

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



# **Environment and Community Panel**

## **Agenda**

**Tuesday, 24th February, 2026**  
at 4.30 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](#)**



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

Monday 16<sup>th</sup> February 2026

Dear Member

**Environment and Community Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 24th February, 2026 at 4.30 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn, PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

**AGENDA**

**1. Apologies for absence**

To receive any apologies for absence.

**2. Minutes (Pages 4 - 8)**

To approve the minutes from the Environment and Community Panel held on 6<sup>th</sup> January 2026.

**3. Declarations of interest (Page 9)**

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.

Those 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.

4. **Urgent Business**

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

5. **Members Present Pursuant to Standing Order 34**

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

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

7. **Alive Leisure Update** (Pages 10 - 18)

8. **Cabinet Report - Housing Policies: Temporary Accommodation; Private Rented Sector** (Pages 19 - 43)

9. **Report from the Cemetery Provision Informal Working Group**  
(Pages 44 - 46)

10. **Work Programme and Forward Decisions List** (Pages 47 - 54)

11. **Date of the next meeting**

To note that the next meeting of the Environment and Community Panel is scheduled to take place on 14<sup>th</sup> April 2026 at 4.30pm in the Council Chamber, Town Hall.

To:

**Environment and Community Panel:** T Barclay, S Collop (Chair), R Colwell, P Devulapalli, D Heneghan, A Kemp, P Kunes (Vice-Chair), B Long, A Moore, S Sandell and A Ware

**Portfolio Holders:**

Councillor Ring – Deputy Leader and Portfolio Holder for Business

Councillor Rust – Portfolio Holder for People and Communities

**Officers**

Siobhan Cleeve – Assistant Director for Leisure and Culture

Nikki Patton – Housing Services Manager

Chris Black – Crematorium and Cemeteries Manager

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

**ENVIRONMENT AND COMMUNITY PANEL**

**Minutes from the Meeting of the Environment and Community Panel held on Tuesday, 6th January, 2026 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillors S Collop (Chair), T Barclay, D Heneghan, P Kunes (Vice - Chair) , B Long, and A Ware

**Present Under Standing Order 34:**

Councillors A Kemp, S Sandell, P Devulapalli (Teams) and A Moore

**Portfolio Holders**

Councillor M de Whalley, Climate Change and Biodiversity

Councillor J Rust, People and Communities

Councillor S Squire, Environment and Coastal

**Officers:**

Barry Brandford, Waste and Recycling Manager

Franco Murphy, Operations Director from Serco Waste

Charlotte Marriott, Corporate Governance Manager

EC46: **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Colwell

EC47: **MINUTES**

**RESOLVED:** The Minutes from the previous meeting were agreed as a correct record and signed by the Chair.

EC48: **DECLARATIONS OF INTEREST**

There were no declarations of interest.

EC49: **URGENT BUSINESS**

There was none.

EC50: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Kemp, Sandell, Devulapalli (Teams) and Moore were present under Standing Order 34.

EC51: **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

EC52: **SERCO WASTE UPDATE**

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

Franco Murphy, the Operations Director from Serco Waste gave a presentation to the Panel, a copy which is attached.

The Chair thanked Officers for the presentation and invited comments and questions from the Panel.

Councillor Heneghan, Long, Devulapalli and Kemp thanked the Serco Team along with the Waste and Recycling Manager for all their hard work specifically during the recent bad weather.

Councillor Heneghan questioned if there were any targets for recycling and sought further clarification on issues Serco were having with recruitment and a male dominated workforce.

Franco Murphy, the Operations Director from Serco Waste explained Serco had tried to recruit females however been unsuccessful but provided assurance Serco had a Women in Waste Project which encouraged females to join their workforce.

Councillor Long commented on the progress of the contract with Serco since it had started and praised the Waste and Recycling Manager. He commented following Local Government Reorganisation the contract needed to be fought for to be kept.

In response to a question from the Chair, Councillor Collop on garden waste bins, the Waste and Recycling Manager clarified that the number of subscribers remains stable at around 29,800, with only a slight decrease over the winter. Franco Murphy, the Operations Director from Serco Waste added there was a reduction in tonnage in 2025 due to the dry summer.

In response to a question from Councillor Sandell under Standing Order 34, the Waste and Recycling Manager explained Serco doesn't provide the service to the Borough Council for deceased animal collection as the Open Spaces team within the Borough Council collect deceased animals on the roadside but there was a separate contract for the disposal of the animals.

Franco Murphy, the Operations Director from Serco Waste explained the improvement plan in further detail in response to Councillor Devulapalli questions under Standing Order 34. He outlined Serco was

reserved on the use of electric vehicles due to long journeys in rural areas. He referred to reductions in mileage and fuel usage.

Under Standing Order 34, Councillor Kemp welcomed the focus on health and wellbeing of Serco employees. She commented on the work Norfolk County Council were doing on lithium batteries not being put in the bin and questioned if the vehicles had messaging on for batteries to inform residents.

The Waste and Recycling Manager explained there was recycling messaging to inform residents. He reminded the Panel; Serco collects electrical items and batteries by residents putting them out separately to their bins. He confirmed this was communicated through social media. Franco Murphy, the Operations Director from Serco Waste confirmed they had their own messaging and communications.

Under Standing Order 34, Councillor Moore commented messaging would be more appropriate on resident's bins rather than Serco lorries.

The Waste and Recycling Manager confirmed messaging on lithium batteries could be included on the bin calendar which went out to all residents.

The Portfolio Holder, Councillor Squire thanked the Waste and Recycling Manager along with Franco Murphy, the Operations Director from Serco Waste and both their teams for performing above and beyond. She reminded Members the increase in cost of the bins was voted and agreed on by full Council and explained each collection calculated to approximately £3. She commented she was in conversations with surrounding Council's on a campaign on lithium batteries.

Councillor Long commented due to the increase in cost of garden waste bin, was the option to pay by direct debit and included with residents Council Tax Bill able to be offered to help residents struggling to pay and make the bins more affordable.

Under Standing Order 34, Councillor Devulapalli highlighted her concerns in where the recycling ends up and questioned if the Council was re-recycling our own waste.

The Waste and Recycling Manager confirmed there was traceability, and the waste remained in the UK except cardboard and paper and this went to other countries which manufactured goods needing packaging. He confirmed it was not commercially effective for the Council to re-recycle.

The Portfolio Holder, Councillor Squire in response to Councillor Long's comment confirmed paying for the garden waste bins by direct debit was being considered.

**RESOLVED:** The Panel noted the update.

EC53: **WHITE RIBBON CAMPAIGN ACCREDITATION - YEARLY PROGRESS REPORT**

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

The Corporate Governance Manager gave a presentation which supported the report.

The Chair thanked, the Corporate Governance Manager for the report and invited questions and comments from the Panel.

Councillor Heneghan commented the Labour Group were proud to put this motion forward and happy the Borough Council are accredited and all the work which had been done so far.

Councillor Ware questioned how success/failure was to be evaluated going forward.

The Corporate Governance Manager explained how the Council can work with local schools was being considered. She commented Schools were already teaching healthy relationships. She added the action plan had not yet been shaped but the four key principles from White Ribbon UK were to be implemented. She added working with other partnerships was key.

Under Standing Order 34, Councillor Kemp commented on the importance of the campaign and awareness had been increased. She questioned what work would be done with the College and local Schools.

*Councillor Barclay left the meeting at 5:34pm.*

The Corporate Governance Manager confirmed the College of West Anglia was White Ribbon accredited and have been in contact to work together. She commented the focus was education however working with schools was still being considered.

The Portfolio Holder, Councillor Rust thanked the Officers for all their work and commented on the importance of being accredited. She explained working with children was in progress.

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

EC54: **CABINET REPORT - SAFEGUARDING POLICY REVIEW 2025**

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

The Corporate Governance Manager gave a presentation which supported the report.

The Chair thanked, the Corporate Governance Manager for the report and invited questions and comments from the Panel.

Under Standing Order 34, Councillor Kemp welcomed the report and the focus of safeguarding. She commented as Councillors, safeguarding was important to help vulnerable residents.

The Portfolio Holder, Councillor Rust welcomed member training on safeguarding and commented the importance of the factsheet for Councillors and the impact safeguarding has on Councillors.

**RESOLVED:** The Environment and Community Panel supported the following recommendations to Cabinet:

Cabinet Resolves:

Cabinet is recommended to resolve that:

1. Cabinet endorses and adopts the revised Safeguarding Policy.
2. Cabinet agrees that the Members' Code of Conduct is updated to include explicit safeguarding responsibilities.
3. Delegate authority to amend/update this policy to ensure it remains compliant with legislation to a member of the executive team in consultation with the relevant portfolio holder.

Recommendations to Full Council:

That Cabinet approves a recommendation to amend the Member Code of Conduct to include explicit reference to safeguarding responsibilities

EC55: **WORK PROGRAMME AND FORWARD DECISIONS LIST**

**RESOLVED:** The Panel's Work Programme was noted.

EC56: **DATE OF THE NEXT MEETING**

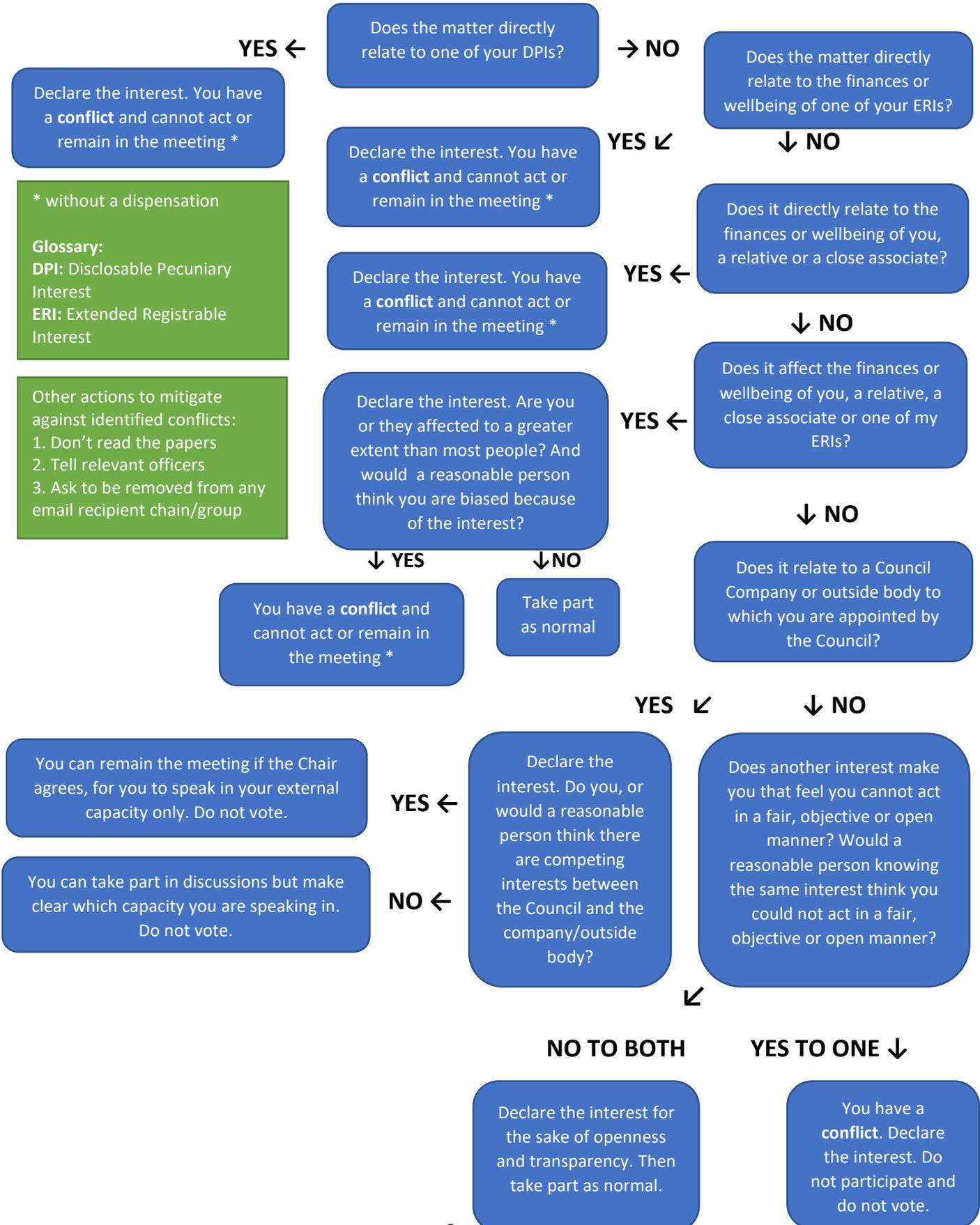
The next meeting of the Environment and Community Panel was scheduled to take place on 24<sup>th</sup> February 2026 at 4.30pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 5.49 pm**

# DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



## START



Declare the interest. You have a **conflict** and cannot act or remain in the meeting \*

\* 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

# ALIVE

U P D A T E

F E B R U A R Y 2 0 2 6

ALIVE

Part of:

Borough Council of  
King's Lynn &  
West Norfolk



# KEY POINTS



**Attendances - 1,122,998**



**Total Members - 6,144**



**Total Live Cards - 5,373**



**Total Live Concession Cards - 3,235**



**Corn Exchange Panto - 23K**



**Social Value - £7.1M**



**Health & Safety - 97%**

National Average: 82%

Alive occupy 6 places in the top 25 nationally from 476 sites

# C U S T O M E R E X P E R I E N C E

## NET PROMOTER SCORE

An industry standard measuring customer loyalty and satisfaction. Customers indicate how likely they are to recommend a company on a 0-10 scale.

9-10 = Promoters, 7-8 = Passives, 0-6 = Detractors.

### Overall

#### Leisure

43

National benchmark for  
Customer Satisfaction: 33

#### Arts & Entertainment

81

National benchmark for  
Customer Satisfaction: 73

### Internal Customer Surveys

91

PT Start Up

64

New Member Welcome Survey

55

Fitness Classes

47

Swimming Lessons

39

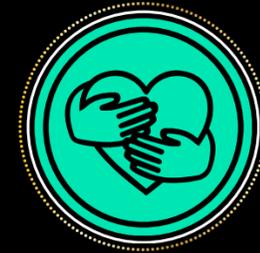
Membership Cancellations

# NEW DEVELOPMENTS

---



**Website & App**



**Active Wellbeing Service**



**Active Community Fitness Classes**



**Aqua HydroHex and Virtual Classes**



**GoodBoost**

# FITNESS CLASSES

Number of Classes per week

120

Attendances

60,564



Responses

234

2,352 Sent - 10%



Bookings made online

85%



NPS

55



Booking satisfaction

4.5



Value For Money

4.4



Rated our Team as Excellent

75%



# KEY DEVELOPMENTS FOR FITNESS CLASSES



FREE Just Move  
Entry Classes



BEGINNER Friendly  
Timetable



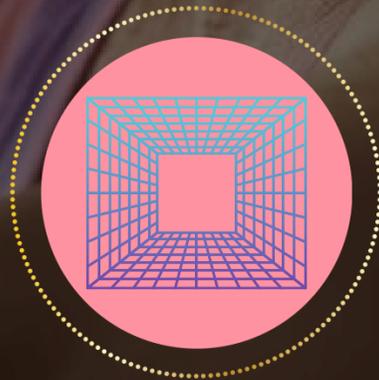
FREE Sit To Fit  
Bridging Classes



GoodBoost AI Aquatic  
& Land Based Training



FREE Community  
Classes



Introduction of  
HydroHex and  
Virtual classes



**Excellent instructor, good facilities and costs -ALIVE Downham**

**I enjoy the classes and instructors are excellent. - ALIVE Downham**

**Lynnsport always has a friendly feel. I joined to help with a bereavement and improve my mental health. I feel happy when I come. Everyone in the classes are always friendly and helpful. The instructors are friendly and very patient and always willing to help and advise - ALIVE Lynnsport**

**The classes have helped me get back to a better level of fitness following illness and surgery - ALIVE Lynnsport**

**Friendly staff who are always willing to help. Great value monthly payment for use of pool classes and gym - ALIVE Oasis**

**I'm new to classes and have found the signing on process straight forward. Staff have been warm, friendly and helpful. The instructor is knowledgeable, encouraging and good humoured. - ALIVE Oasis**

**Great value, location and exercise class. I also love that I can travel on the bus into town, use the gym, attend water aerobics and swim at the same venue at the same time. - ALIVE St James Pool**

# CUSTOMER EXPERIENCE & OPERATIONAL SUSTAINABILITY

---



Customer rate their experience with Alive highly. The Leisure net promoter score was 34% above national benchmarks and the Corn Exchange was 11% above national benchmarks

Refurbished the Gymnastics Centre at Lynnsport, at a cost of over £120k.



Re-laid the 3G pitch surface at Lynnsport at a cost of over £400k.

Attracted over £370k in grant funding.

Membership sales over 20% up on previous year.



Les Mills Virtual classes launched.

Introduced DINES mobile bar & catering ordering system at the Corn Exchange.

---

# CUSTOMER EXPERIENCE & OPERATIONAL SUSTAINABILITY

---



AWN commercial training introduced advanced Swim stage training, external NPLQs, external Swim teacher course & Tourni-key training.

Alive Downham converted an unused school change to a meeting & health & wellbeing room.

A programme of member retention events & pop-up classes introduced. Sessions included Aqua circuits, Women's only Weights sessions & PowerWave in the park.

2 members of staff undertook Mental Health First Aid Training. This will initially support the work we do with the 8:56 foundation & 'Time to Talk' football.



A number of staff have undertaken training including level 3,5 & 7 management. Coaching awards from Gymnastics helper, level 1 & 2 coaching. FA UEFA B & C licences, NPLQ, First Aid, Swim Teacher, Gym Instructor, Personal Training, Les Mills fitness, Cancer Rehab & Cardiac Rehab Instructor training & Seated Exercise training to name a few.

---

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Environment and Community Panel		
DATE:	24 <sup>th</sup> February 2026		
TITLE:	Housing Policies: Temporary Accommodation; Private Rented Sector		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	People and Communities, Councillor Jo Rust		
REPORT AUTHOR:	Andy King		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

**REPORT SUMMARY/COVER PAGE**

PURPOSE OF REPORT/SUMMARY:
Members are directed to the attached report for the purpose of the report and summary.
KEY ISSUES:
Members are directed to the attached report for full details of the key issues.
OPTIONS CONSIDERED:
Members are directed to the attached report for full details of the options.
RECOMMENDATIONS:
To consider the report and make any appropriate recommendations to Cabinet.
REASONS FOR RECOMMENDATIONS:
To scrutinise recommendations being made for an executive decision.

## REPORT TO CABINET

<b>Open</b>		Would any decisions proposed :			
<b>Any especially affected Wards</b>	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: <a href="mailto:cldr.jo.rust@west-norfolk.gov.uk">cldr.jo.rust@west-norfolk.gov.uk</a>			Other Cabinet Members consulted:		
			Other Members consulted:		
Lead Officer: Andy King E-mail: <a href="mailto:andy.king@west-norfolk.gov.uk">andy.king@west-norfolk.gov.uk</a> 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: 24th February 2026 (for Cabinet 3<sup>rd</sup> March 2026)

## PRIVATE RENTED SECTOR POLICY; TEMPORARY ACCOMMODATION POLICY

### Summary

#### Recommendation

The Panel Resolves: To endorse the Temporary Accommodation Policy and Private Rented Sector policies, to be presented to Cabinet 3<sup>rd</sup> March 2026.

#### Reason for Decision

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.

## 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 prevention<sup>1</sup>. 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 offer<sup>2</sup>.

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 families<sup>3</sup>. 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:

---

<sup>1</sup> 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.

<sup>2</sup> 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'.

<sup>3</sup> 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.<sup>4</sup>
- 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:

---

<sup>4</sup> 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"> <li>• "Ensure that people who are homeless are [...] placed into suitable, cost-effective accommodation where necessary" (p.19)</li> <li>• "Avoid and reduce the use of Bed and Breakfast and nightly-paid accommodation" (p.19)</li> <li>• "Develop opportunities for homeless households to find and sustain PRS accommodation" (p.25)</li> </ul>				
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>				
<b>Question</b>	<b>Answer</b>				
<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><b><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></b></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 <a href="#">The King's Fund</a></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><b>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:</b></p> <p><b>Decision agreed by EWG member: .....</b></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	<b>Actions:</b>  n/a	
		<b>Actions agreed by EWG member:</b> .....	
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	<b>Please provide brief summary:</b>	
<b>Assessment completed by:</b> Name	Andy King		
Job title	Senior Housing Manager		
Date completed	21 January 2026		
Reviewed by EWG member	C. Mariott 	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](mailto: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:**

<b>We / Us / The Council</b>	The Borough Council of King’s Lynn and West Norfolk
<b>You</b>	Someone (or a household) who is homeless or at risk of homelessness
<b>Our Strategy</b>	<a href="#">The King’s Lynn and West Norfolk Homelessness and Rough Sleeping Strategy 2024-2029</a>
<b>Prevention Duty</b>	<a href="#">A legal duty</a> owed to some people at risk of homelessness, to prevent them from becoming homelessness
<b>Relief Duty</b>	<a href="#">A legal duty</a> owed to some people who are homeless, to relieve their homelessness within 56 days of becoming homeless
<b>Main Duty / s.193 duty</b>	<a href="#">A legal duty</a> owed to some people who are homeless, where their homelessness has not been relieved
<b>HCoG</b>	<a href="#">Homelessness code of guidance for local authorities</a> - 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 homeless (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 policy<sup>1</sup>.

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'<sup>2</sup> 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 England<sup>3</sup>. 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.

---

<sup>1</sup> 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](#).

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

<sup>3</sup> [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:

<b>Affordable</b>	<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 <a href="#">Local Housing Allowance rates</a>.</p>
<b>Practical</b>	<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 criteria<sup>4</sup>.</p>
<b>Safe</b>	<p>We procure accommodation that fulfils a good, safe quality, in line with the council’s standards<sup>5</sup>. The process is outlined in section 3.6 below.</p>
<b>Sustainable</b>	<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<sup>6</sup>** – including property and room size, provision of facilities, and overall condition.
  - **Produce a report** summarising the condition, size and suitability of the property.

<sup>4</sup> 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.

<sup>5</sup> “[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](#).

<sup>6</sup> 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 is not suitable**, issue an improvement report to the landlord and explain the work needed to bring the property to a lettable condition.
- **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

<b>Homelessness or at risk</b>	We will owe you a Prevention, Relief or Main duty under the Housing Act 1996
<b>Able to manage a privately rented property</b>	<p>You will have</p> <ul style="list-style-type: none"> <li>• sufficient income to afford your tenancy, after any other essential expenditure</li> <li>• evidence that you have the right to rent a property</li> <li>• 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.</li> </ul>

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
<b>Affordable</b>	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.
<b>Available</b>	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.
<b>Genuine</b>	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.
<b>Safe</b>	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 <a href="#">How to Rent</a> 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.

## 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.<sup>7</sup>
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](#).

---

<sup>7</sup> 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:**

<b>We / The Council</b>	The Borough Council of King’s Lynn and West Norfolk.
<b>You</b>	Someone (or a household) who is homeless or at risk of homelessness.
<b>TA</b>	Temporary accommodation for homeless households.
<b>B&amp;B</b>	Bed and Breakfast accommodation.
<b>Nightly Paid</b>	Accommodation that we pay for at a nightly rate, which will include cooking and bathing facilities.
<b>Our Strategy</b>	The King’s Lynn and West Norfolk Homelessness and Rough Sleeping Strategy 2024-2029.
<b>HCoG</b>	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 placements<sup>1</sup>

---

<sup>1</sup> 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 placements<sup>2</sup>.

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:

---

<sup>2</sup> 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 duty<sup>3</sup> 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 assessment of any risk factors, to ensure a safe placement. Much of our accommodation is unfurnished, so you will

---

<sup>3</sup> [Housing Act 1996, Section 193\(2\)](#)

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 accommodation<sup>4</sup>. 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 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.

---

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

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

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Environment and Community Panel		
DATE:	24 <sup>th</sup> February 2026		
TITLE:	Report from the Cemetery Provision Informal Working Group		
TYPE OF REPORT:	Informal Working Group Report to Panel		
PORTFOLIO(S):	Business and Deputy Leader		
REPORT AUTHOR:	Lauren Steele, Democratic Services Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes – if the Panel decide to make onward recommendations to Cabinet

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
<p>At its meeting on 20<sup>th</sup> October 2025, the Environment and Community Panel established an Informal Working Group to look at the provision of the Gayton Road Cemetery. This report presents the findings from the Informal Working Group for the Panel to consider and make recommendations to Cabinet as appropriate.</p>
<b>BACKGROUND:</b>
<p>On 2<sup>nd</sup> September 2025, the Environment and Community Panel considered the original Cabinet Report on the Cemetery provision. The Panel’s recommendations to Cabinet were that they did not support Recommendation 1 in the report, however the Panel did not formulate a counter recommendation for Cabinet to consider.</p> <p>At the Cabinet meeting on 23<sup>rd</sup> September 2025, the Cabinet deferred consideration of the report and referred the matter back to the Environment and Community Panel requesting that it undertake further scrutiny and formulate recommendations to be presented to a future Cabinet meeting.</p> <p>A copy of the Cabinet report is attached.</p>
<b>KEY ISSUES:</b>
<p>At the Environment and Community Panel meeting on 20<sup>th</sup> October 2025, the Panel agreed to establish an Informal Working Group. The Terms of Reference of the Group was to consider the request from Cabinet to undertake further Scrutiny of the Cemeteries Provision Cabinet Report and formulate recommendations for Cabinet to consider.</p>
<b>RECOMMENDATIONS:</b>
<p>The Panel are requested to consider the recommendations from the Informal Working Group below for onward recommendation to Cabinet:</p> <ol style="list-style-type: none"> <li>1. For officers to formally convert grass pathway located in Gayton Road Cemetery into allocated grave spaces which can be utilised for future burials. This additional capacity would allow the Gayton Road Cemetery to remain open for an additional two to three years.</li> <li>2. Further exploration to identify suitable sites that will provide longer term burial solutions within the King’s Lynn area, this should include, but not limited to, revisiting</li> </ol>

the allotment area initially planned for an extension to Gayton Road Cemetery, and the Old Nursey site adjacent to Gayton Road Cemetery.
--

<b>REASONS FOR RECOMMENDATIONS:</b>
-------------------------------------

To fulfil the Terms of Reference of the Informal Working Group.
---

## **REPORT DETAIL**

### **1. Introduction**

The Cemetery Provision Informal Working Group was established by the Environment and Community Panel at its meeting on 20<sup>th</sup> October 2025. The Group's full Terms of Reference is set out below.

"To consider the request from Cabinet to undertake further Scrutiny of the Cemeteries Provision Cabinet Report and formulate recommendations for Cabinet to consider."

### **2. Membership**

Members of the Group are Councillors Collop, Heneghan, Kemp, Kunes (Chair) and Ware.

### **3. Meetings held and topics discussed**

The Informal Working Group has met on three separate occasions. Agendas and Minutes for the meetings are available for Councillors to view on Mod Gov and a summary of topics discussed at the meetings are set out below.

**25<sup>th</sup> November 2025** – Agreeing the Terms of Reference and formulating lines of enquiries.

**8<sup>th</sup> December 2025** – The Group was presented with a list of documents relating to the provision of Gayton Road Cemetery from the Assistant Director for Operations and Commercial which were reviewed by the Group.

**2<sup>nd</sup> February 2026** – The Group considered the data within the documents presented to them and formulated their recommendations back to the Panel.

### **4. Further work of the Informal Working Group**

The Informal Working Group would like to continue to meet to identify suitable sites that can provide long-term burial provision for the King's Lynn area.

### **5. Proposal**

The Informal Working Group ask that the Environment and Community Panel recommend the following to Cabinet.

#### **Recommendations**

1. For officers to formally convert grass pathway located in Gayton Road Cemetery into allocated grave spaces which can be utilised for future burials. This additional capacity would allow the Gayton Road Cemetery to remain open for an additional two to three years.

2. Further exploration to identify suitable sites that will provide longer term burial solutions within the King's Lynn area, this should include, but not limited to, revisiting the allotment area initially planned for an extension to Gayton Road Cemetery, and the Old Nursey site adjacent to Gayton Road Cemetery.

## ENVIRONMENT AND COMMUNITY PANEL WORK PROGRAMME 2025/2026

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER/ ATTENDEE	OBJECTIVES AND DESIRED OUTCOMES
<b>3<sup>rd</sup> June 2025</b>	Membership of Task Groups and Informal Working Groups 2024/2025	Operational	Democratic Services Officer	To appoint Members to Task Groups and Informal Working Groups established by the Panel
	Nominations to Outside Bodies and Partnerships	Operational	Democratic Services Officer	To nominate representatives to outside bodies and partnerships
	Appointment of Vice Chair for the Municipal Year	Operational		
	Councillor Community Grant Scheme	Operational	Debbie Ess	For Information
<b>8<sup>th</sup> July 2025</b>	Changes to Social Housing Allocations Policy	Cabinet Report	Duncan Hall Andy King	Before going to Cabinet on 15 <sup>th</sup> July 2025
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Cabinet Report	Duncan Hall Andy King	Before going to Cabinet on 15 <sup>th</sup> July 2025

	MRF Extension Contract	Cabinet Report	Barry Brandford	Before going to Cabinet on 15 <sup>th</sup> July 2025
<b>2<sup>nd</sup> September 2025</b>	Cemetery Presentation & Report	Cabinet Report	Martin Chisholm	Before going to Cabinet on the 16 <sup>th</sup> September 2025
	Adoption of Playing pitch and Sports facilities strategy	Cabinet Report	Richard Allan	Before going to Cabinet on the 16 <sup>th</sup> September 2025
<b>20<sup>th</sup> October 2025</b>	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	King's Lynn Pride In Place Programme	Cabinet Report	Nicola Cooper Jemma Curtis	Before going to Cabinet on the 11 <sup>th</sup> November 2025
	Hunstanton Sea Defences	Update	Dave Robson	To receive an update on the Hunstanton Sea Defences
	Review of Licensing Act 2003 Statement of Licensing Policy	Cabinet Report	Marie Malt	Before going to Cabinet on 11 <sup>th</sup> November 2025
	Adoption of Norfolk Local Nature Recovery Strategy	Cabinet Report	Michael Burton	Before going to Cabinet on 11 <sup>th</sup> November 2025

<b>6<sup>th</sup> January 2026</b>	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	White Ribbon Campaign Accreditation - Yearly Progress Report	Operational	Charlotte Marriott	To receive an update on the White Ribbon Campaign Accreditation
	Safeguarding Policy	Cabinet Report	Charlotte Marriott	Before going to Cabinet on 20 <sup>th</sup> January 2026
	Serco Waste Update	Presentation	Martin Chisholm	For Information
<b>24<sup>th</sup> February 2026</b>	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Housing Policies: Temporary Accommodation; Private Rented Sector	Cabinet Report	Andy King	Before going to Cabinet on 3 <sup>rd</sup> March 2026
	Alive Leisure Update	Update	Siobhan Cleeve	To receive an update on Alive Leisure
	Report from Cemetery Provision Informal Working Group	Update Report	Democratic Services Officer Chris Black	To receive feedback from the Cemetery Provision Informal Working Group
<b>14<sup>th</sup> April 2026</b>	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			

	South Lynn Community Centre	Cabinet Report	Jemma Curtis Jason Birch	Before going to Cabinet on the 23 <sup>rd</sup> April 2026
	Adoption of a revised Statement of Principles relating to civil penalties and offences under the Renters Rights Act 2025	Cabinet Report	Gordon Jackson-Hopps Jeannette Hollingsworth	Before going to Cabinet on the 23 <sup>rd</sup> April 2026

**To be scheduled**

- Policy Development – Review of Tree and Woodland Strategy and update from the Arboricultural Officers
- Service Level Agreement for Council Approved testing Stations
- Informal Working Group – Wash Barrier
- Housing Standards Update – Current issues and quality of properties
- Fly Tipping – Providing awareness
- Domestic Energy Efficiency Update

**FORWARD DECISIONS LIST**

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
3 <sup>rd</sup> 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
51						

<b><u>Date of meeting</u></b>	<b><u>Report title</u></b>	<b><u>Key or Non Key Decision</u></b>	<b><u>Decision Maker</u></b>	<b><u>Cabinet Member and Lead Officer</u></b>	<b><u>List of Background Papers</u></b>	<b><u>Public or Private Meeting</u></b>
23 <sup>rd</sup> 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

16-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 <sup>th</sup> 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						

16-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 <sup>th</sup> 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 <sup>th</sup> October 2026						

**Items to be scheduled**

07	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)

	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