynn and West Norfolk Planning Portal for the Property, and have found the following planning applications:

Property	Reference	Decision Date	Proposal	Decision
The Nar Ouse Regeneration Area (NORA) Wisbech Road King's Lynn Norfolk	19/00351/NMAM_3	30 Sep 2024	NON-MATERIAL AMENDMENT TO PLANNING PERMISSION : RESERVED MATTERS: Erection of mixed use units - Enterprise Zone	Application Permitted
The Nar Ouse Regeneration Area (NORA) Wisbech Road King's Lynn Norfolk	19/00351/NMAM_2	14 Dec 2022	NON MATERIAL AMENDMENT TO PLANNING APPLICATION 19/00351/RMM - RESERVED MATTERS: Erection of mixed use units - Enterprise Zone	Application Permitted
The Nar Ouse Regeneration Area (NORA) Wisbech Road King's Lynn Norfolk	19/00351/RMM	06 Feb 2020	RESERVED MATTERS: Erection of mixed use units - Enterprise Zone	Application Permitted

Property	Reference	Decision Date	Proposal	Decision
The Nar Ouse Regeneration Area (NORA) Wisbech Road King's Lynn Norfolk	18/01333/RMM	06 Nov 2018	Reserved Matters Major Application: Details of layout, scale and external appearance of buildings, means of access thereto and the landscaping of the site. Access and site infrastructure for the entire Enterprise Zone and buildings for the first phase.	Application Permitted
The Nar Ouse Regeneration Area (nora) Wisbech Road King's Lynn Norfolk	11/00406/RMM	10 Oct 2011	Reserved Matters Application - Mixed Use Development	Application Permitted

4.3 Heritage

- 4.3.1 We have made online enquiries on Historic England of The National Heritage List (The List) to determine whether there are any listed buildings, scheduled monuments, world heritage sites or parks & gardens on the site.
- 4.3.2 As far as we can establish, nothing on the site with the postcode PE30 5BY appears in The List.

4.4 Development/Change of Use

- 4.4.1 The Property forms part of the Kings Lynn Enterprise Park and benefits from planning consent for Class E, B2 and B8 use. We have reviewed the planning consent and do not consider there to be any material restrictions that would impact our valuation.
- 4.4.2 We do however observe that the buildings should only be used for the use classes specified for individual plots stated on the Nar Ouse Enterprise Zone Masterplan and contains an express restriction on permitted development rights to alter the use.

4.5 Highways and Rights of Access

- 4.5.1 We understand Nar Ouse Way and Peterborough Road are not formally adopted but will be constructed to adoptable standards. We understand there will be estate service charges and sinking funds for road infrastructure repairs and maintenance.
- 4.5.2 There do not appear to be any rights enjoyed by others over the Property.

4.6 Licences and HMOs

- 4.6.1 The property is not subject to a HMO, therefore licensing is not required under the Housing Act 2004.

4.7 The Fire Regulatory Reform (Fire Safety) Order 2005

4.7.1 Not applicable.

4.8 Control of Asbestos Regulations 2012

4.8.1 The Control of Asbestos Regulations 2012 (CAR) requires every 'dutyholder' of non-domestic premises to assess whether asbestos is, or is liable to be, present; to prepare and implement a plan for managing any risks arising; and to review and revise the plan as necessary. A 'dutyholder' is any person with any extent of responsibility for the maintenance or control of the whole or part of the premises.

4.8.2 We have made verbal enquiries on site during the course of the inspection regarding the assessment of the Property in accordance with the CAR. The occupier was not able to confirm that an asbestos register or similar document is available, therefore, the commissioning of such a report in accordance with the regulations, from a suitably qualified and insured professional individual or company, and the implementation of its recommendations should be made a condition of the advance.

4.9 Equality Act 2010 (Disability Discrimination Acts 1995 And 2005)

4.9.1 This Act bans unfair treatment and helps achieve equal opportunities in the workplace and in wider society. The Act replaced previous anti-discrimination laws (such as the Disability Discrimination Act) to make the law simpler and remove inconsistencies. The Act imposes obligations on service providers and employers to make reasonable provision for people with 'protected characteristics'. Service providers are required to make changes to the way things are done. However, where a service is delivered from a building that cannot be made accessible through reasonable adjustment, it may be reasonable to provide the service at a different venue.

4.9.2 Reasonable changes are required wherever disabled customers or potential customers would otherwise be at a substantial disadvantage compared with non-disabled people. We have not carried out an access audit and therefore we do not speculate as to whether any alterations/adaptations would be required by a service provider or employer.

4.9.3 This Act particularly applies where fifteen or more people are employed or where customers or service users may require access to business premises. The occupier should consider the extent to which this is relevant to his business and, if in any doubt, should commission advice from a suitably qualified insured individual or company. Costly alterations/adaptations to physical features of the building, car parking, grounds etc. may be necessary as a result and this could impact on the value of the Property.

5.0 TENURE/TITLE

5.1.1 We understand that the Property is held Freehold with Vacant Possession.

5.2 Tenancies

5.2.1 We have not been advised of any tenancies relating to the Property and none were apparent during the course of our inspection. Our valuation therefore assumes that vacant possession is available.

5.3 Report on Title

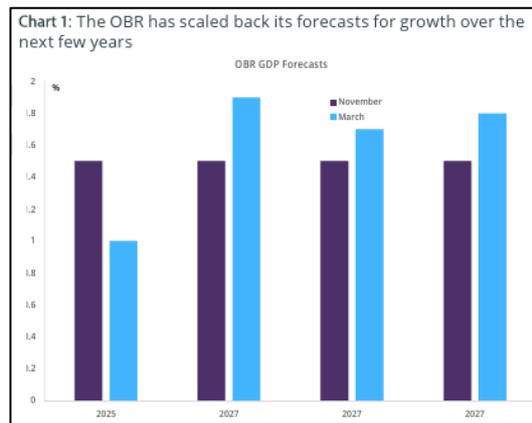
5.3.1 We have not been provided with a report on title and cannot therefore provide any comment. Our valuation assumes that there are no unusual or onerous restrictions, covenants or encumbrances which would adversely affect the value of the Property and that good title can be shown. For the avoidance of doubt, these items should be ascertained by the client's legal representatives.

6.0 ANALYSIS

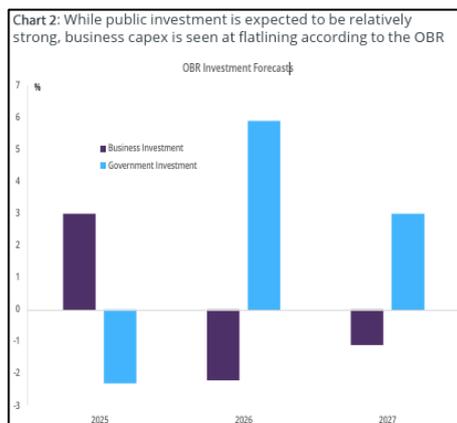
6.1 Market Commentary

**RICS Economy & Property Market Update
 Economy**

6.1.1 As was widely trailed, the Office for Budget Responsibility (OBR) lowered its assessment of trend productivity for the UK economy and accompanied this announcement with a scaling back in growth expectations for the next few years in the November Budget. However, on a slightly more positive note it did revise upwards this years number to reflect a stronger than anticipated first six months (Chart 1).

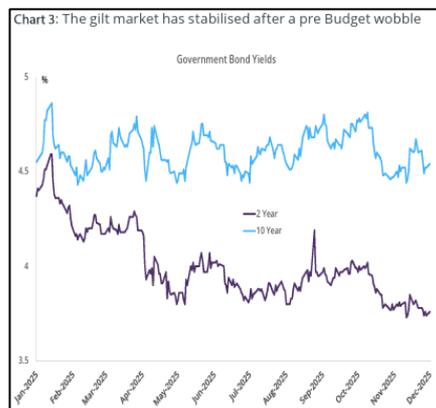


6.1.2 Alongside the focus on the economic outlook, much attention in the Budget was directed towards the fiscal numbers and the increase in the tax burden which, when measured as a share of GDP, is anticipated to climb above 38% by the end of this parliament. If it were to get to this level, it would represent the highest tax take since the 1940s. Whether this is consistent with the growth mantra that has formed a central pillar of the government's rhetoric ('number one mission') remains to be seen. Significantly, business investment is viewed (according to the OBR) as being fairly flat throughout the forecast period dropping 0.4% next year before edging up in 2027 (by a meagre 0.6%). This will be partly offset by a stronger commitment from the government to boost public sector capital outlays which are projected to rise by 7.8% next year followed by 5.4% in the subsequent twelve months (Chart 2).



6.1.3 Interestingly, even with public sector net debt seen as holding in the 95% to 97% of GDP range through the time horizon of the report, the gilt market has responded to the various measures announced in the Budget with a degree of equanimity. Although much of the spending was front-end loaded and the tax changes back-end focused, the Chancellors commitment to sticking with the fiscal rules enabled bond investors to breathe a sigh of relief. Chart 3

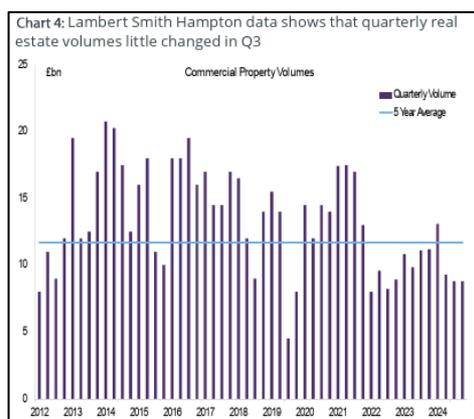
demonstrates this point by tracking the recent performance of the two and ten year gilts. That said, it is worth bearing in mind that the British government is still having to pay considerably more than comparable countries to fund its borrowing; the 10 year German yield stands at just to 2.75% while in France the equivalent rate is 3.48%.



6.1.4 Money markets are now a little more confident that further base rate cuts are in the pipeline even though neither the OBR nor the Bank of England anticipate an early return of the inflation rate to the 2% target. Critically, the looser labour market which is manifesting itself in an increase in the unemployment rate is likely, over time, to exert downward pressure on pay settlements embedding a lower rate of core inflation beyond 2026. Alongside this, the rail fares freeze and measures to reduce households' energy bills should also help to push inflation lower. That said, money markets are currently doubting that the Monetary Policy Committee will lower the base rate much beyond the 3.5% area.

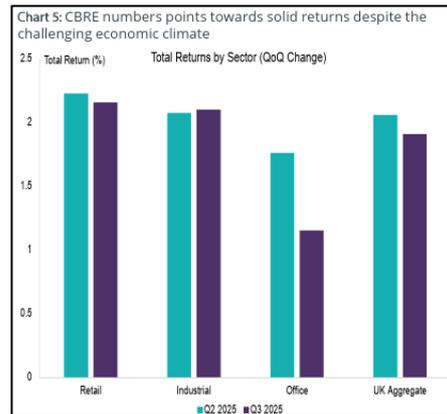
Commercial Property

6.1.5 Transaction activity in the commercial property market was little changed in Q3 from the previous quarter according to the latest data from Lambert Smith Hampton. As shown in Chart 4, around £8.8bn of assets changed hands in the latest three-month period which is more than a quarter down on the average over the past five years. Within this, office activity slipped to a five-year low at just £1.5bn.

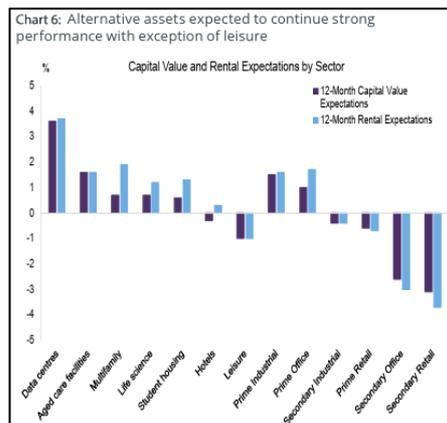


6.1.6 Consistent with this picture, sentiment from the Q3 2025 RICS UK Commercial Property Monitor also points towards depressed appetite to take up space within the office sector as evidenced by the net balance for the occupier demand series falling to -4% from an already flat +2%. Indeed, this weak sentiment extends beyond offices with industrials moving into the negative zone from +4% to -6% and retail spaces being noticeably more downbeat at -21% compared to last quarter's -13% when measured in net balance terms. On the investment side of the market, the headline enquiries metric has slipped into the negative zone (0 in Q2 to -11%

in Q3) with noticeable declines across all three recorded categories: offices (-3% to -13%), industrials (10% to 0) and retails (-11% to -23%). Interestingly, London stands out at the bright spot with regards to both investment and occupier demand in comparison to the national average. This is further corroborated by recent data from CBRE which indicates stronger total returns on Central London offices (2.2%) against all offices (1.1%). Elsewhere, at a sectoral level the latest CBRE data also points to firmer returns in both the retail and industrial sectors. (Chart 5).



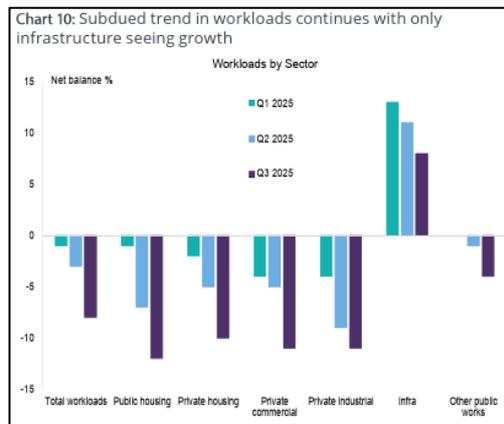
6.1.7 Twelve-month point estimates indicate a clear divergence in performance across sectors (Chart 6). In the rental market, prime office (+1.7%) and prime industrial (+1.6%) are the only segments expected to register meaningful growth, while secondary office (-3.0%) and secondary retail (-3.7%) are forecast to continue to underperform. A similar pattern is evident in capital values, with modest gains anticipated for prime office (+1.0%) and prime industrial (+1.5%), contrasted by ongoing declines across secondary assets and retail, most notably secondary retail at -3.1%. This reinforces the persistent prime-versus-secondary divide across the commercial property market.



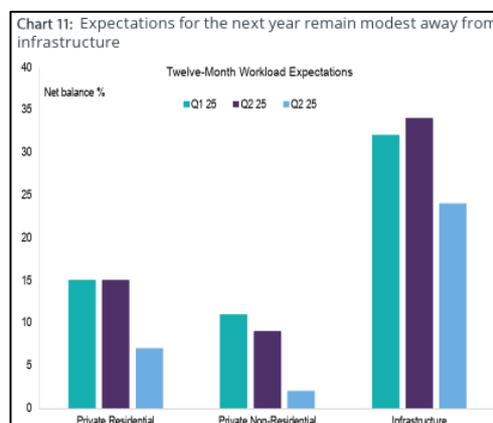
6.1.8 Turning to alternative asset classes, sentiment is markedly stronger across most segments. Data centres stand out as the clear outperformer, with rental expectations point estimates sitting at +3.7% and capital values at +3.6%, reflecting sustained structural demand. This strength is underpinned by projections that the number of data centres will increase by almost a fifth by 2030, alongside the government's designation of these facilities as critical national infrastructure and a key driver of future economic growth. More modest positive growth is anticipated for multifamily (rents +1.9%, capital values +0.7%), aged care (both +1.6%), student housing (+1.3% rents; +0.6% capital values) and life sciences (+1.2% rents; +0.7% capital values). By contrast, leisure assets are expected to remain under pressure, with both rental and capital values projected to fall by 1.0%, while hotels show flat to slightly negative capital value expectations (-0.3%) despite marginal rental growth (+0.3%).

Construction

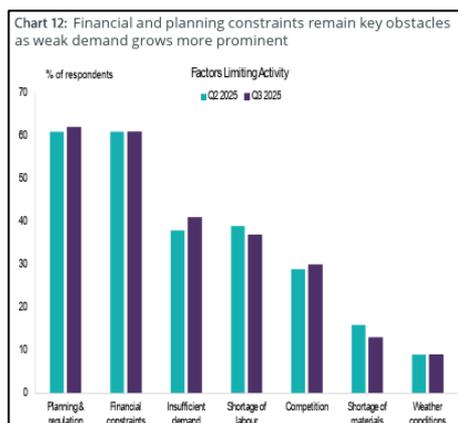
6.1.9 The latest ONS data shows construction activity edged up by 0.1% in Q3 compared with the previous quarter. While the validity of this data has been questioned in recent months, the feedback broadly aligns with the latest RICS UK Construction Monitor. At the aggregate level, total workloads remain flat, with sentiment softening slightly from Q2 (net balance -3%) to Q3 (net balance -8%). Compared with Q2 2025, workloads at the sectoral level (Chart 10) weakened further in Q3, with public housing falling from -7% to -12%, private housing from -5% to -10%, private commercial from -5% to -11%, and private industrial from -9% to -11%. The net balance for infrastructure also eased back, from +11% to +8%, while other public works slipped from -1% to -4%. New work also saw a sharper deterioration in Q3, slipping from -5% to -13%. In contrast, repair and maintenance activity showed more resilience, easing only slightly from +5% to +2%.



6.1.10 Although current conditions remain flat, expectations for the year ahead are a little more upbeat, albeit less so than earlier in the year, with a net balance of +9% of contributors now anticipating growth compared with +17% in both Q1 and Q2. This is consistent with the latest CPA forecast, which projects construction output to rise by 2.8% in 2026 and 3.6% in 2027, supported by easing global economic and geopolitical tensions and a significant uplift in private housebuilding and infrastructure. While respondents to the latest UK Construction Monitor still expect an increase in private residential development activity over the coming year (net balance +7%, down from +15% in Q2), infrastructure is set to lead the expansion, with a net balance of +24% pointing to the strongest growth outlook (Chart 11). With respect to employment projections, the net balance eased from +16% to +10%, while profit margin expectations fell more sharply from -11% to -19%, with financial pressures seen as intensifying partly because of the rise in the minimum wage.



6.1.11 Looking at factors impeding activity within the construction space (Chart 12), insufficient demand edged up from 38% to 41%, while labour shortages eased slightly (39% to 37%), a trend that appears consistent with the generally subdued level of activity across the sector. Financial constraints remained elevated at 61% across both periods, while planning and regulation pressures edged up slightly from 61% to 62%. However, the introduction of the Planning and Infrastructure Bill, which aims to streamline planning processes, could help to ease this constraint over the coming quarters. Alongside these structural challenges, anecdotal feedback suggests business confidence has also been dampened by uncertainty surrounding the impending Budget, with many firms adopting a cautious stance until greater clarity emerges.



6.1.12 Delving deeper into infrastructure reveals a clear divide in expectations across subsectors. Energy stands out strongly, with a net balance of +58% of respondents anticipating growth - a reflection of the UK's strategic push to expand domestic energy capacity through projects such as Sizewell C, planned SMRs, and wider investment in grid upgrades and renewables. Water and sewage expectations are also firmly positive at +19%, while roads (+8%), communications (+9%), and rail (+5%) indicate more modest expansion over the coming year.

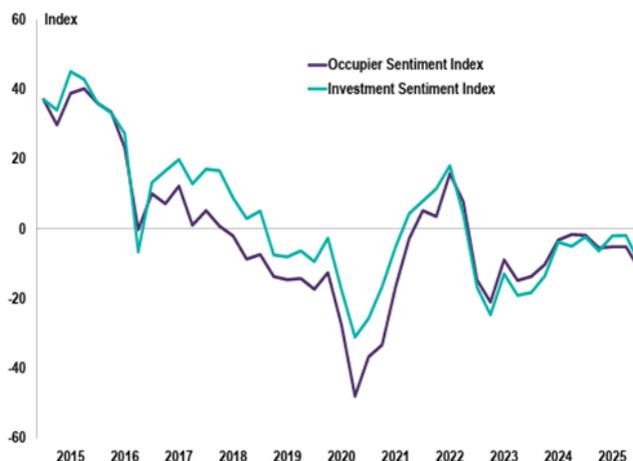
RICS Commercial Property Monitor

6.1.13 "The latest RICS UK Commercial Property Monitor results point to a deterioration in market activity during Q3. The challenging macroeconomic environment, most notably rising inflation and elevated bond yields, are weighing on the outlook. In keeping with this narrative, both the Occupier and Investment Sentiment Indices (composite indicators of market conditions, shown in Chart 1) fell deeper into negative territory during the latest survey period. In aggregate, only 22% of respondents now feel conditions are consistent with the early stages of an upturn across the market, down from 35% in each of the two previous quarterly reports.

6.1.14 For the Occupier Sentiment Index, the latest reading of -12 is down from -5 previously and represents the weakest figure since the end of 2023. Driving this, tenant demand reportedly fell during Q3, posting a net balance of -10% at the all-property level. Within this, retail demand saw the steepest decline (in net balance terms), registering a figure of -21%. Meanwhile, the corresponding readings for the office and industrial sectors were -4% and -6% respectively. Crucially, excluding the first quarter of Covid lockdown restrictions, this marks the first negative return for the industrial occupier demand series since 2012.

6.1.15 At the same time, availability (vacancies) are seen rising in each mainstream market segment, with respondents also citing an increase in the value of landlord incentive packages offered to entice occupiers. Unsurprisingly, this has led to a downward adjustment in near-term rental expectations, albeit the Q3 reading is signalling a flatter picture ahead, rather than an outright decline, at least at the aggregate level.

Chart 1 - Occupier and Investment Sentiment Indices



- 6.1.16 Looking at rental projections for the coming twelve months, all sectors exhibit some degree of downgrading in expectations relative to the previous iteration of the survey. Even so, the outlook remains positive for prime office and industrial rents, with respondents pencilling in growth of just under 2%. Conversely, all other traditional sectors now display flat or negative twelve-month rental growth projections, with secondary office and retail space anticipated to see an especially noticeable downward adjustment.
- 6.1.17 Focussing on the Investment market backdrop, the headline Sentiment Index returned a figure of -10 in Q3, slipping from -2 beforehand. Beneath the headline figure, investor enquiries declined for office and retail assets, and stagnated across the industrial sector. Coming through as an unfavourable development for the market, the credit conditions indicators fell to a net balance of -12%, breaking a run of two successive positive reading prior to this, and suggesting the lending environment became more restrictive in Q3.
- 6.1.18 Echoing the overall more cautious tone to the latest data, capital value projections were pared back across all categories. Still displaying slightly positive expectations however, prime office and industrial values are seen moving marginally higher. All other traditional sectors are expected to see some degree of decline in capital values over the coming year, with secondary office and retail once again anticipated to bear the brunt of any downward pressure.
- 6.1.19 From a regional perspective, despite seeing a slight softening in Q3, the London office and retail sectors show greater resilience in terms of both occupier and investor demand readings (compared to the national average). As such, across prime tiers of these markets in London, rental and capital value growth is anticipated to outperform the UK-wide trend over the year ahead.
- 6.1.20 Also standing in contrast to the broader picture, alternative sectors offer a slightly brighter outlook. Optimism around data centres remains undiminished, while aged care facilities, multifamily residential, student housing, and life sciences are all expected to see growth in both rental and capital values over the next year.”

6.2 Marketability and General Remarks

- 6.2.1 The Nar Ouse Regeneration Area comprises a site of approximately 120 acres and is a strategic regeneration project to transform former derelict and brownfield land with an Enterprise Park, residential accommodation and public infrastructure.
- 6.2.2 The Enterprise Park is intended to attract innovative high growth and high impact businesses with the Enterprise Zone status providing strong regional connections via the A47 and A10

trunk roads, superfast broadband and sustainability initiatives to help occupiers reach Net-Zero. Development is well underway with the Kings Lynn Innovation Centre (KLIC) situated to the southwest of the park and was the first occupant of the site in 2016, providing a modern business centre for startups and entrepreneurs.

- 6.2.3 Kings Lynn Waterboard has constructed an office to the north of the site and a new Health Hub has been constructed and opened off Nar Ouse Way, providing an outpatient service to the Queen Elizabeth Hospital. You constructed 4 no. speculative units providing office and industrial space to a high specification. We understand these are partly occupied with a recent letting to Merxin, a pharmaceutical company specialising in the development of inhalers.
- 6.2.4 A Travel Hub with sustainable modes of transport such as cycling stores, EV charging points and public transport stops will be completed in 2027, improving connectivity to the site and supporting greener travel options.
- 6.2.5 The site is otherwise largely undeveloped, with a mix of plots available that can be combined to suit occupier requirements. The planning uses vary between Class E, B2 and B8 uses and we observe that the planning consent restricts the plots to their specified use whilst also prohibiting permitted development for alternative uses. Whilst this may deter some occupiers, we do not consider there to be any material difference in values between with the specified uses. These are all suitable business park uses and encourages an efficient scheme for high quality businesses without being overly concentrated to a single sector.
- 6.2.6 The site is former brownfield land, and we understand parts were previously used for industrial purposes. We are advised that there was previous contamination, however this has been remediated. We have assumed there is no further contamination that would impact our valuation, but should this be established otherwise this may impact our valuation.
- 6.2.7 More generally, the Bank of England recently held interest rates at 3.75% which is a gradual easing from the peak of 5.25% to control inflation. Further cuts are on the horizon, which reduces the cost of borrowing and fuels positive sentiment in commercial markets.

6.3 Valuation Commentary

- 6.3.1 In arriving at our valuation we have had regard to a number of comparable property transactions including:-

Property	Date	Rent/Sale Price	Analysis
Plot B1, Kings Lynn Enterprise Park	Under Offer	£335,000 per acre	A recent sale has been agreed for 1.33 acres at £335,000 per acre. This is accessed from Peterborough Road via Horsleys Fields or Nar Ouse Way.
Plot 1, Campbells Meadow Business Park, Kings Lynn	August 2025	£200,000	Employment land extending to 0.54 acres with partial visibility from the A47. Positioned next to Tesco and in a retail warehousing business park. Services available on site. Devalues to c. £370,000 per acre. Arguably a better location with a retail profile.

Property	Date	Rent/Sale Price	Analysis
Plot 5, Campbells Meadow Business Park, Kings Lynn	Sold STC	£235,000	Employment land extending to 0.50 acres with partial visibility from the A47. Positioned next to Tesco and in a retail warehousing business park. Services available on site. Devalues to £470,000 per acre, although we understand a premium was secured for open storage use.
125 Holt Road, Fakenham	July 2025	£1,150,000	Employment land situated next to Lidl, comprising 1.54 acres. Services available on site. Guided at £700,000 and sold to McDonalds in excess of the asking at £1,150,000. Devalues to £746,000 per acre. Different profile to the subject property.
Plot 302 Lancaster Business Park, Ely	February 2024	£2,400,000	Employment land on Lancaster Business Park extending to 4.05 Acres. The park benefits from enterprise zone status and has strong road connections to the A10 and A14 corridors. Devalues to £592,500 per acre.
Plot D5, D6 and D7, Kings Lynn Enterprise Park	October 2023	£450,000	3 plots extending to 1.37 acres on Kings Lynn Enterprise Park with road frontage onto Nar Ouse Way, the spine road for the estate. Off market transaction was agreed in a sale to the NHS to provide an outpatient service to Queens Elizabeth Hospital. Devalues to £328,000 per acre.
Plot 401, Lancaster Business Park, Ely	June 2023	£2,059,355	Employment land on Lancaster Business Park extending to 4.31 Acres. The park benefits from enterprise zone status and has strong road connections to the A10 and A14 corridors. Devalues to £477,000 per acre.
Internal Drainage Board, Kings Lynn Enterprise Park	February 2022	£325,000	Employment land extending to 1.23 acres on Kings Lynn Enterprise Park. Accessed from Horsleys Fields or via the new estate road connecting to Nar Ouse Way. Sold to the Internal Drainage Board to construct new offices. Devalues to £265,000 per acre.
Wisbech Gateway, Cromwell Road	See comments	See comments	8.5 acres of employment land with planning consent for a mixed-use scheme including industrial units, retail kiosk, drive thru, hotel and a petrol filling station. Situated on the Cromwell Road/A47 roundabout benefitting from a strong roadside position. Sold in 2020 for £2,580,000 and a further sale has been agreed as a receivership sale. We have been unable to confirm the sale price before exchange of contracts, however we are informed it is in excess of £2,000,000. Devalues to £235,000 - £303,000 per acre.

Property	Date	Rent/Sale Price	Analysis
Food Enterprise Park, Norwich	See comments	See comments	100-acre development site within the Greater Norwich Food Enterprise Zone. The first 46 acres benefits from a Local Development Order (LDO) to support sustainable growth of the agri-food, agri-tech and food and drink processing sectors. Various sites have to occupiers such as Colman's Mustard, Broadland Innovation Centre and Fischer Farms for between £328,000 and £450,000 per acre.
Broadway Enterprise Park, Norwich	See comments	See comments	An Enterprise Park extending to 100 acres allocated for employment purposes on the outskirts of Norwich with direct access to the A47. Phase one comprises of circa 20 acres with a spine road having already been constructed and benefits from a power supply to 100 kVa per acre. We are aware of a number of plots between 4-5 acres have sold subject to contract at £500,000 per acre.
Energy Park, Great Yarmouth	See comments	See comments	An Energy Park benefitting from Enterprise Zone status for the offshore energy sectors. Most recent sale has been agreed for a 0.5-acre site at £185,000 reflecting £370,000 per acre.
Imperial Park, Norwich	See comments	See comments	A site situated in proximity to Norwich Airport Industrial Estate has been allocated for employment purposes and aviation uses. These sites have not yet been sold but are aware the vendors are seeking £475,000 per acre.

6.4 Conclusion

- 6.4.1 Kings Lynn Enterprise Park is relatively new to the market and is partially developed with the majority of plots being available and guided at starting prices of £375,000 per acre. There is little by way of open market transactional evidence on the park, however, there has been off market transactions to the Internal Drainage Board and NHS for between £265,000 and £328,000 per acre with a further open market transaction agreed at £335,000 per acre.
- 6.4.2 The sale to the Internal Drainage Board at £265,000 per acre is c. 4 years old and initially had access from Horsleys Fields. It was the first sale on the park, so we expect this to be lower than other sales to encourage further development. The sale to the NHS for a health hub benefits from road frontage to Nar Ouse Way and is in a prominent position, albeit this is now c. 2 years old. The sale of plot B1 is recent and helps set the tone for future sales at £335,000 per acre, however this does not benefit from road frontage onto Nar Ouse Way, which in our opinion should be a benefit for occupiers.

- 6.4.3 We have naturally applied the most weight to these transactions as they are identical to the sites being valued, however we have benchmarked these sales against other sites in Kings Lynn and West Norfolk in addition to Enterprise Zones in Norwich, Ely and Great Yarmouth where evidence is available and employment land at Wisbech.
- 6.4.4 Campbells Meadow in Kings Lynn has recently achieved £370,000 and £470,000 per acre which exceeds the current sales on the Enterprise Park, however Campbells Meadow is an established retail park with national occupiers, and the subject comparables has frontage on to the A47, so we expect values to be higher. The site on Cromwell Road in Wisbech previously achieved more than £300,000 per acre and benefits from a strong roadside position, however Wisbech is an inferior location in our view so we expect higher sales values on the Enterprise Park.
- 6.4.5 Further afield in Ely other sales range between £328,000 and £746,000 per acre, with the upper end of this being achieved on roadside locations and for a retail/drive thru type occupier. We are of the view the sites value is closer to Enterprise Zones at the Great Yarmouth Energy Park at £370,000 per acre and Norwich Food Enterprise Park between £328,000 and £450,000 per acre. The Enterprise Zones in Norwich and Ely are superior to the subject Enterprise Zone so we do not anticipate sales can be achieved as high as this.
- 6.4.6 In arriving at our opinion of Market Value, we have applied the most weight to the transactions in Kings Lynn, specifically those on the Enterprise Park. We have adopted a tone of £360,000 per acre to the road frontage plots of A/3, A4, D/3, D4, F/1, F/2 and F/3 reflecting their increased prominence over the remaining plots. We have further adopted a tone of £335,000 per acre to the remaining plots arriving at a Market Value of £7,635,000 for the sites. This reflects an average rate of £343,333 per developable acre.
- 6.4.7 The Market Value reported is on the assumption the sites are sold individually, however should the site be sold as a whole, we would expect a discount of approximately 5% for quantum. A breakdown of the individual plot values can be found at Appendix I.

7.0 VALUATION

7.1 Market Value

7.1.1 We are of the opinion that the Market Value of the freehold interest in the Property as at the valuation date, assuming an unencumbered freehold title with the benefit of vacant possession is:-

£7,635,000

(Seven Million Six Hundred and Thirty Five Thousand Pounds)

7.2 Publication

7.2.1 This report is for the private and confidential use of the client to whom it is addressed and should not be reproduced as a whole or in part or be relied upon by any third party without the prior written consent of Arnolds Keys.



Signed.....
Kevin Atkins MRICS
Associate
RICS Registered Valuer
For and on behalf of Arnolds Keys LLP

16 February 2026



Countersigned.....
Guy Gowing MRICS
Senior Partner
RICS Registered Valuer
For and on behalf of Arnolds Keys LLP

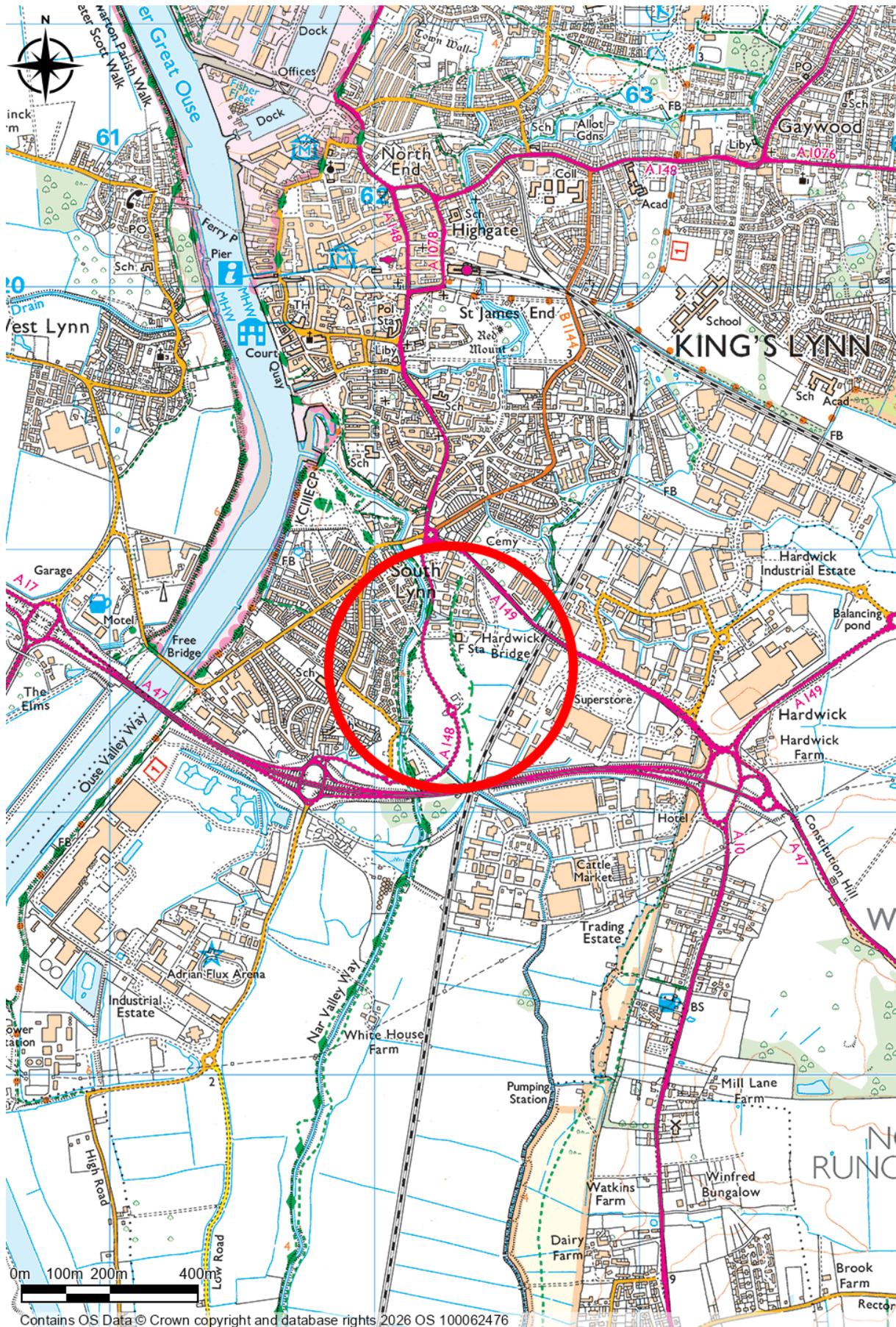
16 February 2026

APPENDIX I VALUATION DETAILS

Grid view

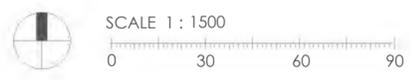
#	Plot Number	Planning Use	Acres	Rate per Acre	Market Value	Plot Value Summary
1	A/3	Class E B2	1.387	£360,000	£500,000	Narouse Way frontage plot
2	A/4	Class E B2	1.539	£360,000	£555,000	Narouse Way frontage plot
3	B/1	Class E	1.331	£335,000	£445,000	No frontage, access from Horsey Fields or via Peterborough Road from the A47
4	B/2	Class E B2 B8	1.323	£335,000	£445,000	No frontage, access from Horsey Fields or via Peterborough Road from the A47
5	B/3, 4 and 5	Class E	1.580	£335,000	£530,000	No frontage, access from Horsey Fields or via Peterborough Road from the A47
6	C/1	Class E	1.208	£335,000	£405,000	No frontage, access from Horsey Fields or via Peterborough Road from the A47
7	C/2	B8	1.120	£335,000	£375,000	No frontage, access from Horsey Fields or via Peterborough Road from the A47
8	C/3	B8	1.191	£335,000	£400,000	No frontage, access from estate road
9	C/4	B8	2.345	£335,000	£785,000	No frontage, access from estate road
10	D/1	Class E	1.454	£335,000	£485,000	Partial visibility from narouse way, access via estate road
11	D/2	Class E	1.067	£335,000	£355,000	Partial visibility from narouse way, access via estate road
12	D/3	Class E	1.416	£360,000	£510,000	Narouse Way frontage plot
13	D/4	Class E	0.756	£360,000	£270,000	Narouse Way frontage plot
14	E/4	Class E	0.536	£335,000	£180,000	No frontage, access from estate road
15	E/5	Class E	0.658	£335,000	£220,000	No frontage, access from estate road
16	F/1	Class E B2	0.926	£360,000	£335,000	Narouse Way frontage plot
17	F/2	Class E	0.533	£360,000	£190,000	Narouse Way frontage plot
18	F/3	Class E	0.478	£360,000	£170,000	Narouse Way frontage plot
19	F/4	Class E	0.490	£335,000	£165,000	No frontage, access from estate road
20	F/5	Class E	0.320	£335,000	£105,000	No frontage, access from estate road
21	F/6	Class E	0.622	£335,000	£210,000	No frontage, access from estate road
			SUM 22.280	AVG £343,333	SUM £7,635,000	

APPENDIX II LOCATION PLAN



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APPENDIX III SITE PLAN



NOTES:
 REFER TO RESERVE MATTERS APPLICATION
 18/01333/RMM FOR INFORMATION ON PHASE 01.
 REFER TO DRAWINGS NOE-AHR-XX-XX-DR-L-90-003
 and NOE-AHR-XX-XX-DR-L-90-004 FOR LANDSCAPE
 DETAILS.

7	Use Classes amended	21.01.2020	AL	MW
6	Plot A1 Added	18.12.2019	CL	MR
5	Revised Planning Application	31.05.2019	CW	MW
4	Planning Application	18.04.2019	CW	MW
3	Planning Application	21.02.2019	CW	MW
2	For Co-ordination	07.02.2019	CW	MW
1	For Co-ordination	25.01.2019	CW	MW
Rev	Description	Date	Dr by	App by
original by		date created		approved by
CW		01/12/19		MW

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client name	
Borough Council of King's Lynn & West Norfolk	
project	
Nar Ouse Enterprise Zone	
drawing	
Masterplan (Reserved Matters)	
computer file	plot date
C:\Users\ajohns\Documents\NOE-AHR-22-40-A-50-Masterplan.dwg	24/01/19
project number	scale
2017.00261.000	As indicated @A2
drawing number	rev issue status
NOE-AHR-XX-XX-DR-A-10-003	7 P
This drawing is to be read in conjunction with all related drawings. All dimensions must be checked and verified on site before commencing any work or producing shop drawings. The originator should be notified immediately of any discrepancy. This drawing is copyright and remains the property of AHR.	

APPENDIX IV COPY OF LETTERS OF INSTRUCTION AND CONDITIONS OF ENGAGEMENT

To find out about our available commercial property or sites please visit <https://www.west-norfolk.gov.uk/commercial>

From: Christian Wilson
Sent: 21 January 2026 17:23
To: kevin.atkins@arnoldskeys.com
Subject: FW: Red Book - Outline Instruction for Kevin Atkins

Hi Kevin

Please see requirement summarised below where although it's for internal purposes we require Red Book valuation(s) a few days before a 19th February cabinet date.

For plot location and availability see [Plot Availability - King's Lynn Enterprise Park](#) .

With regard to the plots we need valuing these exclude the site shown as Active Travel Hub and plot E3 which is now planned to form part of that hub. Plots A1 and A2 have been built so do not need valuing and nor does the NHS medical centre site. We also do not need KLIC and the site next to it called Innovation and Collaboration Incubator valued under this instruction

Most of the road infrastructure has been built for the A B C and D plots. The E and F plots roads are yet to be built. I do not have plot areas for E4, E5, F1, F2, F3, F4, F5, F6 and shall try and get these to you asap.

Alex Brown at Brown & Co. is marketing the eastern plots at present.

If you need further info. I can liaise with colleagues here to provide.

I hope you can work within this timescale and quote for this. Apologies for short notice as I received this request this afternoon.

Regards

Christian Wilson BSc (Hons) MRICS, Senior Valuer
Tel: 01553 616363 | Mob: 07546 762008



To find out about our available commercial property or sites please visit <https://www.west-norfolk.gov.uk/commercial>

REQUIREMENT

Purpose and Basis of Valuation

- **Purpose:** To inform internal decision-making.
- **Basis of Value:** RICS Red Book Valuation.
- **Valuation Date:** The date of the report.

2. Property Description & Proposed Use

- **Location:** Plots A3, A4, B1, B2, B3, B4, B5, C1, C2, C3, C4, D1, D2, D3, D4, E4, E5, F1, F2, F3, F4, F5, F6, King's Lynn Enterprise Park.
- **Proposed Use:** A mix of **Light Industrial** and **High-Quality Office** space.
- **Site Areas:** Final acreage to be confirmed via Alex Brown (William H Brown).
- **Mapping:** A site plan showing the red-line boundaries for these specific plots will be provided separately.

3. Planning & Strategic Context

- **Planning Consent:** The principal of development has been secured under reference **09/02010/F** with approval for all reserved matters
- **Enterprise Zone (EZ) Status:** The plots are within a designated Enterprise Zone. (But rate relief benefit has ceased). The valuation should reflect the benefits of this, i.e. its ability to attract innovative, high-growth companies.
- **Active Travel Hub:** The site is adjacent to a new **Active Travel Hub** (includes plot E3). This enhancement to sustainable transport and connectivity should be factored into the marketability of the plots. (Active Travel Hub has not yet been built but project work to deliver has commenced).
- **BCKLWN Commitment:** The Borough Council is committed to developing this as a premier, high-quality enterprise hub, providing long-term site confidence.

4. Key Assumptions

- **Tenure:** Freehold with Vacant Possession.
- **Title:** Please assume a clean, marketable title without onerous restrictions.
- **Access & Utilities:** Access to eastern plots is via a new road. No utilities are on-site; assume these will be installed by purchasers, with the Council having provided suitable connection routes to the boundary. (Morgan Sindal will be undertaking works to deliver access on the western plots (E &F)).
- **Contamination:** Brownfield land; assume "standard" light contamination levels typical for this asset class. The eastern plots are on brownfield land that has already been remediated.
- **Estate Management:** Assume industry-standard service charges and sinking funds for road and infrastructure maintenance.

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APPENDIX V

DEFINITIONS OF BASES OF VALUATION

DEFINITIONS OF BASES OF VALUATION

1. **Market Value**

“The estimated amount for which an asset should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction after proper marketing and where the parties had acted knowledgeably, prudently and without compulsion – assuming that the buyer is granted vacant possession of all parts of the asset required by the business, and disregarding potential alternative uses and any other characteristics of the asset that would cause its market value to differ from that needed to replace the remaining service potential at least cost.”

APPENDIX VI ASSUMPTIONS AND CAVEATS

1. In preparing the report, unless otherwise stated by the valuer the following assumptions will be made which the valuer shall be under no duty to verify:
 - i) that no deleterious or hazardous materials or techniques were used in the construction of the Property or has since been incorporated;
 - ii) that good title can be shown that the Property is not subject to any unusual or special onerous restrictions, encumbrances or outgoings;
 - iii) that the Property and its value are unaffected by any matters which would be revealed by a local search and replies to the usual enquiries, or by any statutory notice, that neither the Property, nor its condition, or its use, or its intended use, is or will be unlawful, and;
 - iv) that inspection of those parts which have not been inspected would neither reveal material defects nor cause the valuer to alter the valuation materially;
 - v) unless otherwise stated that no contaminative or potentially contaminative uses have ever been carried out on the Property and that there is no potential of contamination of the Property from past or present uses of that property or from any neighbouring property.
 - vi) that the information provided to us is correct and complete.
2. We have assumed the Property complies with all relevant statutory requirements, unless otherwise stated.
3. Our enquiries have not revealed any contamination affecting the Property or neighbouring property which would affect our valuation. However, should it be established subsequently that contamination exists at the Property or on any neighbouring land or that the premises have been or are being put to any contaminative use this might reduce the values now reported.
4. We have not carried out a building survey nor have we tested any of the service installations. Our valuation has had regard only to the general condition of the premises evident from our inspection and to those defects which are specifically referred to in the report.
5. In arriving at our opinion of value, no allowance has been made for costs of acquisition or realisation, nor any VAT, Capital Gains Tax nor any other tax, nor similar liability or claimable allowances which might arise on the sale of the Property.
6. Neither the whole nor any part of this report nor any reference thereto may be included in any published document, circular, or statement, or published in any way, without the prior written approval of Arnolds Keys of the form and context in which it may appear.
7. This valuation report is provided for the stated purpose and for the sole use of the named Client. It is confidential to the Client and his professional advisors and Arnolds Keys accept no responsibility whatsoever to any other person.
8. We have not carried out or commissioned a site investigation and therefore can give no opinion on the suitability of the load bearing strength of the ground to support the existing buildings, or any that may be constructed in the future.
9. We have not undertaken any tests to confirm that deleterious, hazardous, inherently dangerous or unsuitable materials or techniques were used in the construction of the Property or have since been incorporated.
10. Many modern commercial buildings have been constructed with composite external panels that sandwich insulating material between inner and outer plastic-coated steel sheeting. Panels containing polystyrene (EPS and XPS) have been shown to increase the risk of fire spreading whilst giving off toxic smoke. Similar panels containing polyurethane type products (PUR and PIR) can have a similar effect. Due to the health risk, some insurers state that these structures are more vulnerable to serious damage and require higher insurance premiums or refuse to provide insurance cover at all. In the event of encountering difficulties in insuring premises, significant expenditure could be necessary which could, in turn, impact upon Market Value. For the purpose of our valuation, we assume that the Property is not constructed with any materials that will affect the insurance.

APPENDIX VII COPY OF PLANNING PERMISSION

ENVIRONMENT AND PLANNING

King's Court, Chapel Street, King's Lynn, Norfolk PE30 1EX
Tel: (01553) 616200
Fax: (01553) 616652
DX: 57825 KING'S LYNN
e-mail: borough.planning@west-norfolk.gov.uk

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

**NOTICE OF DECISION - APPROVAL OF RESERVED MATTERS**

BCKLWN
c/o AHR Architects
Mr Michael Walters
Hardwick Street
London
EC1R 4RG

Reference No: 19/00351/RMM
Application
Registered: 5 March 2019
Parish: King's Lynn

Details: **RESERVED MATTERS: Erection of mixed use units - Enterprise Zone at The Nar Ouse Regeneration Area (NORA) Wisbech Road King's Lynn Norfolk**

The Town and Country Planning Act 1990 (as amended)
The Town and Country Planning (Development Management Procedure) (England) Order 2015)

Approval is granted for the reserved matters specified above and in plans submitted in accordance with the grant of outline permission Reference No. 09/02010/F
subject to compliance with the following conditions:

1. The development hereby permitted shall be carried out in accordance with the following approved plans:

NOE-AHR-XX-XX-DR-A-10-003 Rev 7 Issue Status P - Masterplan (Reserved Matters)
NOE-AHR-A1-XX-DR-A-20-100 Rev 4 – Plot A1 Site Plan
NOE-AHR-A1-XX-DR-L-90-002 Rev P05 Issue Status P1 – Plot A1 Planting Plan
NOE-AHR-A2-XX-DR-A-20-100 REV 3 Plot A2 Site Plan
NOE-AHR-A2-XX-DR-L-90-002-P01 Site Planting Plan A2
NOE-AHR-A3-XX-DR-A-20-100 Rev 2 Issue Status P – Plot A3 Site Plan
NOE-AHR-A3-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 1 – Plot A3
NOE-AHR-A4-XX-DR-A-20-100 Rev 2 Issue Status P – Plot A4 Site Plan
NOE-AHR-A4-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 2 – Plot A4

NOE-AHR-B1-XX-DR-A-20-100 Rev 4 Issue Status P – Plot B1 Site Plan
NOE-AHR-B1-XX-DR-L-90-001 Rev P04 Issue Status P1 – Site Planting Plan 3 – Plot B1
190811/10/01 Rev B – Plot B2 Proposed Site Plan
190811/10/02 Rev B – Plot B2 Proposed Elevations, Floorplans and Section
NOE-AHR-B"-XX-DR-L-90-001 Rev P04 Issue Status 1 – Site Planting Plan 4 – Plot B2
NOE-AHR-B3-XX-DR-A-20-100 Rev 3 Issue Status P – Plot B3 B4 Site Plan
NOE-AHR-B3-XX-DR-L-90-002 Rev P01 Issue Status P1 – Site Planting Plan 5 – Plot B3 & B4
NOE-AHR-B5-XX-DR-A-20-100 Rev 2 Issue Status P – Plot B5 Site Plan
NOE-AHR-B5-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 6 – Plot B5

NOE-AHR-C1-XX-DR-A-20-100 Rev 2 Issue Status P – Plot C1 Site Plan
NOE-AHR-C1-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 7 – Plot C1
NOE-AHR-C2-XX-DR-A-20-100 Rev 2 Issue Status P – Plot C2 Site Plan
NOE-AHR-C2-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 8 – Plot C2
NOE-AHR-C3-XX-DR-A-20-100 – Rev 2 Issue Status P – Plot C3 Site Plan
NOE-AHR-C3-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 9 – Plot C3
NOE-AHR-C4-XX-DR-A-20-100 Rev 2 Issue Status P – Plot C4 Site Plan
NOE-AHR-C4-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 10 – Plot C4

NOE-AHR-D1-XX-DR-A-20-100 Rev 2 Issue Status P – Plot D1 Site Plan
NOE-AHR-D1-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 11 – Plot D1
NOE-AHR-D2-XX-DR-A-20-100 Rev 2 Issue Status P – Plot D2 Site Plan
NOE-AHR-D2-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 12 – Plot D2
NOE-AHR-D3-XX-DR-A-20-100 Rev 2 Issue Status P – Plot D3 Site Plan
NOE-AHR-D3-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 13 – Plot D3
NOE-AHR-D4-XX-DR-A-20-100 Rev 2 Issue Status P – Plot D4 Site Plan

NOE-AHR-D4-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 14 – Plot D4
NOE-AHR-D5-XX-DR-A-20-100 Rev 2 Issue Status P – Plot D5 Site Plan
NOE-AHR-D5-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 15 – Plot D5
NOE-AHR-D6-XX-DR-A-20-100 Rev 2 Issues Status P – Plot D6 D7 Site Plan
NOE-AHR-D6-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 16 – Plot D6 & D7

NOE-AHR-E1-XX-DR-A-20-100 Rev 2 Issue Status P – Plot E1 Site Plan
NOE-AHR-E1-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 17 – Plot E1
NOE-AHR-E2-XX-DR-A-20-100 Rev 2 Issue Status P – Plot E2 E3 Site Plan
NOE-AHR-E2-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 18 – Plot E2
NOE-AHR-E3-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 19 – Plot E3
NOE-AHR-E4-XX-DR-A-20-100 Rev 2 Issue Status P – Plot E4 E5 Site Plan
NOE-AHR-E4-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 20 – Plot E4 & E5

NOE-AHR-F1-XX-DR-A-20-100 REV 3 Plot F1 Site Plan
NOE-AHR-F1-XX-DR-L-90-002-P01 Site Planting Plan F1
NOE-AHR-F2-XX-DR-A-20-100 Rev 2 Issue Status P – Plot F2 F3 F4 Site Plan
NOE-AHR-F2-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 21 – Plot F2 & F3
NOE-AHR-F4-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 22 – Plot F4 & F5
NOE-AHR-F5-XX-DR-A-20-100 Rev 2 Issue Status P – Plot F5 F6 Site Plan
NOE-AHR-F6-XX-DR-L-90-001 Rev P01 Issue Status P1 – Site Planting Plan 23 – Plot F6

NOE-AHR-T1.0-XX-DR-A-20-100 Rev 02 Issue Status P – Type 1.0 Elevations
NOE-AHR-T1.0-00-DR-A-20-001 Rev 01 Issue Status P – Type 1.0 Building Plans Ground Floor
NOE-AHR-T1.0-01-DR-A-20-001 Rev 01 Issue Status P – Type 1.0 Building Plans First Floor
NOE-AHR-T1.0-02-DR-A-20-002 Rev 01 Issue Status P – Type 1.0 Roof Plan
NOE-AHR-T1.0-XX-DR-A-20-200 Rev 01 Issue Status P – Type 1.0 Sections

NOE-AHR-T1.1-00-DR-A-20-001 Rev 01 Issue Status P – Type 1.1 Building Plans
NOE-AHR-T1.1-02-DR-A-20-002 Rev 01 Issue Status P – Type 1.1 Roof Plan
NOE-AHR-T1.1-XX-DR-A-20-1 Rev 01 Issue Status P – Type 1.1 Elevations
NOE-AHR-T1.1-XX-DR-A-20-200 Rev 01 Issue Status P – Type 1.1 Sections

NOE-AHR-T1.2-00-DR-A-20-001 Rev 01 Issue Status P – Type 1.2 Building Plans Ground Floor
NOE-AHR-T1.2-01-DR-A-20-001 Rev 01 Issue Status P – Type 1.2 Building Plans First Floor
NOE-AHR-T1.2-02-DR-A-20-002 Rev 01 Issue Status P – Type 1.2 Roof Plan
NOE-AHR-T1.2-XX-DR-A-20-100 Rev 01 Issue Status P – Type 1.2 Elevations
NOE-AHR-T1.2-XX-DR-A-20-200 Rev 01 Issue Status P – Type 1.2 Sections

NOE-AHR-T2.0-00-DR-A-20-001 Rev 01 Issue Status P – Type 2.0 Building Plan Ground Floor
NOE-AHR-T2.0-01-DR-A-20-001 Rev 01 Issue Status P – Type 2.0 Building Plan First Floor
NOE-AHR-T2.0-02-DR-A-20-002 Rev 01 Issue Status P – Type 2.0 Roof Plan
NOE-AHR-T2.0-XX-DR-A-20-100 Rev 01 Issue Status P – Type 2.0 Elevations
NOE-AHR-T2.0-XX-DR-A-20-200 Rev 01 Issue Status P – Type 2.0 Sections

NOE-AHR-T2.1-00-DR-A-20-001 Rev 01 Issue Status P – Type 2.1 Building Plan Ground Floor
NOE-AHR-T2.1-01-DR-A-20-001 Rev 01 Issues Status P – Type 2.1 Building Plan First Floor
NOE-AHR-T2.1-02-DR-A-20-002 Rev 01 Issues Status P – Type 2.1 Roof Plan
NOE-AHR-T2.1-XX-DR-A-20-100 Rev 01 Issue Status P – Type 2.1 Elevations
NOE-AHR-T2.1-XX-DR-A-20-200 Rev 01 Issue Status P – Type 2.1 Sections

NOE-AHR-T3.0-00-DR-A-20-001 Rev 01 Issue Status P – Type 3.0 Building Plan
NOE-AHR-T3.0-00-DR-A-20-002 Rev 01 Issue Status P – Type 3.0 Roof Plan
NOE-AHR-T3.0-XX-DR-A-20-100 Rev 01 Issue Status P – type 3.0 Elevations
NOE-AHR-T3.0-XX-DR-A-20-200 Rev 01 Issue Status P – Type 3.0 Sections

NOE-AHR-T4.0-00-DR-A-20-001 Rev 01 Issue Status P – Type 4.0 Building Plans
NOE-AHR-T4.0-XX-DR-A-20-002 Rev 01 Issue Status P – Type 4.0 Roof Plan
NOE-AHR-T4.0-XX-DR-A-20-100 Rev 01 Issue Status P – Type 4.0 Elevations
NOE-AHR-T4.0-XX-DR-A-20-200 Rev 01 Issue Status P – Type 4.0 Sections

NOE-AHR-T4.1-00-DR-A-20-001 Rev 01 Issue Status P – Type 4.1 Building Plans
NOE-AHR-T4.1-XX-DR-A-20-100 Rev 01 Issue Status P – Type 4.1 Elevations
NOE-AHR-T4.1-XX-DR-A-20-200 Rev 01 Issue Status P – Type 4.1 Sections

NOE-AHR-T4.2-00-DR-A-20-001 Rev 01 Issue Status P – Type 4.2 Building Plans
NOE-AHR-T4.2-XX-DR-A-20-100 Rev 01 Issue Status P – Type 4.2 Elevations

NOE-AHR-T4.2-XX-DR-A-20-200 Rev 01 Issue Status P – Type 4.2 Sections
NOE-AHR-T4.3-00-DR-A-20-001 Rev 01 Issue Status P – Type 4.3 Building Plans
NOE-AHR-T4.3-XX-DR-A-20-002 Rev 01 Issue Status P – Type 4.3 Roof Plan
NOE-AHR-T4.3-XX-DR-A-20-100 Rev 01 Issue Status P – Type 4.3 Elevations
NOE-AHR-T4.3-XX-DR-A-20-200 Rev 01 Issue Status P – Type 4.3 Sections

NOE-AHR-XX-XX-DR-L-90-003 Rev P05 Issue Status P1 – Planting Schedule and Key Plan
NOE-AHR-XX-XX-DR-L-90-004 Rev P05 Issue Status P1 – Landscape Masterplan

320 Rev P2 – Drainage Strategy Drawing Sheet 1 of 4, Option 2
321 Rev P4 - Drainage Strategy Drawing Sheet 2 of 4, Option 2
322 Rev P2 - Drainage Strategy Drawing Sheet 3 of 4, Option 2
323 Rev P2 - Drainage Strategy Drawing Sheet 4 of 4, Option 2

Highways General Arrangement 600 rev F

2. Notwithstanding the approved plans, prior to the occupation of any building within the Enterprise Zone full details of the proposed landscape buffer along the northern boundary of the site shall be submitted to and approved in writing by the local planning authority. The details shall include planting plans, written specifications (including cultivation and other operations associated with plant and grass establishment) and schedules of plants noting species, plant sizes and proposed numbers and densities.
3. Other than the landscape buffer along the northern boundary of the site dealt with by Condition 2, the landscaping for the site shall be carried out in accordance with the approved landscape masterplan; planting schedule and key plan; and individual site planting plans referred to in condition 1. The landscape buffer along the northern boundary of the site shall be implemented prior to the first occupation of any building within the Enterprise Zone. All other landscape works shall be carried out prior to the occupation of the building(s) on the plot to which it relates or in accordance with a programme to be agreed in writing with the Local Planning Authority prior to the first occupation of any building on the Enterprise Zone. Any trees or plants that within a period of 5 years from the completion of the development die, are removed or become seriously damaged or diseased, shall be replaced in the next planting season with others of similar size and species as those originally planted, unless the Local Planning Authority gives written approval to any variation.
4. A landscape management plan including long-term design objectives, management responsibilities, management and maintenance schedules for all landscape areas shall be submitted to and approved by the Local Planning Authority prior to the occupation of any building within the Enterprise Zone. The landscape management plan shall be carried out as approved.
5. Development shall not commence until a scheme detailing provision for on-site parking for construction workers for the duration of the construction period has been submitted to and approved in writing by the Local Planning Authority. The scheme shall be implemented throughout the construction period.
6. Prior to the commencement of any works a Construction Traffic Management Plan and Access Route which shall incorporate adequate provision for addressing any abnormal wear and tear to the highway together with wheel cleaning facilities shall be submitted to and approved in writing by the Local Planning Authority together with proposals to control and manage construction traffic using the 'Construction Traffic Access Route' and to ensure no other local roads are used by construction traffic.
7. For the duration of the construction period all traffic associated with (the construction of) the development will comply with the Construction Traffic Management Plan and use only the 'Construction Traffic Access Route' and no other local roads unless approved in writing with the Local Planning Authority.
8. Prior to the occupation of each building a detailed scheme showing the siting of all external plant and machinery for that specific plot shall be submitted to and approved in writing by the local planning authority. This shall include an assessment of noise and vibration, any mechanical extract or ventilation systems, air conditioning units, air source heat pumps etc, and the insulation of the building(s) against the transmission of noise and vibration. The scheme shall be implemented as approved prior to the first occupation of the building it relates to and shall thereafter be maintained as such.

9. Prior to the occupation of the buildings on Plots B2, B3 and C4 a scheme detailing noise attenuation from the car parks and loading bay for that respective plot shall have first been submitted to and approved in writing by the local planning authority. The scheme shall be implemented as approved prior to the first occupation of the building it relates to and shall thereafter be maintained as such.
10. Prior to the first occupation of any building within the Enterprise Zone, details of the method of lighting and extent of illumination to the access roads, footpaths, parking and circulation areas shall be submitted to and approved in writing by the Local Planning Authority. This shall include details of the phasing and timetable for implementation, type of lights, the orientation/angle of the luminaries, the spacing and height of the lighting columns, the extent/levels of illumination over the site and on adjacent land and the measures to contain light within the curtilage of the site. The lighting scheme shall be implemented in accordance with the approved details and thereafter be maintained and retained as approved unless otherwise agreed in writing by the local planning authority.
11. Prior to the installation of any external lighting on buildings details shall have first been submitted to and approved in writing by the local planning authority. This shall include details of the type of lights, the orientation/angle of the luminaries, the spacing and height of the lighting columns, the extent/levels of illumination over the site and on adjacent land and the measures to contain light within the curtilage of the building. The lighting scheme shall be implemented in accordance with the approved details prior to the first occupation of the building to which it relates and shall thereafter be maintained and retained as approved unless otherwise agreed in writing by the local planning authority.
12. Notwithstanding the details that accompanied the application hereby permitted, no development shall take place on any external surface of a building(s) until the type, colour and texture of all materials to be used for the external surfaces of the building(s) on that respective plot have been submitted to and approved in writing by the Local Planning Authority. The materials to be used shall accord with the 'Materials Principles' set out in Section 5 of the submitted Design and Access Statement. The development shall be carried out in accordance with the approved details.
13. The buildings hereby approved shall only be used for the use class(es) specified for each individual plot in the submitted 'Nar Ouse Enterprise Zone – Masterplan Indicative Areas Schedule, Issue O dated 21.01.20' (as defined within the Town and Country Planning (Use Classes) Order 1987, as amended, or in any provision equivalent to that Class in any statutory instrument revoking and re-enacting that Order with or without modification) and shall not be used for any other purpose, including any use permitted under Schedule 2, Part 3 'Changes of Use' of the Town and Country Planning (General Permitted Development) Order 2015, as amended, or any order revoking and re-enacting that Order with or without modification.
14. Unless otherwise agreed in writing by the local planning authority the development hereby permitted shall be carried out in accordance with the approved surface water drainage strategy set out in Section 5.0 of the 'Nar Ouse Enterprise Zone Flood Risk Assessment Addendum A102901' dated Feb 2019 and prepared by WYG Engineering Limited and the following approved plans:

320 Rev P2 – Drainage Strategy Drawing Sheet 1 of 4, Option 2
321 Rev P4 - Drainage Strategy Drawing Sheet 2 of 4, Option 2
322 Rev P2 - Drainage Strategy Drawing Sheet 3 of 4, Option 2
323 Rev P2 - Drainage Strategy Drawing Sheet 4 of 4, Option 2
15. Prior to the first occupation of any building on the Enterprise Zone a surface water drainage management and maintenance plan for the lifetime of the development shall be submitted to and approved in writing by the local planning authority. The management and maintenance plan shall be carried out as approved unless otherwise agreed in writing by the local planning authority.
16. Prior to the occupation of any building hereby permitted, facilities shall be provided within the curtilage of the respective plot for the storage of recycling, refuse and waste materials in accordance with details to be submitted to and approved by the Local Planning Authority

The Reasons being:

1. For the avoidance of doubt and in the interests of proper planning.
2. To ensure that the development is properly landscaped in the interests of the visual amenities of the locality in accordance with the NPPF.
3. To ensure that the work is carried out within a reasonable period in accordance with the NPPF.
4. To ensure that the landscaping is properly maintained in accordance with the NPPF.
5. To ensure adequate off-street parking during construction in the interests of highway safety. This needs to be a pre-commencement condition as it deals with the construction period of the development.
6. In the interests of maintaining highway efficiency and safety. This needs to be a pre-commencement condition as it deals with safeguards associated with the construction period of the development.
7. In the interests of maintaining highway efficiency and safety.
8. In the interests of the amenities of the locality in accordance with the principles of the NPPF.
9. In the interests of the amenities of the locality in accordance with the provisions of the NPPF.
10. In the interests of minimising light pollution and to safeguard the amenities of the locality in accordance with the NPPF.
11. In the interests of minimising light pollution and to safeguard the amenities of the locality in accordance with the NPPF.
12. To ensure a satisfactory external appearance and grouping of materials in accordance with the principles of the NPPF.
13. In order that the Local Planning Authority may retain control over the use of the premises where an alternative use otherwise permitted by the above mentioned Order would be detrimental to the amenities of the locality or would be contrary to the development mix permitted under condition 8 of outline planning permission 09/02010/F.
14. To ensure that there is a satisfactory means of drainage in accordance with the NPPF.
15. To ensure that there is a satisfactory means of drainage for the lifetime of the development in accordance with the NPPF.
16. In the interests of the amenities of the locality and to accord with the provisions of the NPPF.



Executive Director, Environment and Planning
On behalf of the Council
5 February 2020

NOTE: The applicant is reminded of the need to adhere to the relevant remaining conditions attached to outline planning permission Reference No. 09/02010/F.

1. This approval does not allow for the provision of any building signage which will require advertisement consent.
2. **Environmental Protection Act 1990**
Under the Environmental Protection Act 1990, the Local Authority has a duty to investigate complaints of nuisance and should a complaint be received, irrespective of planning consent, the Local Authority may (on determination of a Statutory Nuisance) serve a legal notice requiring any said nuisance to be abated and failure to comply may result in prosecution. Further advice may be sought from the Community Safety and Neighbourhood Nuisance Team on this matter where necessary.
3. **Noise, Dust and Smoke from Clearing and Construction Work**
Attention is drawn to Sections 60 and 61 of the Control of Pollution Act 1974 and to the British Code of Practice BS5228:2009 which set down requirements for the control of noise during construction and demolition works. The contractor should also be made aware of the requirements of the Clean Air Act and Control of Pollution Act regarding the prohibition of site bonfires. The Council's Community Safety and Neighbourhood Nuisance Team can provide advice and assistance in this regard.

Please note that any conditions that may be attached to this decision notice form an integral part of the permission. Failure to comply with any conditions could lead to enforcement action or the need to submit a further formal application.

In accordance with the NPPF, in determining this application for planning permission, the Borough Council has approached it in a positive and proactive way, and where possible has sought solutions to problems to achieve the aim of approving sustainable development. As such the development hereby approved is considered to represent sustainable development.

Section 33 and 34 for the Environmental Protection Act 1990 place a duty on developers to ensure that they manage and dispose of waste appropriately, this includes preventing the escape of waste by storing it in containers that are; clearly and correctly labelled, suitable for the waste and designed to prevent leakage or waste being wind blown off site. You should also ensure that you keep waste transfer records and only transfer waste to an authorised person.

For further information and to ensure that you have appropriate permits or exemptions in place visit:

<https://www.gov.uk/government/publications/waste-duty-of-care-code-of-practice>
<https://www.gov.uk/government/collections/waste-exemptions-treating-waste>

In addition, further information is available on <https://www.ccscheme.org.uk/>

The case officer who dealt with this application was Mrs H Morris, telephone number 01553 616481.

Notes relating to decisions on planning applications:

1. This permission refers only to that under the Town and Country Planning Acts and does not include any consent or approval under any other enactment, byelaw order or regulation.
2. If the applicant is aggrieved by the decision of the local planning authority to refuse permission or approval for the proposed development, or to grant permission or approval subject to conditions, he may appeal to The Planning Inspectorate in accordance with Section 78 of the Town and Country Planning Act 1990. Appeals must be made within 6 months unless subject to an enforcement notice (see below). (Appeals must be made on a form which is available from The Planning Inspectorate, Customer Support Unit, Room 3/15 Eagle Wing, Temple Quay House, 2 The Square, Temple Quay, Bristol BS1 6PN, telephone 0303 444 50 00). The Secretary of State has power to allow a longer period for the giving of a notice of appeal but he will not normally be prepared to exercise this power unless there are special circumstances which excuse the delay in giving notice of appeal. The Secretary of State is not required to entertain an appeal if it appears to him that permission for the proposed development could not have been granted by the local planning authority, or could not have been so granted otherwise than subject to the conditions imposed by them, having regard to the statutory requirements (*), to the provisions of the development order, and to any directions given under the order. He does not in practice refuse to entertain appeals solely because the decision of the local planning authority is based on a decision given by him.

Appeal time limits where the same development is subject to an enforcement notice

- 28 days from the date of the refusal or the expiry of the period which the local planning authority (LPA) had to determine the application, where the enforcement notice is served before the application is submitted;
 - 28 days from the date of the refusal or the expiry of the period which the LPA had to determine the application, where the enforcement notice is served before the decision on the application is reached or the determination period has expired; or
 - 28 days from the date the enforcement notice is served, where the enforcement notice is served after the decision or expiry of the period which the LPA has to reach a decision on the application, unless the effect would be to extend the period beyond the usual time limit for cases not involving an enforcement notice.
 - These time limits apply where an enforcement notice has been served no more than two years before the date of the application or where it is served on or after the date of the application, regardless of whether an appeal was lodged against the enforcement notice and provided the notice is not withdrawn prior to the expiry of the time limits outlined above.
3. If permission to develop land is refused or granted subject to conditions, whether by the local authority or by the Secretary of State of the Environment, and the owner of the land claims that the land has become incapable of reasonably beneficial use in its existing state and cannot be rendered capable of reasonably beneficial use by the carrying out of any development which has or would be permitted, he may serve on the Council or the county district in which the land is situated a purchase notice requiring that council to purchase his interest in the land in accordance with the provisions of Part VI of the Town and Country Planning Act 1990.
 4. In certain circumstances, a claim may be made against the local planning authority for compensation where permission is refused or granted subject to conditions by the Secretary of State on appeal or on a reference of the application to him. The circumstances in which such compensation is payable are set out in Section 114 of the Town and Country Planning Act 1990.

(*) The Statutory requirements are those set out in Section 76(6) of the Town and Country Planning Act 1990 namely section 70 and 72(1) of the Act.

5. Time Limits for Appeals

Householder planning applications against refusal or to remove/amend conditions = 12 weeks
Minor Commercial and Advertisement Consent Appeals = 12 weeks
All other appeals = 6 months

For more information please see website: <http://www.planningportal.gov.uk/planning/appeals>

Our ref: 19/00351/RMM
Planning Officer: Mrs H Morris
Council Information Centre: 01553 616200 Option 3
E-mail: borough.planning@west-norfolk.gov.uk

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



BCKLWN
c/o AHR Architects
Mr Michael Walters
Hardwick Street
London
EC1R 4RG

Geoff Hall
Executive Director

Stuart Ashworth
Assistant Director Environment and Planning

6 February 2020

Dear Sir / Madam

Decision Date: 5 February 2020
Development : RESERVED MATTERS: Erection of mixed use units - Enterprise Zone
Location: The Nar Ouse Regeneration Area (NORA) Wisbech Road King's Lynn Norfolk
Applicant: BCKLWN

Town & Country Planning Act 1990

PLEASE FIND ATTACHED A COPY OF YOUR PLANNING PERMISSION FOR THE ABOVE PROPOSED DEVELOPMENT. HOWEVER, YOU SHOULD READ THE NOTES BELOW AS FAILURE TO COMPLY WITH CONDITIONS IMPOSED ON THE ATTACHED PLANNING PERMISSION COULD RENDER THE DEVELOPMENT UNAUTHORISED OR REQUIRE THE SUBMISSION OF A FURTHER FORMAL APPLICATION

1. This planning permission is granted in strict accordance with the approved plans. It should be noted that:
 - a) Any variation from the approved plans following commencement of the development may constitute unauthorised development and may be liable to enforcement action.
 - b) You or your agent or any other person responsible for implementing this permission should inform the Development Control Section immediately of any proposed variation from the approved plans and ask to be advised as to the best method of resolving the matter. This may require the submission of a new formal application.
2. We have a formal process for discharging conditions which involves completing a form or writing to us with sufficient information to allow us to fully assess the information, and submitting an appropriate fee.
The form can be downloaded from our website at https://www.west-norfolk.gov.uk/info/20077/planning_applications/144/make_a_planning_application or you can request a form to be sent to you. Although there is a national target of 8 weeks to deal with these requests we will endeavour to deal with these sooner, particularly the more straightforward requests.
3. This permission is granted subject to conditions and it is the site owner and the person responsible for the implementation of the development who will be fully responsible for their compliance throughout the development and beyond.
4. If there is a condition that requires work to be carried out or details to be approved prior to the commencement of the development, this is called a "condition precedent". If a condition precedent is not complied with, this may render the whole of the development unauthorised and you may be liable to enforcement action or need to submit a further formal application.
5. If this development involves any works of a building or engineering nature, please note that before any such works are commenced it is the applicant's responsibility to ensure that, in addition to planning permission, any necessary consent under the Building Regulations is also obtained. Advice in respect of Building Regulations can be obtained from CNC Building Control who provide the Building Control service for the Borough of Kings Lynn & West Norfolk. Their telephone number is 0808 168 5041 or enquiries@cncbuildingcontrol.gov.uk and their website is www.cncbuildingcontrol.gov.uk.
6. If your development results in the need to have a new address then you are advised to do this as soon as the development commences. The application form and fee schedule is available on https://www.west-norfolk.gov.uk/info/20083/address_management/493/new_or_changing_your_property_address. Alternatively, you can email the Address Management Team at ann@west-norfolk.gov.uk for more information.

Yours faithfully

Executive Director
Environment and Planning

King's Court, Chapel Street, King's Lynn, Norfolk PE30 1EX
Tel: (01553) 616200
DX 57825 KING'S LYNN

Arnolds | Keys

Trusted Property Experts

Values

COMMITMENT TO THE CUSTOMER

We continuously create positive customer relationships; we are proactive, polite, patient and professional.

INTEGRITY

Sound moral judgement is the foundation upon which our customer service is built.

TEAMWORK

We commit to working towards a common goal using open and honest communication and mutual support.

INNOVATION

We embrace improved working practices and learn from our mistakes but we are not afraid to take risks and think creatively to build a better business for tomorrow.

EXPERTISE

We are experts in our fields. We continuously improve and train to remain at the forefront of our industry.



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Appendix 4: King's Lynn Enterprise Park Programme Progress 2016-2026

1. Background: What is an Enterprise Zone

1.1. Enterprise Zones is an initiative launched under the previous Government but remain aligned with the current government Industrial Strategy to businesses in priority sectors and enable local economic growth. The employment land at the Nar Ouse Regeneration Area received wave 2 'Space to Innovate Enterprise Zone' (EZ) designation by Government in April 2016, as part of a multi-site submission by the New Anglia Local Enterprise Partnership (NALEP). 'Space to Innovate EZ's' are multi-sector but have a particular focus on higher growth, higher value sectors including ICT digital, clean energy, engineering, agri-tech with an aim to support the clustering of innovative companies. The King's Lynn EZ designated site is 15 hectares (37 acres) and has full planning consent to accommodate 48,000 sqm of employment floor space.

Enterprise Zones are a 25-year designation (2016-2041), which offer the following benefits;

- Ability for Local Authorities to borrow against future business rates generated by businesses moving to the park, to pay for site infrastructure required to bring EZ's forward.
- Up to 100% business rate discount worth up to £275k per business in first 5 years (expired 2021).

1.2 Development of the site to generate business rates growth and achieve its economic strategy objectives is dependent on investment in the infrastructure to unlock the sites. In 2016 the Council approved the inclusion of a budget provision in its capital programme for the infrastructure costs required to unlock the Enterprise Park for development. The Enterprise Zone designation provides the financial legislation for the uplift in business rates specifically to fund site development costs. To date, the upfront capital costs for the infrastructure have been funded through grants and internal borrowing, on the assumption that this borrowing will be repaid by future business rates following the full build-out of the development.

2. Progress to Date 2016-2026

Following EZ designation in 2016, progress in delivery of the programme has included;

- Completion of the King's Lynn Innovation Centre (2016)
- Diversion of the High-Pressure Gas Main that dissected the eastern site (2017)
- Full planning consent granted for the infrastructure and premises across the 15Ha site.
- Initial feasibility for further Incubator development adjacent KLIC.
- Construction of the eastern side access roads (completed 2024)
- Construction of two 10,000 sq ft light industrial units and four 2,500sq ft offices by the Borough Council, co funded by the New Anglia Growth Hub (2024).

Offices are now fully occupied, and Heads of Terms are agreed with occupiers for the light industrial units.

- Plot sale and construction of a NHS Health Hub (2025)
- Re branding and marketing launch of the site as the 'King's Lynn Enterprise Park' (2025)
- Appointment of commercial agent, Brown & Co to market plots and premises (2025). Positive pipeline of enquiries are being received with Heads of Terms anticipated to be agreed shortly on units A2 and plot A3.
- Planning application submitted for an Active Travel Hub, due to determined spring 2026.



King's Lynn Enterprise Park Site Plan. Note plot E3 earmarked for parking expansion in future.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory	Be entirely within Cabinet's powers to decide		YES	
	Discretionary	Need to be recommendations to Council		NO	
All King's Lynn	Operational	Is it a Key Decision		NO	
	Operational				
Lead Member: Cllr Simon Ring E-mail: cllr.Simon.Ring@West-Norfolk.gov.uk			Other Cabinet Members consulted: Cllr Moriarty, Cllr De Whalley		
			Other Members consulted: Regeneration and Development Panel		
Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk Connor Smalls E-mail: connor.smalls@west-norfolk.gov.uk			Other Officers consulted: Duncan Hall, Alex Fradley, Henry Anthony, Micael Burton, Dave Robson, David Alford, Ian Parkes (NCC) and Claire Dollman (NCC)		
Financial Implications NO	Policy/ Personnel Implications YES	Statutory Implications NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications NO	Environmental Considerations YES

Date of meeting: 3 March 2026

KING'S LYNN TRANSPORT STRATEGY

<p>Summary</p> <p>The King's Lynn Transport Strategy (KLTS) outlines the transport vision and infrastructure needs for King's Lynn and the surrounding area. It supports the Norfolk Local Transport Plan (LTP), adopted by Norfolk County Council in 2022, by providing a local context for its delivery and setting out how its objectives will be delivered locally. The development of the KLTS has been led by Norfolk County Council in partnership with the Borough Council. This report seeks endorsement of the KLTS on behalf of the Council, alongside adoption by Norfolk County Council at its own cabinet meeting planned for 2 March 2026.</p> <p>With potential changes in the pipeline such as Devolution and Local Government Reorganisation, it is vital to clearly convey King's Lynn's transport priorities to both decision-makers and funding bodies. The KLTS will guide the transport interventions needed to support prosperity, stimulate economic growth, and help the town realise its full potential for residents and visitors.</p> <p>Recommendation</p> <p>1. That Cabinet adopt the King's Lynn Transport Strategy (KLTS) as outlined in Appendix A.</p> <p>Reason for Decision</p> <p>To allow the KLTS and Implementation Plan to be adopted at Borough level, inform wider place based strategies for King's Lynn and support its implementation. Endorsement of the KLTS aligns with the council's priority to support growth and prosperity and to protect our environment.</p>

1. Background

- 1.1. The King's Lynn Transport Strategy sets out a long-term vision for transport in King's Lynn and surrounding areas, identifying key challenges, opportunities, and the infrastructure needed to support sustainable growth and existing communities.
- 1.2. The Strategy looks ahead to 2035, focusing on the King's Lynn urban area, North and South Lynn, Gaywood, West Winch and North and South Wootton. It is supported by an Implementation Plan outlining potential projects for the short to medium term (five to ten years), with some longer-term aspirations identified beyond 2035.
- 1.3. The previous Strategy, adopted by Norfolk County Council and the Borough Council of King's Lynn and West Norfolk in 2020, now requires updating due to various national and local developments. These include changes in government policy, the impacts of the pandemic and the adoption of the King's Lynn Local Cycling and Walking Infrastructure Plan (LCWIP) in 2022.
- 1.4. The LCWIP highlights priority active travel routes and key improvement areas, particularly around the town centre, the Gyratory system, and Southgates. There have also been several policy documents and masterplans developed by the Borough Council since 2020, and more are in development including the King's Lynn Masterplan and King's Lynn Parking Strategy, which have significant transport dimensions that must be fully considered and informed by an up-to-date Transport Strategy.
- 1.5. Having an updated and current transport strategy also creates a stronger framework for delivery and enables more localised policy direction within King's Lynn. The strategy sets out projects that can advance the overall objectives when funding becomes available. Delivering measures in the Strategy and Implementation Plan will work towards addressing current challenges across the transport network but also help create the conditions for increased economic investment to the benefit of residents, businesses and visitors.
- 1.6. The updated Strategy's Vision and Objectives have been developed with stakeholders and subject to public consultation in late 2025. Consultants WSP have produced an Issues and Opportunities report and carried out a multi-criteria assessment of potential transport schemes. This process has informed a shortlist of projects for the Implementation Plan, ensuring alignment with local and national policy
- 1.7. **Strategic transport needs**
- 1.8. The Strategy acknowledges that strategic initiatives will require public funding as developer contributions alone are insufficient. Viability constraints often limit how much individual developments can contribute, and planning law restricts funding to only those transport measures directly linked to a development.
- 1.9. The adopted Local Plan for land use identifies the designated locations for housing and employment growth. The Strategy therefore outlines that the

implementation of several large-scale transport projects would benefit this planned growth.

1.10. Below are key projects that are included within the strategy and fall into this category.

- A10 West Winch Housing Access Road
- A17/A47 Pullover Roundabout improvement scheme
- A149 improvement
- A47 Tilney to East Winch to dual carriageway improvement
- Ely Area Capacity Enhancements (EACE) and investigation of other rail improvements

1.11. **Localised transport needs**

1.12. To supplement the major schemes outlined above, a long list of potential transport interventions has been identified based on up-to-date evidence and stakeholder input. These interventions were assessed against the strategy's vision and objectives to create a short list, known as the Implementation Plan. Many of these measures focus on the town centre and surrounding built-up areas. Priority schemes from the short list are detailed below.

- Introduce a Micromobility scheme in King's Lynn
- Sustainable Transport and Regeneration Scheme (STARS) Gyrotory and Baxter's Plain
- Southgates Regeneration Area
- Renewal of the West Lynn Ferry Infrastructure
- Active travel link between the West Winch Growth Area (WWGA) and King's Lynn town centre
- Continuation of development and implementation schemes in the Local Cycling and Walking Infrastructure Plan (LCWIP)

2. **Key Dates and Consultation**

2.1. The development of the KLTS has been through the following stages;

- Stage 1 - Issues & Opportunities Report - completed Autumn 2024
- Stage 2 - Option Appraisal - Spring 2025
- Public Consultation on Draft Strategy - 24 September to 4 November 2025.
- Final Strategy & Implementation Plan - Spring 2026

2.2. A Strategic Environmental Assessment and Habitats Regulations Assessment has also been produced for each strategy by the consultants for the Strategy. These were also part of the public consultation and sent to the statutory consultees for comment (Historic England, Environment Agency and Natural England).

2.3. 169 responses were received for the King's Lynn consultation. Results from the consultation show that the majority of respondents agreed or strongly agreed with the overall vision for the King's Lynn Transport Strategy. The most common comments were on issues with the roads in and around King's Lynn with particular focus on congestion, public transport and key highways schemes.

Support was highest for A17/A47 Pullover roundabout improvements, A149 improvements and Ely Area Capacity Enhancements. The connectivity objective was highly supported, with the growth objective being least supported. This is largely due to concerns that the current highway infrastructure cannot sustain further development without improvement.

- 2.4. As a result of the consultation, no changes have been made to the Vision or Objectives for the King's Lynn Transport Strategy.
- 2.5. Policy 1 of the King's Lynn Transport Strategy: Supporting Growth and New Development has been amended to include reference to economic growth. Policy 2 of the King's Lynn Transport Strategy: Strategic Connections has been amended to refer to the Southgates Regeneration Area. Policy 10 of the King's Lynn Transport Strategy: Supporting Culture, Heritage and Tourism has been strengthened by adding promotion and enhancement of the historic environment. Target 1 of the King's Lynn Transport Strategy: Growth has been enhanced by adding a reference to supporting economic growth and Target 7 of the King's Lynn Transport Strategy: Culture and heritage has been enhanced by adding a reference to placemaking.
- 2.6. A new section has been added to the Policy Context part of the Transport Strategy to reference that the Borough Council is developing a new masterplan for King's Lynn which is anticipated to be adopted in mid-2026 as well as references to car parking that have been updated to reflect the current status of the draft car parking strategy work.

3. Vision, Objectives and Policy

- 3.1. The KLTS as set out in appendix 1, contains a Vision, Objectives, Policies and Targets summarised below;
- 3.2. **Vision:** 'To support sustainable economic growth in King's Lynn by facilitating journey reliability and improved travel mode choice for all, whilst contributing to improved health, air quality, safety and protection of the built and natural environment.'

3.3. Objectives

1. **Growth:** Support the delivery of planned housing growth and development in the Borough
2. **Connectivity:** Enhance connectivity and accessibility for all within King's Lynn
3. **Public Transport:** Promote greater use of public transport in King's Lynn
4. **Active Travel:** Improve the active travel infrastructure to create the right conditions to make it first choice for shorter journeys
5. **Environment:** Improve local air quality and King's Lynn's natural environment and reduce overall transport emissions
6. **Safety:** Improve road safety in King's Lynn
7. **Culture and Heritage:** Protect and enhance King's Lynn's heritage and cultural environment through place-making

3.4. Policies

Policy 1: Supporting Growth and New Development. Norfolk County Council will work in partnership, including with developers, to ensure transport measures, including sustainable transport options, support economic growth, new housing developments and employment sites.

Policy 2: Strategic Connections. Norfolk County Council, working in partnership, seek to improve strategic connections between King's Lynn, the port, the surrounding villages, Norwich, Norfolk and the wider region. We will seek improvements to strategic connections including the A47, A149 and key roundabouts like the A17/A47 Pullover junction, Southgates Regeneration Area, the town centre gyratory as well as rail and bus connections.

Policy 3: Parking. Norfolk County Council will work with the BCKLWN to deliver the Parking Strategy that balances the needs of the town with supporting the promotion of public transport and active travel. We will seek improvements that acknowledge the importance of the NCC Electric Vehicles Strategy with regards to EV parking provision.

Policy 4: Bus Services. Norfolk County Council will support bus operators to deliver quicker, reliable, integrated, convenient and accessible journeys.

Policy 5: Rail. Norfolk County Council will work with partners to make improvements to King's Lynn Railway Station as set out in the Norfolk Rail Prospectus. We will seek improvements to the line for both the passengers and freight. This will include aiming to make them more reliable, accessible, integrated and provide faster more frequent journeys.

Policy 6: Active Travel. Norfolk County Council will work with partners to support and promote the use and benefits of active and sustainable modes of travel, including supporting schemes in the King's Lynn Local Cycling and Walking Infrastructure Plans to reduce dependency on cars.

Policy 7: Climate Change Resilience. Norfolk County Council, working with stakeholders and partners, will contribute to making the transport network zero emission by 2050 and resilient to the impacts of severe weather and climate change.

Policy 8: Improved Air Quality. Norfolk County Council, working with partners, will seek to reduce emissions from vehicles to improve air quality.

Policy 9: Road Traffic Harm Reduction. Norfolk County Council, working with partners, will endeavour to reduce road traffic collisions and casualty numbers through the safe systems approach. Improvement schemes will aim to address the fear of road traffic affecting vulnerable road users.

Policy 10: Supporting Culture, Heritage and Tourism. Norfolk County Council, working with partners, where possible will seek to protect, promote and enhance the historic environment including existing green infrastructure and enhance the public realm for the benefit of residents, visitors and tourists using a healthy streets approach to make streets attractive and work for all users of the network.

3.5. Targets

1. **Growth:** Secure transport network improvements to support economic growth including new housing and employment sites
2. **Connectivity:** Secure future improvements to the Strategic Road and Rail Network and at key gateway junctions
3. **Public transport:** Grow annual bus and rail patronage
4. **Active travel:** Increase in the number of people walking, wheeling and cycling as monitored as part of the King's Lynn Local Cycling and Walking Infrastructure Plan
5. **Environment:** Reduce the current number of, and ensure no new, Air Quality Management Areas (AQMA)
6. **Safety:** Reduce collision numbers from current levels
7. **Culture and heritage:** Number of transport projects with heritage and placemaking considered as part of delivery.

4. Policy Implications

4.1. There are various national policy implications which are discussed in detail within the Transport Strategy document. These include:

- Bus Services Act, Department for Transport, 2025
- Emerging Integrated National Transport Strategy, Department for Transport, 2025
- Emerging Transport Adaptation Strategy, Department for Transport, 2024
- National Planning Policy Framework, Ministry of Housing, Communities and Local Government, 2024 (emerging in 2026)
- Plan for Drivers, Department for Transport, 2023
- Decarbonising Transport: A Better, Greener Britain, Department for Transport, 2021
- Bus Back Better: A National Bus Strategy for England, Department for Transport, 2021
- Gear Change: A Bold Vision for Cycling and Walking, Department for Transport, 2020

4.2. At Local level, there are again various policies which have direct and relevant relationship with the transport strategy.

4.3. Borough Council of King's Lynn and West Norfolk

4.4. BCKLWN Local Plan 2021-2040, Borough Council of King's Lynn and West Norfolk, 2025

The Local Plan outlines the vision, strategic objectives, and development strategy for the Borough through to 2040. It provides the planning policy framework for future growth, addressing housing, the economy, community facilities, infrastructure, and the protection of natural and historic assets. It also supports climate change mitigation, adaptation, and high-quality design.

The Local Plan identifies a number of housing and employment allocations. A major component is Site Allocation E2.1, the West Winch Growth Area

south-east of King's Lynn, designated for 4,000 new homes to form a sustainable new sustainable neighbourhood.

Together, the town centre policy, River Front Regeneration Area, and site allocations create a comprehensive policy framework that supports the economic, social, and environmental aims of sustainable development.

4.5. King's Lynn Masterplan Emerging, Borough Council of King's Lynn and West Norfolk

The Borough Council is developing a new masterplan for King's Lynn which is anticipated to be adopted in Summer 2026. The King's Lynn masterplan will be developed to inform and be a part of the development of a new local plan. This will be prepared in accordance with the new plan-making system introduced by the Government. A new local plan will be required to respond to the increased local housing need. The ambition is for the King's Lynn Masterplan to work hand in hand with a new local plan to establish a level of consistency, a clear vision and ensure the projects within the masterplan are investable, viable, deliverable and align with planning policy.

The Masterplan will develop a long term plan for future uses of buildings, sites and public spaces, including the infrastructure that is needed to help people access and move around the town sustainably in King's Lynn. This will provide a spatial representation of the vision developed under the Borough Council's 10 Year vision for £20M government funding coming into King's Lynn under the Pride in Place Programme accompanied by clear plans to set out achievable routes to delivery. Alongside the proposals for areas which have already been developed to date, including the former Post Office site, Southgates and Baxter's Plain, the masterplan will focus on six other key areas in the town where improvements could make a big difference. These are the former Debenhams, St James Swimming Pool, Common Staithe Quay, Church Street Car Park, part of the Port and Timber Yard area, West Lynn (former Del Monte and dredging sites). The masterplan will also include opportunities at Boal Quay and public realm proposals for the riverfront, potentially connecting South Quay through Boal Quay to Southgates.

4.6. Draft King's Lynn Car Parking Strategy, Borough Council of King's Lynn and West Norfolk, 2025

A study has been undertaken to inform the car parking strategy which is being developed with the scope to identify parking priorities and options which are informed by key stakeholder engagement and identify operational actions required to support delivery of wider strategic objectives. This work has been integrated with the development of the emerging King's Lynn Masterplan to ensure the draft parking strategy reflects the regeneration and development aims of the masterplan and each document supports a clear and shared vision for parking in the town centre. The objectives include:

- Support the vibrancy and vitality of King's Lynn town centre
- Inform effective land use to support wider regeneration objectives
- Provide a strategy which underpins and supports the delivery of the economic strategy, transport strategy and the local plan

- Sustain revenue income streams for the Council
- Reconcile the need for and continued use of car parking spaces with the council's net zero ambitions and the wider climate change agenda.

4.7. West Norfolk Economic Strategy, Borough Council of King's Lynn and West Norfolk, 2025

The West Norfolk Economic Strategy will support the economic growth for all businesses, people and places. The Vision of the Strategy is that in 2045 King's Lynn and West Norfolk is a model for sustainable, active and inclusive rural communities, where the benefits of economic growth are shared widely, and natural and cultural heritage is preserved, enhanced and celebrated for future generation.

The strategy will serve as the anchor and guiding reference for our collective actions over the next 20 years. Working in partnership to design and implement a coordinated action plan aimed at enhancing King's Lynn and West Norfolk economic prosperity and improving the quality of life for all.

4.8. King's Lynn: Culture & Heritage Strategy, Borough Council of King's Lynn and West Norfolk, 2025

This Strategy has been designed to identify key cultural investments and initiatives already underway and setting out how they interrelate, identify the cultural objectives for the Borough and set out the next steps required to develop this into a delivery plan. The development of this strategy shows that BCKLWN recognise the value of arts and culture to quality of life and appeal to younger people.

The Cultural Strategy aims to help King's Lynn through community engagement, better understanding, improved quality of life, increased funding, improved sustainability, increased innovation and improved wellbeing.

4.9. Air Quality Action Plan 2024–2029, Borough Council of King's Lynn and West Norfolk, 2024

The Plan aims to reduce concentrations of air pollutants in the Borough Council of King's Lynn and West Norfolk (BCKLWN). There is one Air Quality Management Area (AQMA) designated in King's Lynn: Railway Road AQMA . As set out in the latest ASR (2025) on air quality, and due to the continued period of compliance in NO₂ annual means, the final AQMA (Railway Rd) is to be put forward for revocation in 2026. This will mean the AQAP will be replaced with an Air Quality Strategy to improve air quality. The AQAP measures are based on six priorities which are as follows:

1. To increase active travel
2. Bus service improvements including Zero Emission buses in King's Lynn
3. To review traffic management projects proposed in King's Lynn for air quality
4. Continue to review new developments for air quality
5. Improved public information
6. Air Quality Project on PM_{2.5}

4.10. King's Lynn Local Cycling and Walking Infrastructure Plan (LCWIP), Norfolk County Council and Borough Council of King's Lynn and West Norfolk, 2022

The King's Lynn Local Cycling and Walking Infrastructure Plan has been produced to define the active travel networks and produce a prioritised list of improvement schemes. These schemes will help to deliver on the Government's Vision for Cycling and Walking, "Gear Change". As part of the LCWIP planning, access to public transport, key transport hubs and future transport hubs are used as a key attractor when developing the prioritised routes. The LCWIP for King's Lynn was adopted by both councils in February 2022, and a Norfolk-wide LCWIP covering the remaining areas including Downham Market and Hunstanton, was completed and adopted in spring 2024.

4.11. King's Lynn Town Investment Plan, Borough Council of King's Lynn and West Norfolk, 2021

The Plan sets out a clear plan of action and investment to secure recovery from Covid-19, shift towards a zero-carbon economy and secure the long-term success of the residents and businesses by delivering the following eight projects:

- Youth and Retraining Pledge
- St George's Guildhall and Creative Hub
- Multiuser Community Hub
- Active and Clean Connectivity
- Riverfront Regeneration

4.12. King's Lynn Public Realm Action Plan, Borough Council of King's Lynn and West Norfolk, 2021

King's Lynn has a wealth of historic assets and hidden gems waiting to be explored. Forming part of the Town Investment Plan the Public Realm Action Plan sets out the vision for a public realm that provides better connections across the town and creates high-quality public spaces for people to enjoy.

4.13. Climate Change Strategy (2021-2024), Borough Council of King's Lynn and West Norfolk, 2021 – updated strategy in preparation

The Borough Council of King's Lynn and West Norfolk is committed to tackling climate change, setting a net zero target to 2035. The strategy consists of two phases: Phase 1 constitutes establishing the reduction of the borough's corporate emissions, which this strategy and action plan will detail. Phase 2 focuses on the borough's role and scope of influence in aiding the reduction of district wide emissions.

4.14. **Norfolk County Council**

4.15. Norfolk Economic Strategy, Norfolk County Council, 2024

The Norfolk Economic Strategy aims to drive economic growth in Norfolk while also promoting inclusive and sustainable development. Themes of the Strategy are Local Business, People and Skills, Infrastructure and Placemaking and

Community. It focuses on improving productivity, attracting investment, developing a skilled workforce and addressing inequalities as well as emphasising the importance of the county's natural environment and heritage. It supports public realm through wider regeneration projects aiming for sustainable growth that benefits all residents and communities.

4.16. Norfolk Walking, Wheeling and Cycling Strategy, Norfolk County Council, 2024

This is a strategic document that supports Government's target for 50% of the journeys in towns and cities to be completed by walking, wheeling and cycling by 2030 to create a healthier and greener Norfolk. The strategy is mostly implemented through delivering the adopted Local Cycling and Walking Infrastructure Plans (LCWIP) and Norfolk Access Improvement Plan (NAIP), which relates to Public Rights of Way, as well as other adopted and emerging plans to ensure walking, wheeling and cycling.

4.17. Norfolk Climate Policy and Climate Strategy, Norfolk County Council, 2024

Norfolk County Council recognises the serious impact of climate change globally and the need for urgent action. The Climate Strategy outlines how the council will use its powers and influence to address climate change across seven focus areas:

1. Norfolk County Council estate
2. Indirect emissions (the organisation's wider carbon footprint)
3. County-wide emissions (transport, buildings and planning, commercial and industrial, energy, digital connectivity, waste)
4. Promoting a green economy
5. Adapting to climate change
6. Space for nature to recover and grow
7. Engage and collaborate

The Climate Policy ensures that the council's approach to climate change, as comprehensively set out in its Climate Strategy, is part of the Council's Policy Framework which guides how the Council is run.

4.18. Norfolk Bus Service Improvement Plan (BSIP), Norfolk County Council, 2024

The Norfolk BSIP secured £49.6m for improvements across the County, with additional funding secured in the most recent update. Some of this funding is allocated to implementing general county-wide initiatives and some is targeted at improving journey times, passenger experience and levels of service on key bus corridors.

4.19. Local Transport Plan 4, Norfolk County Council, 2022

NCC's LTP4, adopted in 2022, sets the strategic direction for the county's transport network up to 2036. It states that the 'priority for reducing emissions will be to support a shift to more sustainable modes and more efficient vehicles, including lower carbon technology and cleaner fuels', emphasising the need for

the facilitation of necessary infrastructure. It includes a target for net zero by 2050.

4.20. Norfolk Electric Vehicle Strategy, Norfolk County Council, 2021

This strategy addresses one area where we can reduce carbon emissions and sets out six priorities that are being put in place to help support the uptake of electric vehicles in Norfolk, including suitable charging infrastructure. These are:

- Priority 1: Accelerate charge point deployment on our highway network
- Priority 2: Review our own fleet
- Priority 3: Collaborative working
- Priority 4: Update parking and design standards
- Priority 5: Exploration of wider measures including incentives
- Priority 6: Promotional and awareness raising

5. Financial Implications

- 5.1. Funding to carry out included schemes within the strategy and implementation plan will need to be identified throughout the plan's lifetime from a variety of sources from both Norfolk County Council and the Borough Council of King's Lynn and West Norfolk. The preparation and adoption of the KLTS is critical to the strategic case of any funding that will be pursued to implement the identified priorities. Any future funding decisions would follow due process on a scheme by scheme basis.

6. Personnel Implications

- 6.1. Officers have worked with County Council colleagues to develop the policy and strategy to this point. This work will continue with both BCKLWN Officers and County Officers on a scheme-by-scheme basis where personnel resources would also be further considered and reported back if necessary.

7. Environmental Considerations

- 7.1. As outlined above, the current Air Quality Management Area (AQMA) designated for Railway Road is set to be put forward for revocation in 2026 due to the continued period of compliance in NO₂ annual means. This will mean the AQAP will be replaced with an Air Quality Strategy to improve air quality. The Transport Strategy will then have a place both to influence and to help support the aims and objectives of this new strategy.
- 7.2. Sustainable transport is a cross-cutting theme across the strategy, with most relevant policies (see above section for breakdown) focusing on improving public transport, encouraging active travel, and reducing environmental impacts. The Council aims to support bus operators in delivering quicker, more reliable and accessible services, while also promoting walking and cycling through initiatives through the King's Lynn Local Cycling and Walking Infrastructure Plan to reduce reliance on cars. Alongside this, the strategy commits to contributing towards building a transport network that is resilient to climate change and aligned with the goal of making the transport network zero emission by 2050. Improving air

quality is another priority, with efforts directed toward reducing vehicle emissions, this aligns with the opportunity identified above.

8. Statutory Considerations

8.1. Where planning permission or traffic regulation order changes are required, these will follow due process.

9. Equality Impact Assessment (EIA)

9.1. An EIA screening assessment has been completed and no issues were identified. Further design work will be required for each of the potential schemes. As part of the further detailed work, any potential impacts on each protected equality group will be considered and mitigated where required.

10. Risk Management Implications

10.1. None identified at this time, though as each scheme is worked on in more detail issues may arise and these will then be mitigated or highlighted as required with reports brought back to the relevant panel and Cabinet as appropriate.

11. Background Papers

Appendix A: [King's Lynn Transport Strategy and Implementation Plan](#)

Appendix B: [King's Lynn Transport Strategy Consultation Findings Report](#)

Pre-Screening Equality Impact Assessment

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



Name of policy/service/function	Regeneration, Housing & Place				
Is this a new or existing policy/ service/function?	New				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations	<p>The King's Lynn Transport Strategy sets out the transport vision and infrastructure needs for King's Lynn and the surrounding area. It supports the Norfolk Local Transport Plan, adopted by Norfolk County Council in 2022, by providing a local context for its delivery.</p> <p>Amid potential changes such as Devolution and Local Government Reorganisation, it is crucial to highlight King's Lynn's needs to decision-makers. Implementing the identified transport measures will be key to driving prosperity, economic growth, and ensuring the town fulfils its full potential for residents and visitors alike.</p>				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age	X			
	Disability	X			
	Gender			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
Other (eg low income)	X				

Question	Answer	Comments
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	Yes / No	
3. Could this policy/service be perceived as impacting on communities differently?	Yes / No	
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes/ No	Schemes identified in the strategy aim to improve the accessibility and connectivity for residents to improve their ability to travel sustainably to place of education, employment and leisure. Individual schemes will need to consider EIA and compliance with DDA as they are developed in detailed design.
5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	Yes / No	Actions:
		Actions agreed by EWG member:
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Full EIA not deemed necessary at this point, as stated these will be undertaken as each scheme comes forward.</p> <p>Decision agreed by EWG member: L Gayton</p>		
Assessment completed by:	C Smalls	
Job title	Regeneration Programmes Officer	
Date	22/01/2026	

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	ALL	Be entirely within Cabinet’s powers to decide		NO	
		Need to be recommendations to Council		YES	
		Is it a Key Decision		YES	
Lead Member: Councillor Simon Ring E-mail: cllr.simon.ring@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet Members			
		Other Members consulted:			
Lead Officer: Jason Birch E-mail: jason.birch@west-norfolk.gov.uk Direct Dial: 07968 826865		Other Officers consulted: All Corporate Leadership Team Officers			
Financial Implications YES	Policy/ Personnel Implications YES	Statutory Implications YES	Equality Impact Assessment YES If YES: Pre-screening/ Full Assessment	Risk Management Implications YES	Environmental Considerations YES

Date of meeting: 3rd March 2026

TITLE: ADOPTION OF THE PROPERTY DISPOSAL POLICY

Summary

This report proposes the adoption of a Property Disposal Policy, attached as Appendix 1. The Policy sets out the Council’s approach to identifying and managing surplus assets as part of proactive property portfolio management.

The Policy was presented to Cabinet on 26th January, following scrutiny and amendment of the original draft by the Regeneration and Development Panel on 13th January. Cabinet further amended the draft policy but the amendments were “Called In” for scrutiny and was considered by the Corporate Performance Panel on 9th February. Those Cabinet amendments have now been removed from the Policy. However, at the meeting conversations were held around confidentiality of information and further wording has been added to reinforce the requirement for information passed to ward councillors and parish councillors to be kept confidential unless specific permission is given to release such information.

Recommendation

Cabinet Resolves to recommend to Full Council:

The adoption of the Property Disposal Policy attached as Appendix 1.

Reason for Decision

There is currently no formal policy in place.

1 Background

- 1.1 The Council holds a significant property portfolio, including operational buildings, and, and investment assets. Over time, some assets become surplus to requirements or underperform financially.

A structured disposal policy ensures these assets are managed in a way that is:

- Legally compliant
- Aligned with strategic objectives
- Financially responsible
- Transparent and accountable

It provides a clear framework for decision-making, governance and risk management. It also ensures consistency and fairness in the disposal process

- 1.2 As a result of a successful call-in the Corporate Performance Panel (CPP) considered the two elements that had been called in, which were the additions to the policy by Cabinet. For ease of reference these were:

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.**

- 1.3 At the CPP the lead member for the report, Cllr Ring, expressed his support for the call-in and agreed that the wording needed to be reconsidered. As a result of discussions at CPP it was agreed that section "Governance arrangements and oversight" should have the following added:

During potential asset disposals portfolio holders, ward members, parish councils and other community representatives may have confidential / commercial information shared with them, it is important that the status of such documentation is respected and not shared wider.

- 1.4 The lead member has further reflected on this with officers and is keen to ensure that this addition works well, is a good “handrail” for officers, is not overburdensome and links to the requirements of the constitution. It is therefore proposed that this addition is strengthened as follows:

During potential asset disposals portfolio holders, ward members, parish councils and other community representatives where necessary may have confidential / commercial information shared with them. It is important that the constitution is adhered to in this regard in particular “Part 2 – Articles – Rights and Duties of Councillors, paragraphs 2.05 to 2.07”.

2 Options Considered

Option 1: Adopt the draft Property Disposal Policy attached as Appendix 1, with or without proposed amendments. This would provide a clear, consistent framework for decision making and reduce the risk of legal challenge. It will also offer a strategy for financial opportunities, efficiencies and value for money.

Option 2: Take no action. Not recommended, as the current ad-hoc approach provides a higher risk of inconsistency and challenge and may miss opportunities for strategic asset management and value for money.

3 Policy Implications

Adopting a Property Disposal Policy provides a clear, legally compliant framework for managing surplus assets, ensuring transparency, consistency, and alignment with statutory duties under the Local Government Act 1972 and related guidance. It will help to optimise the property portfolio, generate capital receipts, reduce ongoing liabilities. It will help to ensure that the property portfolio stays relevant and to retain its financial and organizational value.

4 Financial Implications

The policy will assist disposal procedures which will raise capital receipts and reduce costs and liabilities. The disposals will be assessed against potential revenue loss to contribute to financial sustainability.

5 Personnel Implications

Implementing the policy will include additional workloads for the Property and Legal Teams. There will also be a requirement for greater collaboration between property, finance, planning and legal to ensure that disposals align with corporate priorities and legal obligations.

6 Environmental Considerations

The Policy requires environmental checks to be carried out as part of due diligence prior to disposals. Environmental well-being may preclude the sale of some amenity land and may also provide a reason for disposals at less than best consideration under the General Disposal Consent Order (England) 2003.

7 Statutory Considerations

The draft Policy addresses key statutory requirements including:

- Local Government Act 1972 section 123- “best consideration reasonably obtainable”
- General Disposal Consent (England) 2003 – permits certain disposals below market value

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

The policy itself is equality neutral but it will require each proposed property disposal to undergo an equality impact assessment.

9 Risk Management Implications

Without a robust property disposal policy the council faces a range of risks spanning legal, financial, environmental and reputational. The policy will significantly mitigate these risks.

10 Declarations of Interest / Dispensations Granted

None

11 Background Papers

None

Stage 1 - Pre-Screening Equality Impact Assessment

For equalities profile information please visit [Norfolk Insight - Demographics and Statistics - Data Observatory](#)

Name of policy/service/function	Property Disposal Policy				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New		Existing		
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	This policy sets out the principles and procedures for the disposal of land and property assets owned by the Borough Council of King's Lynn and West Norfolk. It ensures that disposals are conducted in a transparent, consistent, and lawful manner, supporting the Council's strategic objectives and delivering best value for the community.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	All Cabinet Members, all CLT members and Property team colleagues.				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p> <p><i>*For more information on health inequalities please visit The King's Fund</i></p>		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Sex			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
	Armed forces community			X	
	Care leavers			X	
	Health inequalities*			X	
Other (eg low income, caring responsibilities)			X		
Please provide a brief explanation of the answers above:					
The policy has a neutral affect across the protected characteristics and for each lot being disposed or, a separate EIA will be undertaken.					

Question	Answer	Comments	
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No		
3. Could this policy/service be perceived as impacting on communities differently?	No		
<p>If 'yes' to questions 2 - 3 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member: Allison Bingham</p>			
4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions:	
		Actions agreed by EWG member: Allison Bingham	
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	Please provide brief summary:	
Assessment completed by: Name	Jason Birch		
Job title	Assistant Director of Property and Projects		
Date completed	16th December 2025		
Reviewed by EWG member	Allison Bingham	Date	16/12/2025

✓ Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)



BCKL&WN Corporate Policy

Property Disposal Policy

Owner -	Assistant Director of Property		
Responsible Person -	Jason Birch		
Review Cycle	3 years	Next Review Date	2029
Equality Impact Assessment (EIA) Date		Date approved by the CEWG	
List any other impact assessments that have been completed	n/a		
Date initially approved by Cabinet/Full Council			
Published to -			
Stakeholders consulted	All Cabinet Members, CLT Officers and Property and Projects Officers		
Revision Record			
Rev. No.	Date of Issue	Reason for Revision	
1	XX/XX/XXXX	Introduction of a new Policy	
2	19/1/2026	R&D requested amendment + exec summary.	

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2. Executive summary

This Policy sets out the Council's framework for the lawful, transparent and efficient disposal of land and property assets, ensuring that all disposals deliver best consideration, support strategic priorities, and optimise the value and performance of the Council's estate.

The Policy provides a clear process for identifying surplus or under-performing assets, undertaking due diligence, and selecting the most appropriate disposal method. It also recognises the changed strategic context created by Local Government Reorganisation and the need to avoid fettering future decision-making while still discharging duties of efficient portfolio management.

By applying consistent principles, complying with statutory obligations—including Section 123 of the Local Government Act 1972—and promoting transparency, economic growth, and community benefit, the Policy ensures that disposals contribute to the Council's financial sustainability, service delivery objectives, and long-term regeneration ambitions.

3 Introduction

The Borough Council owns about 1200 property interests of various types including operational buildings, offices, retail, industrial, land, car parks, public open spaces, community centres, historic buildings and a whole range of miscellaneous properties.

The efficient management of any property portfolio includes a regular review of assets to ensure that objectives are met by each asset. If the asset is surplus to requirements or uneconomic to retain after review, then active management actions need to be taken that lead to disposal. Surplus assets should not be retained.

The UK government encourages local authorities to dispose of surplus and under-used assets. Where disposal is proposed, the Council must comply with S123 of the Local Government Act 1972 and related guidance. The aim is to ensure public land is used efficiently and to generate funds for public services and housing.

The council is currently subject to Local Government Reorganisation (LGR) and will not exist in its current form from May 2028. On 24 July 2025 the Minister of Housing Communities and Local Government (MHCLG) wrote to all councils concerned with guidance on financial decisions before LGR. The council must be cognisant of the sale or purchase of significant assets so that those actions will

not “fetter the future decisions of new councils...” Similarly, the council should as part of the preparation to the lead up to LGR review its holdings and assist in the asset review of real estate holdings being considered for transfer to new organisations.

The Council considers that the same duties regarding efficient portfolio management would apply to the new authority. If the position is that the same services will continue to be delivered and there is no obvious service need to retain additional land/buildings for the benefit of the new authority, then it is appropriate for us to discharge the efficient portfolio management duty now rather than to wait.

Transactions over £499,000 require Cabinet approval as a key decision under the Council's constitution. This will require Monitoring Officer and S151 officer sign off and consultation with successor/shadow bodies where appropriate.

4 Aims

This policy sets out the principles and procedures for the disposal of land and property assets owned by the Borough Council of King's Lynn and West Norfolk. It ensures that disposals are conducted in a transparent, consistent, and lawful manner, supporting the Council's strategic objectives and delivering best value for the community.

Objectives

- Ensure that disposals are lawful and evidence based.
- Comply with statutory obligations, governance procedures and best practice to mitigate risks to the Council
- To optimise capital receipts for reinvestment or debt repayment.
- To optimise investment returns where income from capital receipts can be better deployed.
- Reduce liabilities and maintenance costs – particularly where older properties have been poorly maintained, need significant enhancement for effective use or alternative use or are reaching the end of their economic life. Vacant land and buildings present liabilities and no revenue.
- Promote regeneration, economic development, and community benefit. Releasing surplus land and properties to the private sector can stimulate regeneration, create jobs and boost the local economy and lead to more efficient and innovative use and potentially provide much needed housing
- Ensure disposals align with the Council's Corporate Strategy, most specifically the efficient and effective delivery of our services and to promote growth and prosperity.
- Estate modernisation, maintenance reduction, co-location.

5. Scope

The policy applies to the entire council owned property portfolio of both operational and non-operational land, buildings and property investments.

Disposal includes:

- Sale of freehold interest.
- Grant or assignment of lease over 7 years.
- Agreements for leases where the resulting term exceeds 7 years.
- Surrenders where materially altering interests.
- Options/overages.
- Granting of easements, options, or other property rights.

Short-term leases (under 7 years) are generally outside this policy but should follow its principles

6. Legal framework and relevant legislation

Disposals will comply with:

- Section 123 of the Local Government Act 1972 – duty to obtain “best consideration reasonably obtainable”
- General Disposal Consent order (England) 2003 – allows disposal at less than best consideration where it promotes economic, social, or environmental well-being.
- Localism Act 2011 – general power of competence.
- Section 123(2A) Local Government Act 1972 – duty to advertise and consider objections before sale of public open space.
- Allotments Act 1925 (s8) - conditions before disposing of allotment land held by allotment societies
- Subsidy Control Act 2022 – relevant to below market value disposals.
- Assets of Community Value (Localism Act 2011 Pt5 CH3) - enables time for communities to bid.
- Other relevant legislation and guidance including MHCLG disposal guidance.

7. Roles and responsibilities

Under the Council's scheme of Delegation property disposal transactions can be authorised as follows:

At market Value up to £250,000	AD Property (and Projects) or CEO
At market Value £251,000 to £499,999	AD Property (and Projects) or CEO following consultation with Portfolio Holder for Business and Portfolio Holder for Finance.
At market value at or above £500,000	Cabinet
Below market value	Cabinet

8 Identification of Surplus Assets

Assets may be deemed surplus at any time if:

- No longer required for operational purposes. If after engagement with service departments the property is identified as underused, vacant or not fit for purpose, it may be deemed surplus.
- A condition survey makes the property less viable to continue in its current use or form.
- Underperforming or uneconomical to retain. This requires an analysis of true lifecycle net internal rate of return (IRR) taking income, true costs (including officer time), and capital value into account. Where dilapidations at the end of a lease will be difficult to recover or unrecoverable maintenance costs are required, these need to be considered. An IRR below a rate assessed annually by the S151 officer will indicate under performance by the asset.
- 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.
- They do not form part of a wider strategic plan in the near future.
- Their disposal will not fetter the future decisions of a post LGR council.

Generally protected from being deemed surplus:

- Historic assets unless a disposal via a Community Asset Transfer or an operational lease to a charity, trust or another public body.
- For open spaces of "public value" which are enjoyed by the wider community there will be a general presumption against declaring as surplus unless alternative provision of equal benefit is made locally

- It is deemed as important to the character of the area
- The area no longer provides an opportunity for sport recreation or leisure
- It is a small part of a larger site where sport, recreation, and leisure facilities can be retained and enhanced through redevelopment of that part.
- The assets are required for the regeneration of the area.
- Assets where there is an implied trust.
- There will be a general presumption against disposal of land designated as Protected Local Green Space through either the Local Plan or a Neighborhood plan. Any proposal must reference the relevant Local/Neighbourhood Plan policy and planning strategy.

Allotments:

- Where land has been purchased or appropriated by the Council for use as statutory allotments, the Council cannot, without the consent of the Secretary of State, sell, appropriate, use or dispose of the land for any purpose other than use for allotments.

The Council will consider the disposal of an allotment against the following criteria, having regard to the Secretary of State's guidance on allotment disposal:

- The number of people on the waiting list has been effectively taken into account.
- The Council has actively promoted and publicised the availability of other sites and has consulted the National Allotment Society; and
- The implications of disposal for other relevant policies, in particular, the local plan and neighbourhood plan policies have been considered.
- Consideration should be given to disposing to the Allotment Holders if they are incorporated (Allotments Act 1925 s8).

- **Amenity land:**

Amenity land is open space and landscaping areas that are common and valued features in most housing development. These can be provided for a number of reasons including:

- Highway verges or visibility splays to provide good safety standards for drivers, cyclists and pedestrians
- Children's play areas or informal recreation
- Areas of landscaping to improve the appearance of the housing estate

Certain rights, environmental or economic conditions may preclude the sale of amenity land for example:

- The land is subject to rights of way over it;

- The land is an important landscaping feature of the local environment or designated public open space.
- Sale of the land would incur additional costs for the Council (for example, the re-siting of lamp posts or telephone cables) unless the applicant is willing to finance the additional costs (payable in advance);
- The land has been identified for future regeneration or development by the Council.
- Following a request to purchase amenity land, a review identifies future regeneration or development opportunities for the Council.
- The sale of the land may prejudice future development by the Council.
- There are management or other issues that would cause inconvenience to the Council if the land was to be sold.

- **Small Parcels of Land:**

From time to time, enquiries are received from residents who are interested in purchasing small parcels of land of less than 0.25 acres (1,011 m²). Dealing with casual requests can require significant officer time with no guarantee of a capital receipt.

Persons wishing to purchase small land parcels owned by the council can nominate the land to be considered for disposal for a fee; as published on the council's website. Such nominated land will be investigated by council officers and, if appropriate, scheduled for disposal subject to the terms of this Policy. The nomination fee does not grant the nominee any rights to purchase and is non-returnable.

- **Housing**

A specific category of asset disposals falls under the Council's major housing programme, concerning properties and land interests that have been explicitly developed or acquired for the purpose of housing development and subsequent sale.

The disposal of these housing assets, which is essential for realising capital receipts to fund the ongoing programme, is distinct from the general portfolio review. Furthermore, in facilitating efficient site completion and future management, the policy extends to cover necessary land transfers. This includes the transfer of land for road and utility adoptions to the relevant statutory undertakers or highway authorities, and transfers to management companies established to oversee the future efficient management of communal areas and infrastructure on the site.

Authority also extends to cover bulk transfers of newly developed housing assets to Council-owned housing transfer organisations where the intended use is consistent with the original development brief. Specific Cabinet approval will

only be required for bulk transfers to companies not owned by the Borough Council, or where the proposed use of the assets is not in accordance with the original intention underpinning the development programme.

To ensure efficient and timely progression of the major housing programme, delegated authority for the sale of developed properties and for these necessary land transfers rests with the Assistant Director for Housing, Regeneration and Place and/or the Principal Project Manager responsible for the relevant scheme. These disposals and transfers will adhere to the principles of best consideration and transparency outlined in this policy, whilst ensuring the smooth delivery of the Council's housing strategy.

8. Methods of Disposal

- Open Market Sale – via auction, tender, or private treaty.
- Community Asset Transfer – where appropriate, under separate policy.
- Lease or licence – where full disposal is not appropriate and greater ongoing control is required.
- Transfer to Public Sector Partners – where aligned with strategic goals. Eg Parish Councils or Freebridge Community Housing

9. Governance arrangements and oversight

- Each asset disposal is treated on its own merits and nothing in this Policy will bind the Council to a particular course of action.
- The reason for retaining an asset should be identified. Is it needed to discharge a statutory duty or a discretionary one.
- 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.
- **During potential asset disposals portfolio holders, ward members, parish councils and other community representatives where necessary may have confidential / commercial information shared with them. It is important that the constitution is adhered to in this regard in particular “Part 2 – Articles – Rights and Duties of Councillors, paragraphs 2.05 to 2.07”.**
- All disposals must be approved in accordance with the Council's Constitution and Scheme of Delegation.
- Best value must be reasonably demonstrated through transparent market testing and/or valuation advice from suitably qualified professional advisors.
- Disposals below market value require Cabinet approval and justification under the General Disposal Consent.

- Requests to purchase Council owned assets will be dealt with in a fair manner but any person with an interest will have the opportunity to do so in circumstances no less favourable than anyone else at an open market level.
- Public open space disposals must be pre-advertised in a local newspaper for two consecutive weeks and objections should be considered by Cabinet with the option for call-in for scrutiny. Objections received under s123(2A) will be formally considered by Cabinet before any decision.
- Where planning permission is required, consultation must take place with the Assistant Director -Environment & Planning, to ascertain the likelihood of obtaining permission.

10. Marketing and Transparency

- Assets will be marketed openly unless there is a compelling reason not to.
- All interested parties will be treated fairly and equitably.
- Disposal decisions will be documented and auditable.

11. Due Diligence

- Legal, financial, and environmental checks will be undertaken.
- Risks will be assessed and mitigated.
- Disposal terms will be clearly defined and legally binding.
- When disposing to voluntary groups or charitable organisations, business plans should be submitted and in the first instance disposal by leasehold rather than freehold should be considered.

12. Monitoring and Review

The policy will be reviewed every three years or sooner if required.

Disposal outcomes will be reported annually to Cabinet or as delegated.

13. Environmental implications

The Policy requires environmental checks to be carried out as part of due diligence prior to disposals. Environmental well-being may preclude the sale of some amenity land and may also provide a reason for disposals at less than best consideration under the General Disposal Consent Order (England) 2003.

14. Equality, Diversity and Inclusion

We will continue to monitor this procedure to ensure that it allows equal access and does not discriminate against any individual or group of people.

15. Associated Documents

The Policy will form part of the Strategic Asset Management Plan that is due to be published later in 2026.

DRAFT

Document is Restricted

Document is Restricted