

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



Cabinet

Agenda

Thursday, 23rd April, 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](#)



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
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CABINET AGENDA

DATE: CABINET - THURSDAY, 23RD APRIL, 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 - Agenda Item 20 will be held in private session.

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

1. **APOLOGIES**

To receive apologies for absence.

2. **MINUTES** (Pages 5 - 13)

To approve the Minutes of the Meeting held on 3rd March 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 14)

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 should inform Democratic Services and the Chair by 12 noon on the day of the meeting of their intention to speak under Standing order 34, specifying which items they wish to speak on.

7. CALLED IN MATTERS

To report on any Cabinet Decisions called in.

8. FORWARD DECISIONS (Pages 15 - 18)

To comment on and note the Forward Decisions List.

9. MATTERS REFERRED TO CABINET FROM OTHER BODIES (To Follow)

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

10. AUDIT COMMITTEE ANNUAL REPORT FROM THE CHAIR (Pages 19 - 28)

11. CHANGES TO THE LOCAL PLAN TASK GROUP TERMS OF REFERENCE (Pages 29 - 39)

12. CLIMATE CHANGE STRATEGY AND ACTION PLAN (Pages 40 - 83)

13. RAILWAY ROAD EXTENDED AIR QUALITY MANAGEMENT AREA REVOCATION (Pages 84 - 106)

14. QUARTER 3 BUDGET MONITORING (Pages 107 - 139)

15. CHANGES TO THE EXISTING CORPORATE ENFORCEMENT POLICY AND FINANCIAL PENALTIES AS A RESULT OF THE RENTERS RIGHTS ACT 2025 (Pages 140 - 150)

16. HIGH STREET RENTAL AUCTIONS (Pages 151 - 175)

17. **SOUTH LYNN COMMUNITY CENTRE** (Pages 176 - 191)

18. **CUSTOM HOUSE REFURBISHMENT** (Pages 192 - 202)

19. **EXCLUSION OF 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 item below on the grounds that it involves 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.

20. **EXEMPT - CUSTOM HOUSE** (Pages 203 - 257)

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

By Invitation for Agenda Item 10: Chair of the Audit Committee.

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 March, 2026
at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place,
King's Lynn PE30 5DQ**

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

OFFICERS PRESENT:

Kate Blakemore, Chief Executive
Emma Hodds, Chief of Staff and Monitoring Officer
Duncan Hall, Assistant Director for Housing, Regeneration and Place
Nikki Patton, Housing Services Manager
Jemma Curtis, Regeneration Programmes Manager
Debbie Ess, Senior Corporate Governance Officer

CAB127 APOLOGIES

There was none.

CAB128 MINUTES

RESOLVED: The minutes from the meeting held on 3rd February 2026
were agreed as a correct record

CAB129 URGENT BUSINESS

There was none.

CAB130 DECLARATIONS OF INTEREST

None.

CAB131 CHAIR'S CORRESPONDENCE

None.

CAB132 MEMBERS PRESENT UNDER STANDING ORDER 34

None.

CAB133 **CALLED IN MATTERS**

None.

CAB134 **FORWARD DECISIONS**

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

Councillor Ring informed Members and Officers the item, Custom and Self Build Site – Stoke Ferry needed to be removed from the Forward Decision List as the site was up for sale.

Councillor Rust asked for the Forward Decision List to be corrected as the item Adoption of a revised Statement of Principles relating to civil penalties and offences under the Renters Rights Act 2025 was within the Assistant Director for Health, Wellbeing and Public Protection directorate.

RESOLVED: The Forward Decisions List was noted.

CAB135 **MATTERS REFERRED TO CABINET FROM OTHER BODIES**

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

Cabinet noted the recommendations put forward by the Panels in relation to the following items:

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

CAB136 **QUARTER 3 PERFORMANCE MANAGEMENT REPORT**

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

The Senior Corporate Governance Officer reported that 77% of corporate strategy actions are on track, with 21% experiencing minor issues or delays. Two actions were completed within the target date: adoption of new corporate values and completion of the Council Information Centre transformation plan. Nine actions are marked

amber, and one was on hold pending information about the successor authority. She highlighted that 78% of the 60 performance indicators met or exceeded targets, a decrease from the previous quarter. Notable changes include improvements in major planning applications with extensions of time, a drop in affordable homes delivered, increased rent arrears on retail units, a decrease in outreach activities, and a rise in energy usage at live venues.

The Chair, Councillor Beales explained the Corporate Performance Panel had requested an assurance and update report in six months on the unregistered properties. He referred to the procurement and non-compliance target of 30% and sought further clarification.

The Senior Corporate Governance Officer highlighted to Cabinet, this was the first year receiving data and the target was to be refined, she noted it included routine items like utility bills.

Councillor Morley explained to Members, a working group of Officers had been formed, and he would follow up with the Assistant Director for Finance and Deputy Section 151 Officer. He highlighted, procedures, governance and contract Standing Orders needed to be followed.

The Chief of Staff and Monitoring Officer assured Members work was ongoing to review and refine the procurement non-compliance target to ensure it accurately reflects items in and out of scope, and report on progress as improvements are made.

Councillor Moriarty highlighted the improvements in major planning applications with extensions of time. He provided further information and informed Members; the West Winch Access Road indicator was to move from amber to green following recent completion of the agreements for the West Winch Housing Access Road.

Councillor Ring enquired about how arrears are measured, and the Senior Corporate Governance Officer explained that arrears are calculated as the total amount outstanding against the number of properties at the end of the quarter. It was noted that a significant repayment had occurred since the report, potentially improving the status.

Councillor Squire reported a national shortage of domestic food waste bins due to increased demand from councils, with expectations that supplies will be replenished by May, allowing for wider distribution. She provided updates on fly tipping incidents are increasing nationally and locally. In response to concerns from Councillor Lintern, she provided assurance the Council was developing new measures and larger fines to address the issue, though implementation will take time. The trend was gradual rather than a sharp rise, and efforts are ongoing to reverse it.

Councillor Rust explained that while the percentage of calls answered within 90 seconds was currently below target, the team was on track to meet the annual goal. Increased use of technology has allowed staff to focus on more complex queries, reducing repeat calls and improving overall service quality.

In response to a question from Councillor Morley, the Chief Executive explained the integration of the transformation programme into the LGR readiness programme, with updates to be provided quarterly to Cabinet. The transformation work continues under the new programme, with an internal board overseeing progress.

The Chair, Councillor Beales referred to 1.9 and 1.10 relating to housing and provided assurance there was no wider risk however there was an element of catching up due to delays.

RESOLVED: The Cabinet reviewed 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.

CAB137 **HOUSING POLICIES: TEMPORARY ACCOMMODATION - PRIVATE RENTED SECTOR**

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

The Portfolio Holder for People and Communities, Councillor Rust presented the formalisation of existing housing policies regarding temporary accommodation and private rented sector placements. Councillor Rust clarified that the policies being discussed are not new but formalise current practices, ensuring compliance with both the council's and the government's homelessness and rough sleeping strategies. The policies specify that private sector placements will remain limited and subject to stringent suitability criteria. It was explained that the council aims to accommodate people within the area, but in exceptional circumstances, such as local events exhausting available options, residents may be temporarily placed out of area with the intention to return them as soon as possible.

Councillor Morley highlighted the potential benefits of Local Government Reorganisation (LGR) in facilitating better cooperation with neighbouring districts, which could help keep families closer to their support networks and schools during periods of homelessness.

RESOLVED: Cabinet endorsed the Temporary Accommodation Policy and Private Rented Sector Policies.

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.

CAB138 **KING'S LYNN ENTERPRISE PARK**

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

The Portfolio Holder, Councillor Ring outlined the need for reaffirmation of the park's strategic importance and approval to proceed with final infrastructure works, which will open up additional plots.

The Regeneration Programmes Manager added that the report covers financial arrangements and requests authority to let contracts for these works.

Councillor Rust commented on the improved appearance and attractiveness of the area, with ongoing efforts to complete the final phase and enhance the park's appeal to prospective businesses.

Councillor Morley emphasised the long-term social value and business development potential of the park, noting that the direct financial payback was secondary to the broader benefits for King's Lynn's economic growth and community clustering.

The Portfolio Holder, Councillor Ring summarised and explained this was the last stage of the development and the business park was complete, He added growth was to be achieved and recognised the performance of growth in local secondary schools.

RESOLVED: Cabinet:

1. Reaffirmed 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. Recommended 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. Provided 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. Approved 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. Approved 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

CAB139 **KINGS LYNN TRANSPORT STRATEGY**

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

The Regeneration Programmes Officer presented the King's Lynn Transport Strategy, developed in partnership with the County Council. She explained that the strategy aligns with county-led initiatives and incorporates local policies such as the King's Lynn Master Plan. Key projects include improvements to major road junctions and crossings, with the strategy aiming to secure funding for these priorities.

Councillor Lintern relayed Regeneration and Development Panel's request for updates on the second rail station feasibility study and highlighted the importance of the Tennyson Road crossing. The Chair, Councillor Beales welcomed the role of the Regeneration and Development Panel to request and scrutinise the feasibility study on the additional rail station.

Councillor de Whalley discussed ongoing efforts to engage with Network Rail and the need for continued advocacy for rail improvements.

The Chair, Councillor Beales commented on an advantage of a unitary authority including Transport to resolve issues such as railway crossing. He added the Neighbourhood Board had removed the project due to no progress but highlighted further options were being considered such as a crossing near the SPAR shop.

Councillor Morley raised concerns about the use of pre-COVID census data and the omission of West Lynn from the strategy's focus area. The Regeneration Programmes Officer responded that adjustments are made for changing work patterns following COVID and that West Lynn was included in practical terms including the ferry.

Councillor Morley sought further on micro – mobility and questioned if there had been a full consultation. The Regeneration Programmes Officer explained there was currently no scheme which therefore provided an opportunity and a question was included in the consultation. She provided assurance that any future schemes would be subject to further development and consultation.

Councillor Moriarty emphasised the need for flexibility in the strategy to adapt to future changes. The Regeneration Programmes Officer explained the strategy was built on previous strategies and growth of the area.

Councillor Ring thanked all Officers for their work on the strategy including contribution from the public. He highlighted the importance of strategies and policies including the need for them to be amended.

The Cabinet considered the Regeneration and Development Panel's recommendations, agreeing to further investigate and evaluate park and ride including park and walk schemes. Cabinet identified the importance of the Tennyson Road project and endorsed the Regeneration and Development Panel request and update from the Neighbourhood Board on interim enhancements to the existing crossing. Additionally, Cabinet agreed to request Officers at Norfolk County Council to look at the feasibility of creating a safe active travel route along the Gaywood River to link Reffley and Knights Hill development to the existing network and Lynnsport, avoiding Edward Benefer Way subject to operational resource.

RESOLVED: That Cabinet adopted the King's Lynn Transport Strategy (KLTS) as outlined in Appendix A.

With regard to recommendations from the Regeneration and Development Panel (held on 2nd March 2026) Cabinet responded as follows:

Cabinet agreed that officers should undertake further investigation and evaluation of a Park and Ride scheme, as well as a Park and Walk scheme.

Cabinet highlighted that Tennyson Road project is a priority for the Neighbourhood Board and endorsed any request from the Regeneration and Development Panel for an update from the Board on interim enhancements to the existing crossing at Tennyson Road.

Cabinet agreed to request Norfolk County Council look at the feasibility of creating a safe active travel route along the Gaywood River to link Reffley and Knights Hill development to the existing network and Lynnsport, avoiding Edward Benefer Way subject to operational resource.

REASON FOR DECISION: 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

CAB140 ADOPTION OF THE PROPERTY DISPOSAL POLICY

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

The Portfolio Holder, Councillor Ring presented the strengthened property disposal policy. He added the revised policy included clearer guidance on the handling of confidential and commercial information during asset disposals, explicitly referencing relevant sections of the constitution to ensure proper conduct by portfolio holders, ward members, and community representatives.

The Chair, Councillor Beales highlighted the recommendation made from the Corporate Performance Panel following the call – in process; *“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.”*

The Chair, Councillor Beales welcomed the recommendations from CPP and drew attention to point 1.4 of the report which amended the recommendation further to include the relevant part of the constitution; *“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”.*

In response to a question from Councillor Moriarty, it was confirmed that previous additional wording was removed, and the new addition provides direct signposting to constitutional requirements, simplifying the policy and ensuring clarity.

The Cabinet agreed to adopt the strengthened policy, recognising its importance for managing asset disposals and responding to ongoing inquiries, with the recommendation to be forwarded to full Council for final approval.

RECOMMENDED: Cabinet resolves to recommend to Full Council the adoption of the Property Disposal Policy attached as Appendix 1 with the following amendments in the Governance Arrangements and Oversight section:

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”.

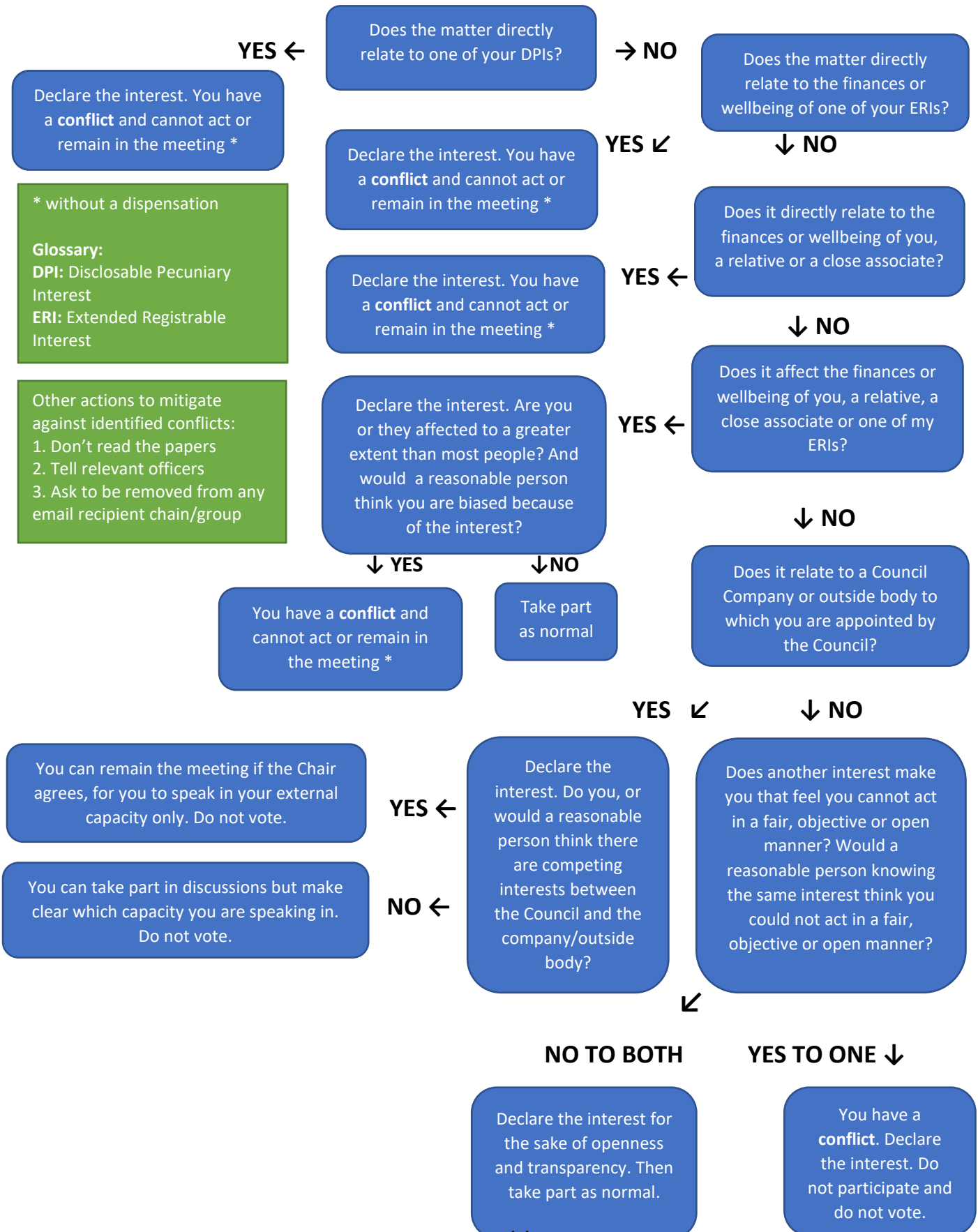
REASON FOR DECISION: There is currently no formal policy in place.

The meeting closed at 7.07 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



FORWARD DECISIONS LIST

<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 Strategy and Action Plan	Key	Cabinet	Climate Change and Biodiversity Assistant Director – Planning		Public
	Railway Road Extended Air Quality Management Area Revocation	Non	Cabinet	Climate Change and Biodiversity Assistant Director – Planning		Public
15	Custom House Refurbishment	Non	Cabinet	Business Assistant Director – Regeneration, Housing and Place		Part Open and Part Private
	Changes to Local Plan Task Group Terms of Reference	Non	Cabinet	Planning & Licensing Assistant Director – Planning		Public
	Audit Committee Annual Report from the Chair	Non	Council	Finance Asst Dir Finance and Deputy S151		Public
	Changes to the existing Corporate Enforcement Policy and Financial Penalties Policy as a Result of the Renters Rights Act 2025	Non	Cabinet	People and Communities Asst Dir – M Whitmore		Public
	Quarter 3 Budget Monitoring	Non	Cabinet	Finance Asst Dir Finance and Deputy S151		Public
	Empty and vacant properties in King's Lynn and High Street Rental Auction	Non	Cabinet	Business Assistant Director – Regeneration, Housing and Place		Public

15-Apr-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>
9 th June 2026	King's Lynn Masterplan and Parking Strategy	Key	Cabinet	Business Assistant Director – Regeneration, Housing and Place		Public
	Hunstanton Masterplan and Parking Strategy	Key	Cabinet	Business Assistant Director – Regeneration, Housing and Place		Public
	King's Lynn and West Norfolk new Local Plan – Governance arrangements for the plan-making process	Non	Cabinet	Planning and Licensing Assistant Director – Planning		Public
	Health and Safety Policy and Statement of Intent	Non	Council	People and Communities Assistant Director – Health, Wellbeing and Public Protection		Public
15	Disposal of Land at Hunstanton	Key	Cabinet	Business Assistant Director – Property and Projects		Private

<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>
14 th July 2026	Local Plan Scoping (Regulation 29) – consultation materials	Key	Cabinet	Planning and Licensing Assistant Director – Planning		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>
8 th September 2026	National Planning Scheme of Delegation	Non	Council	Planning and Licensing Assistant Director – Planning		Public

15-Apr-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>
13 th October 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>
17 th November 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>
19 th January 2027						

Items to be scheduled

	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – Commercial Services		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
18	Local Plan Process – to go to 3 rd February 2027 and 19 th March 2027 Cabinet Meeting	Key	Council	Planning and Licensing Assistant Director – Planning		Public

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Operational	Be entirely within Cabinet’s powers to decide		YES/NO	
		Need to be recommendations to Council		YES/NO	
		Is it a Key Decision		YES/NO	
Lead Member: Cllr A Ryves as Chair of Audit Committee Cllr C Morley as Cabinet Member E-mail: Cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted: Other Members consulted: Cllr A Ryves, Chair of Audit Cttee, Audit Committee			
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial:		Other Officers consulted:			
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

Date of meeting: 23 April 2026

Audit Committee Effectiveness 2024/2025 Report by Audit Committee Chairperson

Summary

The Chair of Audit Committee presented his Annual report to Audit Committee on 22nd September 2025. It is now presented to Cabinet for onward recommendation to Council.

In accordance with CIPFA’s “Position Statement: Audit Committees in Local Authorities”, it is recommended practice that the Audit Committee regularly reviews its own performance against to the guidance. The Audit Chair has produced a report to Cabinet reviewing the work carried out by the Committee in the preceding year. This report reviews the work of the Audit Committee during the year 2024/2025 and considers if the Committee has effectively fulfilled its role.

In addition to reviewing Fraud and Error activity, Treasury Management compliance during the current year, the Audit Committee also reviews the full year conclusion for the previous year as appropriate. It should also be noted that the Committee has supported meeting the Government Backstop dates fro bringing the audit of Local Government Accounts up to date. For this reason, the Committee has reviewed activities in years previous 2024/2025.

Recommendation

Cabinet Resolves:

That the Annual report of the Chair of Audit Committee be noted by Cabinet

Recommendations to Full Council:

That the Annual report of the Chair of Audit Committee be considered and noted by Full Council.

Reason for Decision

It is recommended practice for the Audit Committee to report on its work. To comply with best practice in making the best efforts by the Audit Committee to adopt the principles in complying with CIPFA's "Position Statement: Audit Committee in Local Authorities".

1 Background

It is good practice for the Audit Committee to present Cabinet with an annual report on the work carried out by the Committee in the preceding year. This report reviews the work of the Audit Committee during the year 2024-25 and considers if the Committee has effectively fulfilled its role.

2 Options Considered

None.

3 Policy Implications

None.

4 Financial Implications

None.

5 Personnel Implications

None.

6 Environmental Considerations

None.

7 Statutory Considerations

None.

8 Equality Impact Assessment (EIA)

Not required

9 Risk Management Implications

None.

10 Declarations of Interest / Dispensations Granted

None.

11 Background Papers

Audit Committee Effectiveness 2024/2025 Report by Audit Committee Chairperson agreed by Audit Committee on the 22nd September 2025 as appendix 1.

AUDIT COMMITTEE REPORT

REPORT TO:	Audit Committee		
DATE:	22 September 2025		
TITLE:	Audit Committee Effectiveness 2024/2025 Report by Audit Committee Chairperson		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):			
REPORT AUTHOR:	Carl Holland, Assistant Director (Finance)		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
It is good practice for the Audit Committee to present Cabinet with an annual report on the work carried out by the Committee in the preceding year. This report reviews the work of the Audit Committee during the year 2024/2025 and considers if the Committee has effectively fulfilled its role.
KEY ISSUES:
The attached report indicates the training received by the Committee in order to be able to fulfil their governance role, the reports received, and a summary of the points discussed.
OPTIONS CONSIDERED:
Not applicable.
RECOMMENDATIONS:
<ol style="list-style-type: none"> 1. That the Audit Committee considers the content of the report and that it reasonably reflects the work of the Committee in 2024/2025 and therefore complies with the CIPFA Position Statement 2022. 2. That the Audit Committee agree with their Chairperson that the Committee adopted the principles for an effective Audit Committee as advised in the CIPFA Position Statement 2022.
REASONS FOR RECOMMENDATIONS:
To comply with best practice in making the best efforts by the Audit Committee to adopt the principles in complying with CIPFA's "Position Statement: Audit Committee in Local Authorities".

The Audit Committee Chair's Review of Audit Committee's Effectiveness for 2024/2025

1. What is the role of the Audit Committee?

- 1.1.** The primary purpose of the Audit Committee is to provide independent assurance and high-level focus on the adequacy of governance, risk, and control arrangements. Its role in ensuring there is sufficient assurance over governance, risk, and control, gives greater confidence to all those charged with governance that those arrangements are effective across the Council and its Wholly Owned Companies.
- 1.2.** The Committee has oversight of both internal and external audit, together with the financial and governance reports, helping to ensure there are adequate arrangements in place for both internal challenge and public accountability.
- 1.3.** The Audit Committee take the view that they ensure that the Council makes best use of all its resources and minimises loss and waste.
- 1.4.** The Committee also take the view that in the event of a significant service failing, major fraud or other loss, the Committee review the findings of the lessons learned process and give heed to inspections and assurance from other third-party agencies or committees of the Council.

2. Responsibilities of the Committee.

- 2.1.** The Committee's purpose identified in the terms of reference states: The purpose of our Audit Committee is to provide independent assurance to the members and other parties of the adequacy of the Council's governance, risk management framework and the internal control environment. It provides independent review of The Council's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees Internal Audit and External Audit, helping to ensure efficient and effective assurance arrangements are in place. It also ensures the Council is managing the risk of ensuring services have the resources to deliver on the Council's statutory responsibilities and corporate priorities whilst recognising the Council's financial position.
- 2.2.** The Committee is committed to delivering governance oversight for the Council and meetings included development briefings, and items of topical interest, to maintain knowledge and awareness of the Council's governance framework. Examples were:
 - the role of the Committee, Officers and the annual work plan

- (interpretation of Annual Financial Statements)
- the role of Internal Audit in Local Government. Update report on audits completed is provided which includes the number of and theme of recommendations
- reports on the Corporate Risk Register, and advises on format of this report
- reports on policies including the Regulation of Investigatory Powers Act (RIPA); and
- reports from External Audit

3. Work programme and outcomes.

3.1. The Committee considered the matters in the table below as part of its work programme for 2024-25

Programme	Outcome
Internal Audit	<p>The Audit Committee received reports, from the Internal Audit Manager, for review of the:</p> <ul style="list-style-type: none"> • Risk based annual Audit Plan and Charter, 2024/2025 • Strategic Audit Plan 2024- 2027 • Performance Outturn 2023-24, • Internal Audit Manager’s opinion on the overall adequacy and effectiveness of the Council’s control environment, and • Progress updates on delivery of the annual Audit Plan. <p>The Committee particularly considered the basis for the audit plan and monitored progress for implementation of audit recommendations.</p> <p>These reports demonstrate that the Council has arrangements in place to comply with the Accounts and Audit Regulations, to maintain an adequate and effective Internal Audit and system of internal control.</p> <p>In particular the Audit Committee has sought to improve the response of management to points raised by the internal audit team in a prompt and efficient manner.</p>

Programme	Outcome
Risk Management	<p>The Committee received regular updates on the Corporate Risk Register, discussed emerging risks, and completed an annual review of the Risk Management Strategy. This provided assurance that significant risks are identified and managed for the Council. In addition, Members requested additional items to be considered which led to some changes to the risk register which have been implemented.</p> <p>The Committee also received a presentation covering the Councils Business Continuity Plan. The discussion highlighted that the Council also liaises with the Norfolk Resilience Forum to collaborate with other agencies locally and nationally. Assurance was received that the Council has a plan that is regularly updated and tested to support the Council's duties under the Civil Contingencies Act 2004.</p>
Fraud and Error monitoring	<p>The Committee received an update on the proactive counter fraud and corruption activity for the 2023/24 fiscal year.</p> <p>The committee also received a half year update for 2024/2025, considering the Council's Anti-Fraud & Anti-Corruption Policy and reviewed the effectiveness of the anti-fraud & anti-corruption work in preventing and detecting fraud and corruption.</p>

Programme	Outcome
Treasury Management	<p>The Committee received reports on the Treasury outturn year ending 2022/2023 and throughout the year 2024/2025 to report compliance against the Treasury Management Strategy, Capital Strategy, Minimum Revenue Provision Policy, Annual Investment Strategy and financial performance. This provided assurance that the Council's assets are managed in accordance with the CIPFA Code of Practice on Treasury Management.</p>
External Audit	<p>The Committee received reports throughout the year from the External Auditors, EY, on the Statement of Accounts 2020/2021, 2021/2022 and 2022/2023; the Annual Auditor's Value for Money reports of the same periods and the Provisional Audit Plan for 2023-24.</p> <p>This enhances assurance over the Council's finances. Reports during the year have enabled the Council and the auditors to comply with the government's Backstop dates, enabling more timely reporting on the audit of accounts from 2024/2025.</p>
Annual Governance Statement	<p>The Authority has a statutory duty to publish a statement as to the level of effectiveness its governance and internal control framework. The Audit Committee was able to consider the sources of assurance and approve the content of the Statement for 2022/2023 and 2023/2024. The statements include an action plan progress against which was considered to ensure that governance and control framework weaknesses are addressed. This has helped the Council to proactively identify and manage governance and control risks that could affect Corporate Priorities. Examples include changes in legislation, finance and Government policy.</p>

Programme	Outcome
Company Governance	A review of the Audit Committee's Terms of Reference resulted in the addition for the Committee's responsibility for receiving assurances on the Wholly owned companies. The Audit Committee now receive an annual assurance report from the Shareholder Committee.
Audit Committee Awareness Training	22 April 2024 – Self Assessment 16 January 2025 - Knowledge and Skills Self-Assessment.

4. Audit Committee Self-Assessment.

- 4.1.** Members of the Audit Committee completed the CIPFA self-assessment template in April 2024. This provided an indicative evaluation of the Committee's awareness of its role and the effectiveness to which they consider they are achieving their collective role. This assessment resulted in an action plan for the Committee.
- 4.2.** In 2022 the Public Finance Professional Accounting body CIPFA, revised and updated it's "Position Statement: Audit Committee in Local Authorities".
- 4.3.** The statement represents CIPFA's view on the audit committee practice and principles that local government bodies in the UK should adopt. It has been prepared in consultation with sector representatives.
- 4.4.** CIPFA expects that all local government bodies should make their best efforts to adopt the principles, aiming for effective audit committee arrangements. This will enable those bodies to meet their statutory responsibilities for governance and internal control arrangements, financial management, financial reporting and internal audit.
- 4.5.** The action plan continues to be monitored and progressed and during the 2024/2025 year the below has been achieved: -
- A review and approval by Full Council of the Committee's Terms of Reference
 - Progress towards recruiting a co-opted non-voting independent person or persons to the Committee. Anticipated to take place for the Autumn of 2025.

- Improved understanding of the Audit Committee's scope and ability to comply with the with the CIPFA Position Statement 2022.

5. Conclusion.

5.1. The above summarises the activities of the Audit Committee for the fiscal year 2024/2025. This summary is supported with detailed reports and minutes of discussions from each meeting. Allowing for the planned improvements identified in the Self-Assessment Action Plan, the Audit Committee Chairperson concludes that there is reasonable evidence of the Committee's compliance with the standards expected of an Audit Committee as recommended by the CIPFA Position Statement 2022.

REPORT TO CABINET

Open/Exempt		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 James Moriarty E-mail cllr.James.Moriarty@West-Norfolk.gov.uk			Other Cabinet Members consulted:		
			Other Members consulted: Cllr Richard Blunt		
Lead Officer: Michael Burton (Principal Planner) E-mail: Michael.burton@west-norfolk.gov.uk Direct Dial: 01553 616573			Other Officers consulted: Stuart Ashworth (Assistant Director), Alex Fradley (Planning Policy Manager), Luke Brown (Senior Planner, Planning Policy)		
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

Date of meeting: 23rd April 2026

CHANGES TO LOCAL PLAN TASK GROUP TERMS OF REFERENCE

Summary

The Local Plan Task Group (LPTG) was first constituted by Cabinet on 7 June 2011, as the Local Development Framework (LDF) Task Group. The LDF Task Group was re-named the LPTG in September 2016, following adoption of the Site Allocations and Development Management Policies Plan (SADMPP).

However, the Terms of Reference (ToR) have remained unchanged since the initial establishment of the Task Group in 2011. Many changes to the planning system have taken place in the last 15 years; such that it is necessary to review the LPTG ToR, to reflect the current requirements of the planning system. A revised ToR is proposed, for Cabinet approval.

Recommendation

Cabinet Resolution:

To adopt the revised Local Plan Task Group Terms of Reference (Annex 1 to this report).

Reason for Decision

To recognise the requirements and statutory obligations of the new planning system, as introduced through the 2023 Levelling-Up and Regeneration, and 2025 Planning and Infrastructure Acts.

1 Background

The Local Plan Task Group (LPTG) was first constituted by Cabinet on 7 June 2011, as the Local Development Framework (LDF) Task Group ([Meeting of Cabinet on Tuesday, 7th June, 2011](#)). This coincided with adoption of the King's Lynn and West Norfolk Core Strategy and commencement of preparation of the Site Allocations and Development Management Policies Plan (SADMP). The initial Terms of Reference (ToR) included appointment of 9 Members, apportioned in accordance with the political make-up of the Council.

The LDF Task Group was re-named the Local Plan Task Group (LPTG) in September 2016. This coincided with adoption of the Site Allocations and Development Management Policies (SADMP) Plan in 2016. Minor changes to the ToR were agreed at the time of re-naming, reflecting imminent adoption of the SADMP and the need to promptly undertake a Local Plan review (SADMP Policy DM2A). Otherwise, the LPTG has continued under its initial ToR since 2011, although changes to Member representation have also taken place to reflect personnel changes and the political make-up of the Borough Council through subsequent local elections.

Significant changes to the planning system have taken place in the last 15 years, since the LPTG was established, including:

- 2011 Localism Act (as amended) and associated Regulations, which introduced Neighbourhood Planning;
- 2015 Self-Build and Custom Housebuilding and 2016 Housing and Planning Acts (as amended) and associated Regulations, which introduced a legal requirement for local authorities to provide sufficient land supply to meet the need for Custom and Self-Build (CSB) housebuilding (as defined by the CSB Register);
- 2023 Levelling-Up and Regeneration Act (LURA), which introduced significant changes to the planning system, including statutory deadlines for accelerated plan-making and national development management/ decision-making policies;
- 2025 Planning and Infrastructure Act (P&IA), which introduced new powers for plan-making, with reference to utilities, National Strategic Infrastructure Projects (NSIPs), planning fees and delegation of decision making.

Current Terms of Reference

Current ToR for the LPTG are set out below ([Local Plan Task Group](#)):

1. *Oversee the process of preparation of the King's Lynn & West Norfolk Local Plan Review 2016 – 2036) replacing the adopted King's Lynn and West Norfolk Core Strategy (2011) and Site Allocations and Development Management Policies Plan 2016 reporting to Cabinet:*
 - a. *Recommend approval of a Local Development Scheme (LDS). Monitor its progress. Recommend the approval of updates as necessary.*

- b. Oversee initial strategy formulation/and evidence gathering processes.*
 - c. Oversee Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA) processes.*
 - d. Oversee preparation of the Statement of Community Involvement (SCI) and recommend its adoption.*
 - e. Recommend approval of the various published stages of the Local Plan process.*
 - f. Recommend approval of any pre-deposit Local Plan consultation documents.*
 - g. Consider comments made at public consultation stages and recommend responses and changes to draft Development Plan Documents (DPD).*
 - h. Recommend approval of submission versions of DPDs.*
 - i. From the submission stage onwards consider all duly made objections and supporting representations and recommend responses.*
 - j. Recommend the final adoption and publication of the Local Plan to full Council.*
 - k. Recommend approval of annual monitoring reports.*
 - l. Oversee the preparation and adoption of Supplementary Planning Documents (SPD) as appropriate.*
- 2. Receive and consider progress reports from the Corporate LDF Officer Group.*
 - 3. Oversee the Local Plan budget.*
 - 4. Recommend responses to National, Norfolk County Council and neighbouring Local Planning Authorities consultations and related matters.*

Implications of changes to the planning system

The new planning system as introduced through the 2023 LURA and 2025 P&IA, introduces many significant changes, particularly regarding plan-making. These represent the most significant changes to the system for over 20 years; notably:

- Statutory deadlines/ milestones for preparing a Local Plan (30 months, from start, to publication of Inspectors' Reports);
- Replacement of Local Development Scheme with a project plan;
- Removal of statutory requirement to prepare an SCI;
- Replacement of Supplementary Planning Documents with Supplementary Plans; the latter requiring independent examination;
- Removal of statutory "Duty to Cooperate";
- Use of digital technology in plan-making;

- Removal of requirement to undertake Sustainability Appraisal (although Strategic Environmental Assessment will remain a statutory obligation).

Accordingly, many criteria within the current ToR are, in practice, rendered obsolete by the new system. This therefore requires a comprehensive review of the ToR for the LPTG, to ensure this remains relevant and effective, going forward.

Proposed new Terms of Reference

Giving due consideration to the new legislation (2023 LURA/ 2025 P&IA), officers have reviewed the current ToR, to ensure these are “fit for purpose”. This is necessary to allow for the Local Plan and other development plan documents (e.g. Supplementary Plans) to progress efficiently, in accordance with requirements of the new legislation.

These revised/ new ToR include removal of several obsolete criteria from the current version. For comparison and clarity, a tracked change version (showing proposed changes and deletions to the ToR) is included in Annex 1 to this report, including a full explanation for each change.

The proposed new ToR are set out in Annex 2 to this report.

2 Options Considered

Consideration was given as to whether it is necessary to review and update the ToR for the LPTG. This was not considered a reasonable alternative option, given that many criteria are rendered redundant by the new planning system, which introduces new legal obligations such as strict statutory deadlines/ milestones that it is necessary to adhere to.

3 Policy Implications

The proposed changes to the LPTG ToR are needed to support efficient and effective plan-making, under the new planning system (as introduced through the 2023 LURA and 2025 P&IA).

They are necessary to ensure the Borough Council can undertake plan-making in accordance with the statutory requirements. These are ultimately about positive planning; i.e. delivering a new Local Plan under the reformed system for plan-making.

When adopted, the new Local Plan will replace the current Local Plan 2021-2040. This will provide the necessary statutory spatial planning framework for nearly 20 years ahead, up to the mid-2040s.

The LPTG was first set up by Cabinet in 2011. It is answerable to Cabinet in an advisory role and has no direct decision-making powers.

4 Financial Implications

There are no current financial implications. Preparation of a new Local Plan is a statutory obligation and ensuring efficient and appropriate arrangements and procedures in place is necessary to achieve this outcome.

5 Personnel Implications

There are no personnel implications.

6 Environmental Considerations

There are no direct environmental considerations. However, delivery of an effective Local Plan in accordance with the necessary legal requirements ought to achieve positive environmental outcomes.

7 Statutory Considerations

The preparation and adoption of an up-to-date Local Plan within a 30 month timetable is a statutory obligation, under the 2023 Levelling-Up and Regeneration and 2025 Planning & Infrastructure Acts, and associated secondary legislation (Regulations).

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

The EIA Pre-Screening process has revealed no negative impacts arising from the proposed changes to the LPTG ToR. The completed Pre-Screening EIA form is attached.

9 Risk Management Implications

Preparation of a Local Plan in accordance with the statutory timetable is about fulfilling the Borough Council's legal functions. There could be risks of sanctions upon the Council if we fail to meet our legal obligations.

10 Declarations of Interest / Dispensations Granted

None.

11 Background Papers

Annex 1: Changes to Local Plan Task Group Terms of Reference, shown as tracked changes and explanatory notes/ text

Annex 2: Proposed Local Plan Task Group Terms of Reference

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	Local Plan Task Group – amendments to Terms of Reference				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New		Existing	X	
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 Local Plan Task Group (LPTG) acts as a conduit between Cabinet and Planning Policy Officers, allowing ideas to be shared, analysed and discussed in a public forum.</p> <p>The role of the LPTG is to ensure public engagement and transparency in the plan-making process. There are statutory deadlines and milestones that need to be met at all stages in preparation of the Local Plan.</p> <p>Legal obligations for plan-making are set out through the 2023 Levelling-Up and Regeneration Act, 2025 Planning & Infrastructure Act, and associated Regulations.</p> <p>Other key legislation that plan-making needs to accord with, include:</p> <ul style="list-style-type: none"> • 2018 Data Protection Act; • 2017 Habitat Regulations (as amended); • 2010 Equality Act; • 2004 Environmental Assessment of Plans and Programmes Regulations; • 1998 Human Rights Act, 				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	The LPTG is a key component in preparing the Local Plan. The proposed changes to the Terms of Reference are purely internal and constitutional, but are essential to ensure the Local Plan can be prepared in a timely and efficient manner and (critically) fulfil statutory deadlines and milestones.				
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>		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Sex			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	

<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>	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:

Preparation of the Local Plan is a legal obligation upon the Borough Council. The plan-making process is covered by a range of primary and secondary legislation, including the 1998 Human Rights Act and 2010 Equality Act. The Local Plan is intended to address all aspects (economic, environmental and social) of sustainable development and deliver benefits for all communities and groups. To pass examination, it will be necessary to demonstrate that the Local Plan fulfils our legal obligations re the Human Rights and Equality Acts.

Amendments to the LPTG ToR are necessary to ensure successful delivery of a new Local Plan within the statutory timeframe.

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	<p>The new Local Plan, if effectively prepared and implemented, should benefit all communities, in terms of delivering sustainable development.</p> <p>Amendments to the LPTG ToR are necessary to ensure successful delivery of a new Local Plan within the statutory timeframe.</p>
3. Could this policy/service be perceived as impacting on communities differently?	Yes/ No	<p>The new Local Plan, if effectively prepared and implemented, should benefit all communities, in terms of delivering sustainable development.</p> <p>Amendments to the LPTG ToR are necessary to ensure successful delivery of a new Local Plan within the statutory timeframe.</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	<p>Actions: n/a – No negative impacts identified</p>
		<p>Actions agreed by EWG member: N/A</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:

Decision agreed by EWG member: N/A

5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes/ No	Please provide brief summary: The new Local Plan is intended to deliver benefits for all communities, in terms of sustainable development. It is noted that secondary benefits for people could be achieved, through effective governance arrangements, to ensure effective and timely delivery of the Plan.	
Assessment completed by: Name	Michael Burton		
Job title	Principal Planner (Planning Policy)		
Date completed	9 April 2026		
Reviewed by EWG member	Claire Dorgan	Date	17/02/2026

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

Annex 1: Changes to Local Plan Task Group Terms of Reference, shown as tracked changes and explanatory notes/ text

1. ~~Oversee the process of~~ **for** preparation of the King's Lynn & West Norfolk Local Plan ~~Review 2016—2036~~ replacing the adopted King's Lynn and West Norfolk Core Strategy (2011) and Site Allocations and Development Management Policies Plan 2016 **Local Plan (2021-2040)**, reporting to Cabinet:
 - a. ~~Recommend approval of a Local Development Scheme (LDS). Monitor its progress. Recommend the approval of updates as necessary.~~ **Agree to the overall timetable in accordance with the new plan-making system.** *[NB: The new system sets a 30 month (+4) which isn't negotiable. The LDS will be replaced by a local plan timetable which needs to be updated each month at least or more frequently if/ when milestones are reached. This is operational.]*
 - b. ~~Oversee~~ **Consider** initial **vision, aims and objectives, spatial** strategy formulation/~~and evidence gathering processes~~ **including site allocations and policies. Consider iteration following consultation and gateway stages.**
 - c. ~~Oversee Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA) processes.~~ *[NB: SA no longer part of the process and SEA is part of the initial formulation process and will form part of the consultation package]*
 - d. ~~Oversee preparation of the Statement of Community Involvement (SCI) and recommend its adoption.~~ *[NB: Statements of Community Involvement no longer form part of the new local plan-making system. The SCI is replaced by Project Inception Document (PID) which is prepared by officers and signed off by senior officers and the portfolio holder. Engagement is then tested against this at the gateway checks and examination.]*
 - e. **c.** Recommend approval of the various published **key consultation** stages of the Local Plan process.
 - f. **d.** Recommend approval of any pre-deposit **submission version of the** Local Plan consultation documents.
 - g. **e.** Consider comments made at public **feedback from** consultation stages **prior to submission** and recommend **consider** responses and changes to **the** draft Development Plan Documents (DPD) **Local Plan.**
 - h. ~~Recommend approval of submission versions of DPDs.~~
 - i. ~~From the submission stage onwards consider all duly made objections and supporting representations and recommend responses.~~ *[NB: Proposed for removal as considering post-submission representations is not a role for the Task Group. This is a matter for officers, as previously the need to get separate approval from the Task Group has led to avoidable delays. The Local Plan 2021-2040 inspectors emphasized this during the examination (2022-2025).]*

- j. f. Recommend the final adoption and publication of the Local Plan to full Council.
 - k. ~~Recommend approval of annual monitoring reports. [NB: publication of annual Authority Monitoring Reports is a purely operational matter]~~
 - l. g. Oversee the preparation and adoption of Supplementary Planning Documents (SPD) **Plans**, as appropriate.
2. ~~Receive and consider progress reports from the Corporate LDF Officer Group. [NB: The Corporate LDF Officer Group is long defunct. It is likely this is a legacy of the Core Strategy (pre-2011) days.]~~
 3. ~~Oversee the Local Plan budget. [NB: the Local Plan budget is purely/ solely an operational matter]~~
 4. **2. Recommend Consider** responses to National, ~~Norfolk County Council and neighbouring Local Planning Authorities~~ consultations and related matters, **where these have implications for plan-making.** [NB: Some flexibility needed, as there is probably insufficient time/ resources to respond to every consultation; furthermore, in some cases this will not be necessary.]

Annex 2: Proposed Local Plan Task Group Terms of Reference

1. Oversee the process for preparation of the King's Lynn & West Norfolk Local Plan, replacing the adopted King's Lynn & West Norfolk Local Plan (2021 -2040), reporting to Cabinet:
 - a. Agree to the overall timetable in accordance with the new plan-making system.
 - b. Consider initial vision, aims and objectives, spatial strategy formulation including site allocations and policies. Consider iteration following consultation and gateway stages.
 - c. Recommend approval of the key consultation stages of the Local Plan preparation process.
 - d. Recommend approval of submission version of the Local Plan.
 - e. Consider feedback from consultation stages prior to submission and consider responses and changes to the draft Local Plan.
 - f. Recommend the final adoption and publication of the Local Plan to full Council.
 - g. Oversee the preparation and adoption of Supplementary Plans (SPs) as appropriate.
2. Consider responses to national consultations, where these have implications for plan-making.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards No	Discretionary	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 Michael de Whalley E-mail: cldr.michael.dewhalley@west-norfolk.gov.uk		Other Cabinet Members consulted:			
		Other Members consulted: Environment and Community Panel			
Lead Officer: Ged Greaves, Climate Change Manager E-mail: ged.greaves@west@west-norfolk.gov.uk		Other Officers consulted: Corporate Leadership Team			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment YES	Risk Management Implications YES	Environmental Considerations YES

Date of meeting: 23 April 2026

CLIMATE CHANGE STRATEGY AND ACTION PLAN

Summary

The Council's Climate Change Policy and Strategy were last reviewed and approved by Cabinet in October 2020 and September 2021 respectively. The policy and strategy have been refreshed to ensure they remain relevant to the needs of the organisation. They have been integrated as part of the update, to simplify documentation.

The proposed plan covers the Council's greenhouse gas emissions and its role as a community leader to influence emissions reductions across the geographic borough and sets out the activities required to support emissions reduction and wider changes such as active travel.

The climate change strategy and action plan are key to delivering elements of the Corporate Strategy.

The proposed strategy and action plan were considered by Environment and Community Panel on 14 April 2026 and have been considered by the Panel's Climate Change Informal Working Group (9 February 2026).

Recommendation

That Cabinet approve the Climate Change Strategy and Action Plan.

Reason for Decision

To ensure there is a comprehensive and up to date framework for the Council's response to climate change.

1. Background

- 1.1 The current policy outlines the Council's approach to climate change and the strategy describes how it will be implemented. The climate change policy was first adopted in October 2020. A climate emergency was declared in September 2021 and supported by the initial climate change strategy that was also approved in September 2021.

2. Climate Change Policy and Strategy

- 2.1 The current policy and strategy have been integrated into a single document. The policy states the Council's commitment to addressing climate change and the strategy describes the approach to be carried out in practice. It includes the particular actions that the Council will focus on until a new local government structure is operational.

3. Changes from the previous strategy

- 3.1 Responding to a recent Internal Audit recommendation, ownership and accountability for each of the actions is allocated to individual lead officers within directorates.
- 3.2 Updates on particular projects have previously been provided through standard corporate performance reports. An annual update on the strategy and carbon footprints for the Council and its wider borough will also be provided to Cabinet.
- 3.3 Scientific consensus is that the Paris Agreement targets on temperature change will be missed. Guidance advises that adaptation risks should therefore be identified and managed and an action is proposed to inform future mitigation measures. This is an important progression from the previous climate change strategy which focused on decarbonisation.
- 3.4 The action plan includes a wide range of contributions from across the Council's directorates. The projects range from major capital schemes such as the St George's Guildhall to award schemes that encourage environmental awareness and practices such as the annual garden wildlife competition or school competition.
- 3.5 Given local government reorganisation, the action plan is limited to March 2028. The strategy provides an indication of the local challenges that will need to be addressed after structural changes to local authorities across Norfolk.

4. Policy Implications

- 4.1 The proposed Climate Change Strategy and Action Plan refreshes and integrates the Council's existing policy, strategy and action plan and corporate approach to climate change which encourages mitigation of carbon emissions,

wider outcomes for residents in terms of environmental and housing improvements and adaptation to a changing climate.

5. Financial Implications

- 5.1 The delivery of the strategy will be supported by a climate change reserve fund, revenue budget and applications for external funds. Actions that contribute to the reduction of carbon emissions may also be included in the capital programme. The corporate electricity tariff is included in the revenue budget and potential capital schemes such as the installation of solar PV generation and LED lighting contribute towards the management of corporate electricity consumption and costs.

6. Personnel Implications

- 6.1 There are no personnel implications.

7 Environmental Considerations

- 7.1 The strategy provides a framework and actions for the Council's ongoing response to its declaration of a climate emergency, to reduce its carbon emissions and to encourage wider action across the borough.
- 7.2 There will clearly be a positive environmental benefit through the policy and strategy, which is in line with Government and local policies on climate change.

8. Statutory Considerations

- 8.1 There are no specific statutory requirements for a local authority to have a climate change strategy. However, there is a mass of complex legislation such as the Planning and Compulsory Purchase Act 2004, Climate Change Act 2008, Planning Act 2008, Planning and Energy Act 2008, Flood and Water Management Act 2010, Neighbourhood Planning Act 2017 and the Environment Act 2021 which impact on local authorities and climate change. Drawing actions together into a strategy is encouraged by [sector guidance](#) and notable practice.

9. Equality Impact Assessment (EqIA)

- 9.1 The policy and strategy are considered to have positive equalities implications. For example, housing retrofit measures will support vulnerable households with improvements that make their homes more comfortable.

10. Risk Management Implications

- 10.1 The current corporate risk register includes several risks relating to flood management and coastal erosion and carbon emissions.

11. Declarations of Interest / Dispensations Granted

11.1 None

12. Background Papers

12.1 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	Climate Change Strategy and Policy				
Is this a new or existing policy/ service/function? (<i>tick as appropriate</i>)	New		Existing	<input checked="" type="checkbox"/>	
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 policy and strategy sets out the Council's aims, target and objectives for addressing climate change. Given Local Government Review, the scope of the document extends to April 2028. The document has an internal and external focus.</p> <p>There is no statutory requirement for local authorities to have a climate change strategy but there is an extensive set of guidance and notable practice.</p>				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	The policy/strategy is a refresh of existing documents agreed by Council. Consultation was undertaken via Environment and Community Panel.				
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	<input checked="" type="checkbox"/>			
	Disability			<input checked="" type="checkbox"/>	
	Sex			<input checked="" type="checkbox"/>	
	Gender Re-assignment			<input checked="" type="checkbox"/>	
	Marriage/civil partnership			<input checked="" type="checkbox"/>	
	Pregnancy & maternity			<input checked="" type="checkbox"/>	
	Race			<input checked="" type="checkbox"/>	
	Religion or belief			<input checked="" type="checkbox"/>	
	Sexual orientation			<input checked="" type="checkbox"/>	
	Armed forces community			<input checked="" type="checkbox"/>	
	Care leavers			<input checked="" type="checkbox"/>	
Health inequalities*	<input checked="" type="checkbox"/>				
Other (eg low income, caring responsibilities)	<input checked="" type="checkbox"/>				
<p>Please provide a brief explanation of the answers above:</p> <p>The policy/strategy sets out the Council's approach to addressing climate change. It has an internal and external aspect. The document sets out aims and actions for reducing carbon emissions from the</p>					



Council's operations i.e. from its buildings, vehicle fleet, procurement, business travel, etc. The external aspect seeks to influence the reduction in carbon emissions across the wider borough i.e. from residents, businesses, communities, etc.

The [Director of Public Health Annual Report 2024/25](#) published by Norfolk County Council focused on health and climate change. The report highlights risks of climate impacts and states:

It is likely that these impacts will not be experienced equally across Norfolk's population; the county's demography and socioeconomic characteristics mean that certain groups may be more impacted by the effects of climate change than others, further worsening existing health inequalities. With pockets of high deprivation in communities across the county, as well as an ageing population, it is essential that action is taken to minimise the impacts of climate change, particularly upon already vulnerable groups.

The annual report also sets out health co-benefits of climate action including:

- Energy efficient, healthy homes and buildings
- Decarbonising transport and promoting active travel
- Healthy and sustainable diets
- Accessible green and blue spaces

The Council's policy/strategy includes actions that contribute towards the health co-benefits identified above.

Question	Answer	Comments
<p>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?</p>	No	
<p>3. Could this policy/service be perceived as impacting on communities differently?</p>	No	
<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>	No	<p>Actions:</p> <hr/> <p>Actions agreed by EWG member:</p> <p>.....</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:

Decision agreed by EWG member:

5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	Please provide brief summary: The policy/strategy is designed to address climate action across a broad front. Some actions may have positive co-health benefits for people with certain demographics and socio-economic characteristics for example retrofit of properties to improve energy efficiency, reduce cold and address fuel poverty.	
Assessment completed by: Name	Ged Greaves		
Job title	Climate Change Manager		
Date completed	21 November 2025		
Reviewed by EWG member	Claire Dorgan	Date	2 Mar 2026

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

Draft Foreword

Cllr Michael de Whalley, Cabinet portfolio holder for Climate Change and Biodiversity

This strategy and action plan has come about through the dedication and expertise of this Council's Climate Change Manager and Officer, who have my utmost respect and gratitude.

Physicist Carl Sagan wrote in 1980:

“The principal energy sources of our present industrial civilisation are the so-called fossil fuels. We burn wood and oil, coal and natural gas, and, in the process, release waste gases, principally CO₂, into the air. Consequently, the carbon dioxide content of the Earth's atmosphere is increasing dramatically. The possibility of a runaway greenhouse effect suggests that we have to be careful: Even a one- or two- degree rise in the global temperature can have catastrophic consequences.”

Mindful of Professor Sagan's warning, now enshrined in the 2015 Paris Agreement, the 30-year average global surface temperature is projected to exceed 1.5 degrees Celsius warming since pre-industrial times by 2030 (European Centre for Medium-Range Weather Forecasts). 2024 was the first calendar year where we surpassed this boundary.

The National Risk Register is the government's assessment of the most serious risks facing the UK. It includes a wide range of natural and environmental hazards including:

- Storms
- High temperatures and heatwaves
- Low temperatures and snow
- Coastal flooding
- Fluvial flooding

Extreme events have already made their impact in our region such as exceeding 40 degrees Celsius in 2022. In recent times we have also experienced wildfires as well as severe storms with consequent wind damage and flooding.

In September 2021, this Council announced a climate change emergency with a robust climate change strategy and action plan in place.

This document, revises and updates our climate strategy and action plan and includes best practice examples such as:

- St George's Guildhall renovation to include an energy centre replacing gas heating with heat pumps, solar PVs, improved lighting and insulation
- Solar PV installations at KLIC, Downham Mkt Leisure Centre and Corn Exchange
- Electric vehicles replacing internal combustion engines
- An energy efficient replacement of St James swimming pool
- Ongoing conversion to LED lighting

Our efforts since declaring a climate emergency have not only brought in at least £17 million of funding into West Norfolk but also long-term savings through investment in more efficient infrastructure. Even if that were not the case, the cost of mitigating climate change is lower

than the economic damage that climate impacts cause, not least because low-lying and coastal West Norfolk is one of the most vulnerable areas on the planet.

Climate change:

Is real.

Is us.

Is bad.

Has scientific consensus.

Is happening now.

And, most importantly, we still have time to act, but quickly.

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1. Our aspirations

We will support the transition to lower carbon living in King's Lynn and West Norfolk.

We will continue to reduce our own emissions in line with our targets, as an example to others, and work with the wider community to encourage the adoption of more sustainable living.

Our approach will promote low carbon solutions that also address wider challenges of tackling fuel poverty, improving housing standards, improving air quality, and more active travel..

We will encourage low carbon energy generation in appropriate settings.

We will encourage new woodland and planting of gardens and open spaces as a way of storing carbon and improving biodiversity.

We will encourage adaptation to our changing climate.

2. Our targets

We will continue to work towards a local target of 2035 for the elimination of our own emissions and support the national target of 2050.

By April 2028, we aim to have reduced our footprint by 66.1% compared with our 2009 baseline. Amongst the range of projects we are progressing, the replacement of the St James swimming pool has the potential to further reduce our footprint although that is likely to happen after the implementation of Norfolk's new local government structures.

3. What do we mean by low carbon?

When fossil fuels such as coal, oil and gas are burnt, greenhouse gases are released into the atmosphere that ultimately prevent heat from escaping and cause the world to continue warming.

At over 80%, carbon dioxide (CO₂) is the principal driver of global warming and so, for shorthand, we talk about carbon.

Over the years, greenhouse gases have accumulated in the atmosphere, and their warming effect is now leading to rising sea levels and the breakdown of our climate. Extreme weather is becoming more common and causing floods, heatwaves and droughts in many parts of the world including the UK.

The more warming, the more serious the consequences. The Paris Agreement states that global warming must be limited to well below 2°C, whilst aiming for 1.5°C. Current emission reduction pledges, made as part of nationally determined contributions, are likely to lead to warming above 2°C.

Reducing the energy we use, and instead of using energy derived from fossil fuels, switching to energy from low carbon sources are key.

Net zero carbon means balancing any remaining carbon emissions by removing an equal amount of carbon from the atmosphere, for example by growing more trees.

4. Our approach

As a Council, we have direct control of a very small proportion of carbon emissions from the borough of King's Lynn and West Norfolk - less than 1%. However, there is a lot we can do to influence the remaining 99%, and we will encourage progress towards lower carbon emissions where we can.

Our approach has three elements:

1. Becoming an exemplar to others.
2. Using our influence through regulatory policies and how we procure.
3. Making the most of our wider influence through collaborative work, partnerships and in our communities.

5. Our record so far

In September 2021, we declared a climate emergency and put in place our first climate change strategy and action plan. We set an ambitious target of eliminating our emissions by 2035, ahead of the national target of 2050.

Since 2021 we have:

- Switched our electricity to a net zero tariff. Saving an estimated 1,850 tonnes of CO₂ over four years.
- Purchased five battery electric vans.
- Installed solar panels to Alive Downham Leisure, Alive Lynnsport, Alive Oasis, Alive St James, Oldmedow Road depot, King's Court and South Lynn Community Centre.
- Two retrofit exercises (RE:fit) have installed numerous energy conservation measures across our buildings. Measures include solar photovoltaics, heat pumps (both air and ground source), LED lighting, insulation upgrades and more efficient CHP (Combined Heat and Power) units. The second phase of works was undertaken with the support of £3.8 million worth of grant funding from the Public Sector Decarbonisation Scheme.
- Reduced the amount of energy used by our streetlights by upgrading the units to more energy efficient LEDs.
- Sponsored the environmental category of the annual Mayor's business awards to highlight exemplary practice amongst the borough's diverse business community.
- Encouraged householders and businesses to install solar panels, battery storage and electric vehicle chargers through the promotion of a group buying scheme.
- 2023 was the first year of our annual schools competition. It is open to all primary schools in the district and aimed at year five. The competition's main aims are to promote ideas, learning and creativity around climate change solutions.
- Created a number of initiatives to encourage people to use healthier, more active or more environmentally friendly forms of transport, such as the active and clean connectivity programme, secure cycle storage and a community cycle hire scheme.
- Worked with Community Action Norfolk, under the Go Green Communities project to help improve the environmental impact of community buildings across the borough.
- Created a community orchard in South Lynn including 43 new trees.

- Established an environment art project called Beuys Oaks that involved the planting of seven oak trees and a related events programme involving local schools and residents.
- Worked with BP Pulse and a Government grant scheme to install 52 electric vehicle charging sockets across the borough on Council car parks.
- Supported the investment of approximately £13 million from energy suppliers to improve the housing stock for the borough’s most vulnerable residents. On average, that equates to almost £34,000 investment in each property’s retrofit.
- Helped to increase the energy rating (SAP) of 269 properties across the borough to a C or above and helped to tackle fuel poverty.
- Adopted a new Local Plan to ensure that future development contributes to carbon reduction and adaptation to our changing climate.
- Secured planning permission for the redevelopment of the St George’s Guildhall that will create an exemplar low carbon arts and cultural destination in the East of England.

Our refreshed strategy outlines our approach to supporting the transition to a lower carbon borough and implementing adaptation to climate change. Government data shows that CO₂ emissions for the borough of King’s Lynn and West Norfolk totalled 1,319 kt CO₂ in 2023.

Our approach to lowering the borough’s carbon emissions is split into the areas that we can influence:

- [Homes](#)
- [Workplaces](#)
- [Transport](#)
- [Recycling and Waste](#)
- [Land use](#)
- [Energy](#)

Each section provides a summary of the issues involved and an outline of the main ways in which we will take action:

- Becoming an exemplar to others.
- Using our influence through regulatory policies and how we procure.
- Making the most of our wider influence through collaborative work, partnerships and in our communities.

6. Council’s carbon footprint

The council audits its carbon emissions on an annual basis. A summary of our latest carbon emissions for 2023/24 is set out in Appendix A.

The table below sets out the related emissions for each of the scopes for previous years.

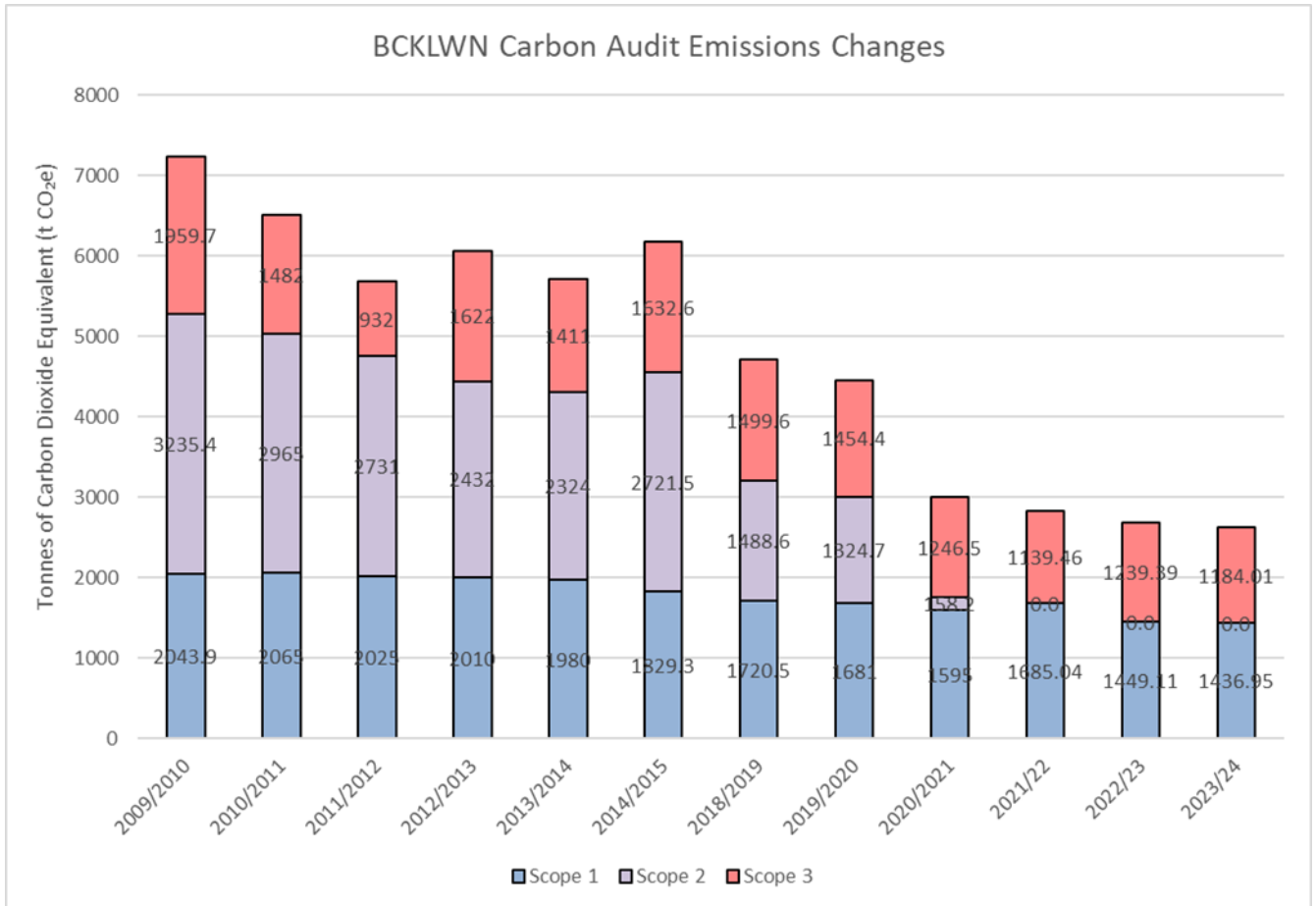
BCKLWN tCO ₂ e Emissions					
Year	2009/10	2020/21	2021/22	2022/23	2023/24
Scope 1	2,109.2	1,595.0	1,685.0	1449.0	1,436.0
Scope 2	3,235.4	829.5	843.5	885.1	965.2
Scope 2 renewable tariffs	-	-671.3	-843.5	-885.1	-965.2
Scope 3	2021.5	1,243.8	1,146.41	1,239.4	1,184.1

Scope 3 Transmission Losses renewable tariff	-	-	-6.95	-80.9	-83.52
Total gross emissions	7,366.1	3,668.3	3,674.9	3,573.6	3,586.1
Total net emissions	7,366.1	2,997.0	2,824.5	2,607.5	2,537.4

The table below sets out what is included in each of the scopes.

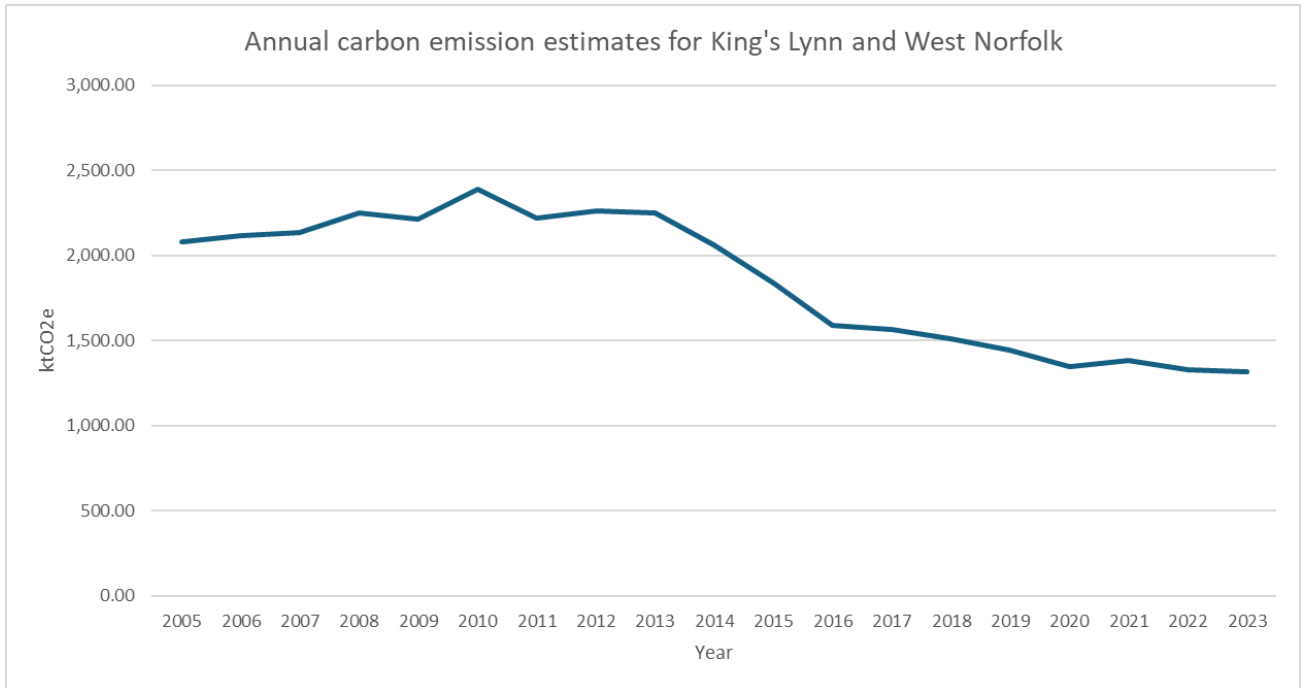
Scope	Activity	Description
Scope 1	Gas Consumption	Used to heat our buildings and sites
	Oil Consumption	Used to heat our buildings and sites
	Vehicle Fleet	The Council's operational vehicle fleet
Scope 2	Purchased electricity	Electricity purchased from the national grid to power the Council's buildings and sites
Scope 3	Transmission and Distribution Losses	These are indirect emissions from the transmission and distribution of our purchased electricity. It is considered best practise to include these in Scope 3 emissions
	Water Supply	The supply of water to our buildings and sites
	Water Treatment	The water we return to the system (90% return to sewer rate)
	Business Travel	Staff and member travel in their own vehicles on business grounds
	Contractor Travel	Travel by contractors to carry out work commissioned by the Council, e.g., waste collection

Our reductions in carbon emissions are summarised in the chart overleaf:



7. Carbon emissions for the geographic borough of King’s Lynn and West Norfolk

The Government publish annual greenhouse gas emissions at local authority level. There is a two year time lag on publication. Emissions for 2005-2023 for King’s Lynn and West Norfolk are illustrated below:



Source: Department for Energy Security and Net Zero

Further data is available in Appendix B for the following emission categories, and their respective trends are listed in the table below:

Emission category	Trend
Industry	Reducing but slight increase since 2020
Commercial	Reducing but rate of change reduced since 2021
Public sector	Reducing but rate of change reducing since 2021
Domestic	Ongoing reduction
Land Use, Land Use Change and Forestry	Plateaued since 2009
Agriculture	Small reduction since 2009
Waste Management	Small value but plateaued since 2009
Transport	Reduced then plateaued since 2016

8. Adaptation to climate change

The Government's third National Adaptation Programme (NAP3) highlights how our climate is changing. In 2022, the UK recorded the warmest year on record with temperatures reaching over 40°C. The last three years have all been in the UK's top five warmest years.

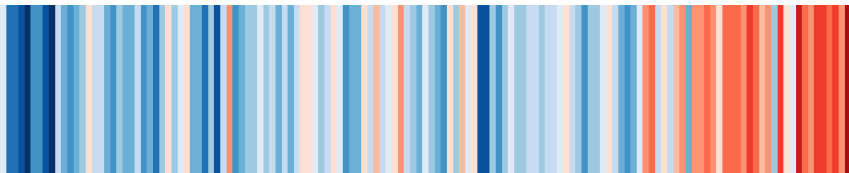
The frequency of hotter summers and droughts is forecast to increase in the future along with winters becoming wetter, making flooding more likely. Sea level rise is accelerating with the last three years the highest on record for annual mean sea level. Air and ground frosts have reduced by around a quarter since the 1980s.

To understand more about the risks facing the borough the following publications provide forecasts and scenarios on climate change adaptation:

- Tyndall Centre Research project [OpenCLIM](#) assessment of [Norfolk](#), 2024

- Fens 2100+ commissioned [UK Fens Climate Change Risk Assessment](#), Dec 2024
- Director of [Public Health Annual Report 2024/25](#), Health and climate change, Norfolk County Council, July 2024
- [State of the UK Climate 2024](#), Met Office, 14 July 2025
- [King’s Lynn and West Norfolk Climate Explorer](#), Met Office

The chart below illustrates how temperatures in King’s Lynn and West Norfolk have increased over the period 1884-2023, with many of the hottest years occurring in the last few decades:



Source data: HadUK-Grid, Concept: Ed Hawkins

The Met Office suggest that the negative impacts of climate change may include:

 <p>Heat Increased energy demand for summer cooling</p>	 <p>Sea Level Rise Increased risk of coastal flooding</p>	 <p>Heavy Rainfall Increased risk of river and surface water flooding</p>
 <p>Health Increased risk to health from heat stress</p>	 <p>Drought Risk to water supplies from drought</p>	 <p>Drainage Increased disruption to urban drainage systems</p>
 <p>Transport Increased disruption to transport due to heat e.g. rail buckling</p>	 <p>Environment Increased risk to biodiversity (plants and animals)</p>	 <p>Energy Infrastructure such as gas pipes are at high risk from flooding events</p>

The Paris Agreement states that global warming must be limited to well below 2°C, whilst aiming for 1.5°C. Current emission reduction pledges, made as part of nationally determined contributions, are likely to lead to warming above 2°C.

Independent guidance, adopted by the UK government for the Climate Change Risk Assessment (CCRA) and 3rd National Adaptation Plan (NAP3), is to prepare for a 2°C rise in global temperature, whilst assessing the risks for 4°C.

The Met Office projections are summarised in Appendix C.

We will use the [Local Partnership’s](#) Adaptation Toolkit to undertake an assessment of our climate adaptation risks.

9. Implementation

Our climate change strategy will support the Council to deliver on its Corporate Strategy 2023-27 and its corporate priority to “Protect our environment” and “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 to implement the strategy and deliver the targets for carbon emissions reductions are set out in Appendix D. Progress on these actions will be monitored by the Cabinet. An annual carbon footprint will also be published on our website for the Council's direct emissions and for the geographic borough.

10. Homes

There are approximately 67,500 households in King's Lynn and West Norfolk. Providing heating and power for them results in nearly 183.3 kt of CO₂ per annum (2023). That is approximately 14% of the borough's carbon footprint.

Reducing carbon emissions from housing is a major challenge. In our largely rural district, 38,000 houses are off the gas grid, and we have fewer flats and more large and detached homes. Many homes in the district have relatively low energy efficiency standards and have hard-to-insulate solid walls. There are approximately 900 Grade 1 listed buildings in King's Lynn and West Norfolk and over 200 buildings on a list maintained by the King's Lynn Civic Society many of which are particularly challenging to make energy efficient. Decarbonising homes will mean replacing coal, gas and oil heating systems with low carbon alternatives. In many cases these will be heat pumps powered by electricity which increasingly comes from renewable energy and other low carbon sources. It will also be necessary to minimise the need for heating by improving the fabric of buildings.

We know many more homes will be built over the coming years. We need to ensure these are designed to be as low carbon and energy efficient as possible in operation, and that carbon emissions associated with their construction are as low as possible. We also need to consider how to make the most of the opportunity to lock carbon into new buildings in the construction materials used, especially timber and to minimise water consumption. The costs of keeping warm in poorly insulated homes can be significant for vulnerable and low income households. We recognise this and will focus on using Government grants to help make the homes of these households more energy efficient, in both the owned and rented sectors.

Becoming an exemplar

Through our wholly-owned housing company, West Norfolk Housing Company, we own a range of properties. Although we do not directly control energy use, and hence emissions, from these properties, we have an opportunity to reduce their emissions through improvements to their energy performance.

We have been building these homes to make them cheaper and easier to heat – with benefits for the health and wellbeing of our tenants.

Use our direct influence

Planning Policy

Climate Change has been embedded into our Local Plan (adopted in March 2025) through a suite of policies. This includes Policies LP06 Climate Change and LP18 Design and Sustainable Development. The Local Plan will help guide decisions on planning matters for years to come. The Local Plan is available to view via the following link: [Local Plan 2021-](#)

Private Rented Sector

In 2021, approximately 18.8% of households in King's Lynn and West Norfolk were in the private rented sector (approximately 10,750 properties). New Minimum Energy Efficiency Standards (MEES) legislation means that from April 2020 properties with EPC F and G must not be rented out unless a valid exemption has been registered. We will support private landlords with advice and guidance to improve the energy efficiency of their homes. Most private landlords take a responsible approach; where this is not the case we will take appropriate enforcement action.

Investments

West Norfolk Housing Company (WNHC) is our wholly-owned housing company set up by the Council to generate income to protect and provide services to residents. The properties are managed on behalf of WNHC by Broadland Housing Association. At October 2025, WNHC owned 47 affordable homes.

WNHC is due to acquire 58 affordable homes in 2026.

West Norfolk Property Limited (WNPL) holds and manages properties to rent on a commercial basis which are currently leased from the Council. As at October 2025, the portfolio totals 78 properties, with future units expected from the Council's new housing development schemes. The properties are managed on behalf of WNPL by a property management company, Touchstone Property Management.

Make the most of our wider influence

The Council owns fewer than 0.2% of homes in the borough of King's Lynn and West Norfolk. Significant work and investment is needed to reduce carbon emissions from homes owned privately and by housing associations. This includes improving insulation and building materials to reduce the need for energy for heating and replacing coal, oil and gas heating systems with low carbon alternatives such as heat pumps.

We will continue to work with partners including our neighbouring local authorities through the Norfolk Warm Homes Partnership to find ways of supporting and encouraging this work such as exploring options for funding and delivering energy efficiency projects for our residents.

We will focus especially on vulnerable and low-income households who struggle to afford adequate heating. Our work here will include working with partners to provide home surveys, advice and free insulation and other measures for households in fuel poverty. We will continue with our programme of "Beat your Bills" roadshows to improve awareness of opportunities to make improvements.

11. Workplaces

There are approximately 5,645 businesses in King's Lynn and West Norfolk that employ people in a diverse range of organisations including farming, retail, tourism, health, manufacturing and the public sector.

Many businesses are small; 4,900 are micro-businesses employing under 10 employees. Only 10 businesses are large with over 250 employees on their payroll. Providing heat and

power for these enterprises generates 177.1 kt of CO₂ (2023). That is approximately 13% of the borough's carbon emissions.

Since we have relatively little heavy industry in our district, it is likely that most of the emissions from workplaces come from buildings. This means that many of the considerations for decarbonising this sector are the same as for domestic properties.

Businesses often operate from properties they lease. As with the private rented homes sector, this can complicate decisions to invest in energy-efficiency measures, as landlords do not automatically benefit from savings to utility bills.

Becoming an exemplar

Our estate

We publish an annual report of our greenhouse gas emissions. In 2023/24, our gross Scope 1 and 2 emissions (direct emissions and indirect emissions from energy) totalled 2,401 tonnes of CO₂. These include emissions for our main premises; King's Court, St George's Guildhall, King's Lynn Town Hall, Corn Exchange, St James swimming pool and leisure centres at Lynnsport, Downham Market and the Oasis – Hunstanton.

We are redeveloping St George's Guildhall and aim to develop a low carbon exemplar arts and cultural destination.

Our portfolio of leisure centres includes a range of low carbon technologies such as heat pumps, LED lighting and building management systems. We are investigating options to make further improvements including further renewable energy, new facilities and energy efficiency technology.

Streetlights

We have been upgrading the columns and lighting to reduce our energy consumption.

Investments and disposals

We have a portfolio of investment properties and will investigate options for making improvements to the energy performance of these buildings and future investments.

Use our direct influence

Planning policy

See identical section on page 10.

Procurement

We procure goods and services providing us with an opportunity to influence businesses to reduce their climate impact.

Make the most of our wider influence

Advice for businesses and voluntary and community organisations

Whilst many small and medium-sized enterprises (SMEs) recognise they can and should do more to reduce their carbon emissions, they often struggle to find the time and money to invest in energy savings and postpone taking action because they do not know where to start.

Through two business expos, we have helped raise awareness amongst local businesses of the financial, reputational and well-being benefits of reducing their environmental impact.

In addition, we have promoted a group purchasing scheme for solar panels, battery storage and EV chargers to householders and businesses.

We have provided capital funding through a Rural Business Capital Grant for SMEs to develop new products and facilities. These projects could also help to achieve a reduction in carbon emissions.

Since 2021, we have sponsored the environmental champion category of the Mayor's Business Awards to help encourage and showcase notable practice with climate change.

12. Transport

Transport generates approximately 26% of the borough's carbon emissions, around 338 kt CO₂ per year (2023).

The shift to home working, improvements in engine technology, active travel and rising use of battery electric vehicles are helping to reduce emissions.

Becoming an exemplar

The Council have installed 56 electric vehicle chargers and switched some of its vehicle fleet to battery electric. We are investigating options for further improvements to our fleet.

Our group buying scheme includes an option for householders and businesses to install EV chargers.

We have also supported the improvement of local cycling and walking infrastructure, provided secure cycle storage and promoted Cycling Development.

Working with the King's Lynn Neighbourhood Board, we are investigating options to further improve active travel within King's Lynn including two active travel centres at King's Lynn Enterprise Park and Baker Lane car park in King's Lynn town centre.

We already promote the Cycle to Work salary sacrifice scheme, provide secure cycle storage and changing facilities for staff. We have an internal staff group looking at ways to further encourage active travel amongst staff and will seek accreditation by Cycling UK as a Cycle Friendly Employer.

We will continue to help raise business awareness of ways to reduce carbon impact through a further expo in 2027.

Use our direct influence

Planning Policy

Our Local Plan includes policies that seek to guide new development to sustainable locations which also make the most use of sustainable and active modes of travel. It also seeks to ensure that sustainable measures are incorporated in the design of new development. This approach should be carried forward into the next local plan where appropriate and possible.

Make the most of our wider influence

We will continue to explore ways to reduce the carbon footprint from staff commuting. For example, we operate a salary sacrifice cycle purchase scheme allowing staff to save money and spread the cost of a new bike and accessories.

We will continue to work alongside partners at Norfolk County Council and Transport East to deliver projects that will enhance sustainable transport in the borough including rail and cycling provision.

13. Recycling and waste

Emissions from waste account for 0.01% of all emissions in 2023 (0.1 kt CO₂) in the borough.

Waste across North Norfolk District Council, Breckland District Council and the borough of King's Lynn and West Norfolk is collected as part of a contractual relationship. Within the borough waste is collected from approximately 67,500 households and commercial customers. Approximately one third of all households in the borough have a garden waste bin.

In 2023/2024, approximately 42.4% of waste in King's Lynn and West Norfolk was recycled. The recycling rate has improved each year since 2021/2022.

Carbon dioxide is the major focus of the climate change strategy as that is the most common greenhouse gas released when fossil fuels are burned to provide energy. We are also concerned with methane, which is released from landfill, and because it is a more powerful greenhouse gas than carbon dioxide.

Most of the methane is captured at landfill sites and converted into CO₂. Schemes that encourage home composting or garden waste collection help reduce waste going into landfill. This is especially the case with collection of organic material such as food waste.

WRAP ([Waste and Resources Action Programme](#)) estimate that the UK wastes approximately 10.2 million tonnes of food every year (using data for 2021 and 2022). This total is enough to feed upwards of 30 million people a year, yet an estimated 8.4 million live in food poverty in the UK. The value of food wasted by UK households in 2022 is estimated to be around £17 billion. On average, this is around £1,000 per year for a household of four people. We introduced a food waste service in April 2013. We estimated that as much as one third of the weight of each household's black bin waste was made up of food waste.

Becoming an exemplar

Our facilities

We will work towards minimising waste in our own operations. We have reduced single-use plastics and minimised paper use through improved IT and back office systems which eliminate the use for printed paperwork. We have also improved recycling facilities in our offices including collection of food waste.

Use our direct influence

- **Dry recyclables**
 - We will continue to encourage recycling through our recycling and waste collection policies.
 - We will continue to encourage recycling of small batteries and electrical items through our free weekly kerbside collections.
- **Food and garden waste**
 - We will continue to collect food waste on a weekly basis.
 - We will continue to collect garden waste from our customers.
- **Textiles**
 - We will continue to encourage recycling of textiles through the network of Salvation Army “Bring banks”.
- **Bedding**
 - We will continue to encourage recycling of bedding via the network of animal rehoming charities.
- **Business waste and recycling**
 - We will continue to encourage our business customers to recycle as much waste as possible.
- **Formal notices**
 - We will use our enforcement powers to protect the environment, enforce illegal waste disposal and take action against breaches of planning control.

Make the most of our wider influence

Our campaigns

We will continue to work with partners to influence waste and recycling behaviour. Through Norfolk Waste Partnership we will continue to run a number of campaigns to get people to think more about what they are buying and what will happen to it once they have finished with it.

The Norfolk Waste Partnership has four strategic objectives:

- Reduce the amount of waste generated per household
- Increase the availability of waste reduction, reuse, repair and recycling activities
- Ensure residents and businesses understand the importance of waste as a resource and the range of opportunities for waste reduction, repair, reuse and recycling
- Reduce the overall system cost of dealing with Norfolk’s household waste

Example campaigns include “Everything but the food” to increase recycling of material packaging, “Mission Food Savvy” to reduce food waste and “Refill” which encourages reuse of water bottles at over 500 filling stations across Norfolk.

14. Land use

Plants naturally capture carbon from the atmosphere. It is stored in leaves, stems and roots and eventually accumulates in the soil. However, agriculture can cause it to be released from the soil at a faster rate than it is replaced.

Approximately 46% of emissions in 2023 (613 kt CO₂) across the borough relate to Land Use, Land Use Change, Forestry and Agriculture.

Afforestation and other land-management practices including peatland restoration are ways of increasing the amount of CO₂ captured from the atmosphere and locking it in the land over the long-term.

King's Lynn and West Norfolk has some of the most productive farmland in the country, but relatively few trees. If we are to address climate change more trees and hedgerows will be needed and we will need to look at restoring peatland. As well as storing carbon, these can provide other valuable benefits such as improved open spaces and habitats.

We have our own nursery which uses peat-free compost and no chemicals. In March 2025, we planted a variety of sites including:

- a community orchard in South Lynn
- a living art installation called Beuys Oaks in South Lynn
- Mintlyn crematorium
- Housing sites
- King's Lynn town centre

The Council held its first borough-wide garden wildlife competition in 2025.

Becoming an exemplar

Our land

We will continue to plant trees, shrubs and hedgerows on Council owned land.

Use our direct influence

Planning policy

See identical section on page 10.

Make the most of our wider influence

Tree, shrub and hedgerow planting

We will continue to encourage landowners to plant trees, shrubs and hedgerows to improve biodiversity and help store carbon.

We will continue to hold an annual garden wildlife competition.

15. Energy

Transitioning to Zero Carbon will require a fundamental change in how we generate and consume energy in all aspects of our lives. The Committee on Climate Change reports that the supply of low-carbon electricity will need to quadruple by 2050 in order to meet the needs of the switch to electric vehicles, the move to electric heating and further growth.

The energy infrastructure in the UK is already changing to accommodate more localised renewable energy sources including solar and wind. This section focuses on opportunities from the generation, storage and supply of renewable energy.

Becoming an exemplar

Our buildings

We will continue to improve the energy performance of the buildings we own and manage. This includes provision for solar panels, building management systems, LED lighting and, where appropriate, battery storage.

We will continue to buy our electricity from a net zero source.

The modernisation of the 14th Century St George's Guildhall into a thriving creative and cultural centre provides an opportunity to replace gas boilers and old lighting systems with modern low carbon systems. The site will become an exemplar heritage attraction.

St James swimming pool, opened in 1975, is coming to the end of its economic life and is increasingly expensive to run with high energy costs and carbon emissions due to its age and inefficient design. The Council is considering options to build new sustainable health, swimming, fitness and community facilities to promote active lifestyles.

Generating renewable energy

We will continue to explore opportunities for local solar generation and supply to ensure our buildings and operations reach zero carbon by 2035. For example, we will explore options to use more of the solar power we generate for our usage rather than export to the grid. That will enable us to charge our future battery electric vehicles from our own generated electricity and save money in the long term.

Use our direct influence

Planning Policy

See identical section on page 10.

Make the most of our wider influence

Working with communities

Community energy refers to the delivery of community led renewable energy, energy demand reduction and energy supply projects, whether wholly owned and/or controlled by communities or through partnership with commercial or public sector partners.

We will continue to promote group-buying schemes for renewable energy.

Through Norfolk Climate Change Partnership and the Norfolk/Suffolk Energy Plan we will support the development of community energy projects in Norfolk.

16. Resourcing our strategy

In 2021, the Council established a climate change reserve fund of £1.25 million to help fund a wide range of initiatives to realise the Council's net zero 2035 target and help achieve net zero by 2050 for the borough.

Opportunities for grant funding are limited but where available will be actively pursued for investment in our estate, climate change mitigation measures and community support. To date we have been successful in approximately £4 million worth of grant applications to support our climate change work. That funding has supported the decarbonisation of our buildings, installation of public EV chargers and improvements to the charging facilities for our own vehicle fleet.

We have also helped to direct £14 million towards improvements to the borough's housing stock and helped make residents' homes warmer and more efficient to heat.

We will use the Community Infrastructure Levy and relevant regeneration funding to support our and the community's transition to lower carbon emissions.

Climate change and adaptation are also impacted by a wide range of Council activities and our collective resources will help drive change in areas such as housing, waste, air quality, development, estate management, leisure, corporate services and regeneration.

We will work with partnerships such as the Norfolk Climate Change Partnership, Norfolk Waste Partnership, Norfolk Warm Homes Partnership, Climate East and Transport East to address issues that affect the borough and seek to access opportunities and projects that help with decarbonisation.

At the time of publication of this climate change strategy, details of the Government's Warm Homes Plan are awaited.

Local Government Review is anticipated to introduce new rules on spending over £100,000 that may affect strategic investments in the Council's estate and vehicle fleet.

17. Oversight

The Council's political lead for carbon reduction is the portfolio holder for Climate Change and Biodiversity.

Reports and briefings are provided to Cabinet, overview and scrutiny panels and senior managers.

Progress with the climate change strategy is reported annually to the Environment and Community overview and scrutiny panel and thematic issues are considered by the panel's Climate Change Informal Working Group.

A set of performance indicators are reported quarterly to the Corporate Performance Panel. The panel also receive an annual report from the Norfolk Climate Change Partnership.

An annual Council carbon footprint and analysis of emissions across the geographical borough is published on the Council's website. We will seek to widen the measurement scope of our carbon emissions and improve reporting processes.

The Council's corporate risk register includes an entry relating to climate change and updates are provided to Audit Committee and Corporate Leadership Team.

18. Related strategies and plans

There are a number of related areas of council work that are covered by separate plans and strategies. These include Biodiversity, Air Quality, Transport and Flood and Coastal Management.

19. Biodiversity

Biodiversity and climate change are deeply interconnected, with climate change driving biodiversity loss and, conversely, a healthy environment is crucial for combating climate change.

Public authorities who operate in England must consider what they can do to conserve and enhance biodiversity in England. This is the strengthened biodiversity obligation that the Environment Act 2021 introduced.

The Council is one of few in the East of England to have appointed an Ecologist. A Biodiversity Task Group was established in March 2022 and its work led to the appointment of a Biodiversity Ranger, creation of a Pollinator Action Plan and establishing a garden wildlife competition.

The Pollinator Action Plan was adopted in October 2025 and sets out a clear roadmap to protect and enhance the region's pollinating insects. Pollinators such as bees, butterflies, and beetles play a crucial role in sustaining ecosystems and agriculture.

The Local Plan was adopted in March 2025 and introduced new policy (LP18) relating to biodiversity which requires built-in nesting boxes and/or safe road crossing methods to be incorporated into qualifying new development wherever possible.

Many of the issues associated with biodiversity and safeguarding our environment need to be managed with the help of other organisations and groups. The Council is represented on a number of partnership groups and by working collaboratively more can be achieved ensuring that we are all fulfilling our role in protecting and enhancing biodiversity.

Some of the groups the Council works with to deliver its environmental obligations are as follows: Natural England, The Norfolk Wildlife Trust, The Environment Agency, The Norfolk Biodiversity Partnership, Norfolk County Council, Norfolk Farming and Wildlife Advisory

Group, Norfolk Biodiversity Information Service, Council for the Protection of Rural England, RSPB, The National Trust and the Forestry Commission.

Other groups which the Council is represented on are:

- The Wash and North Norfolk Coast European Marine Site Group
- The Wash Estuary Strategy Group
- The Norfolk Coast Partnership
- Norfolk Biodiversity Partnership

20. Wider collaboration

Everyone living and working in the borough of King's Lynn and West Norfolk has a role to play in the transition to a low carbon society.

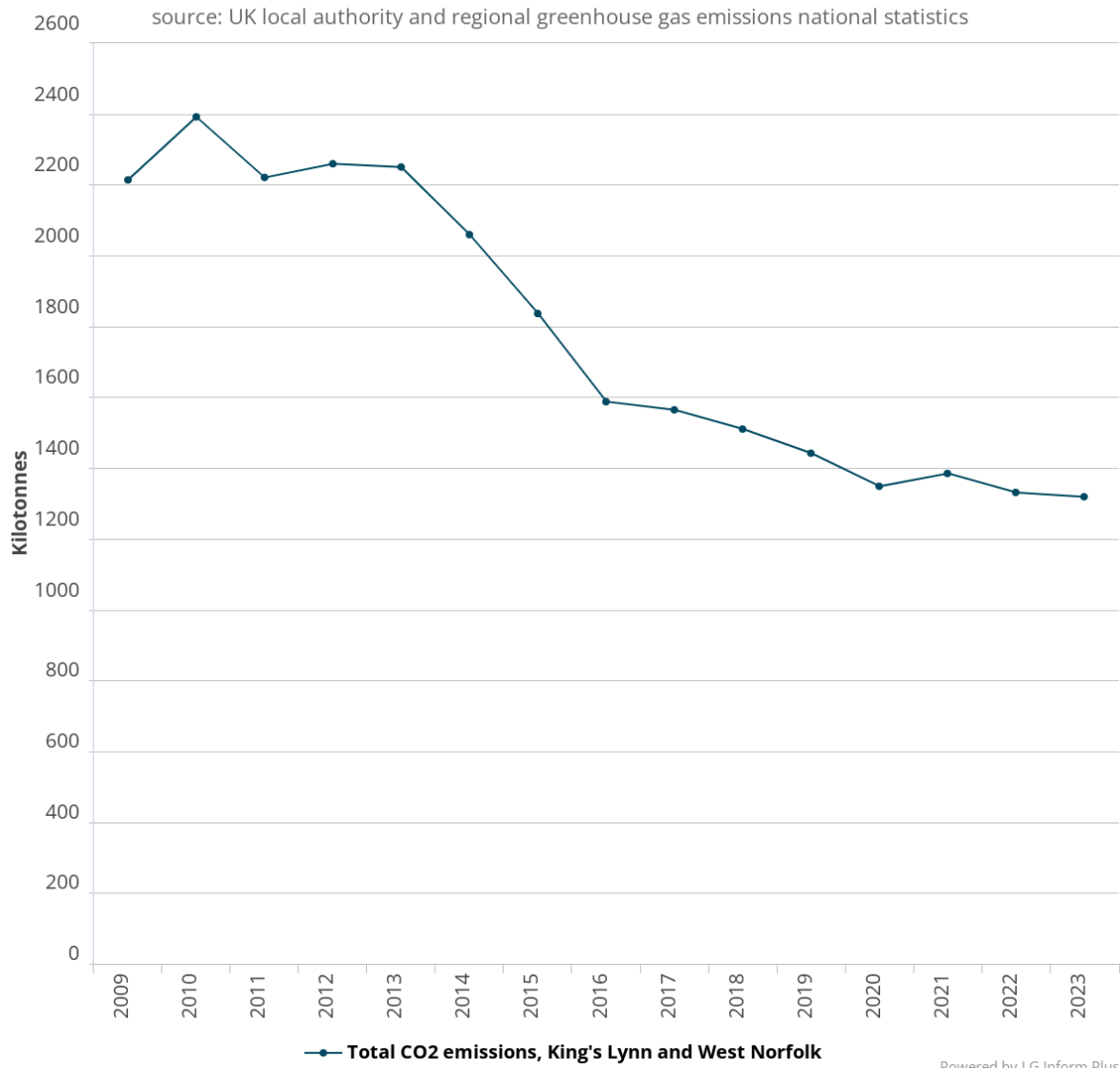
We can work together on this. Get in touch and tell us what else you are doing - climatechange@West-Norfolk.gov.uk

Appendix A – Borough Council of King’s Lynn and West Norfolk net carbon emissions 2023/24

BCKLWN Carbon Audit: 2023/2024				
Emissions Sources	Consumption		Emissions Data	
Scope 1	Activity Data	Unit	t CO ₂ e	kg CO ₂ e
Gas Consumption	6239216.00	kWh	1123.06	1123058.88
LPG Consumption	1.00	tonnes	2.94	2939.29
Oil Consumption	0.00	litres	0.00	0.00
Council Vehicle Fleet	-	-		
Petrol Vehicle	23026.42	litres	49.78	49779.67
Diesel Vehicle	102106.12	litres	261.17	261171.12
Red Diesel	0.00	litres	0.00	0.00
Total Scope 1	-	-	1436.95	1436948.95
Scope 2	Activity Data	Unit	t CO₂e	kg CO₂e
Electricity Consumption	4660919.00	kWh	965.16	965155.14
Total Scope 2	-	-	965.16	965155.14
Scope 3	Activity Data	Unit	t CO₂e	kg CO₂e
Transmission & Distribution Losses	4660919.00	kWh	83.52	83523.67
T&D: EV & Plug-in Hybrid	5889.44	miles	0.48	477.99
Water Supply	76499.00	m ³	13.54	13540.32
Water Treatment	54041.00	m ³	10.86	10862.24
Business Travel	-	-		
Small Petrol Car	4562.64	miles	1.03	1033.88
Medium Petrol Car	22269.47	miles	6.39	6385.93
Large Petrol Car	2962.68	miles	1.30	1298.00
Small Diesel Car	42447.01	miles	9.52	9516.45
Medium Diesel Car	46036.14	miles	12.38	12384.46
Large Diesel Car	12531.70	miles	4.21	4206.84
Bus	3637.12	passenger km	0.37	371.53
Taxi	63.09	passenger km	0.01	9.38
Rail	30461.66	passenger km	10.80	10796.83
Ferry	0.00	passenger km	0.00	0.00
Plane	0.00	passenger km	0.00	0.00
Contractor Travel	-	-		
Refuse Collection Vehicles	410199.40	litres	1029.60	1029600.49
Total Scope 3	-	-	1184.01	1183530.02
BCKLWN Gross Emissions Total	-	-	3586.11	3585634.12
Carbon Offsets / Renewable Tariffs	Activity Data	Unit	t CO₂e	kg CO₂e
Renewable Electricity Tariff	4660919.00	kWh	-965.16	-965155.14
Transmission & Distribution Losses	4660919.00	kWh	-83.52	-80965.89
Total	-	-	-1048.68	-1046121.03
BCKLWN Net Emissions Total	-	-	2537.44	2539513.09

Appendix B – Territorial carbon emissions for King’s Lynn and West Norfolk, 2009-2023

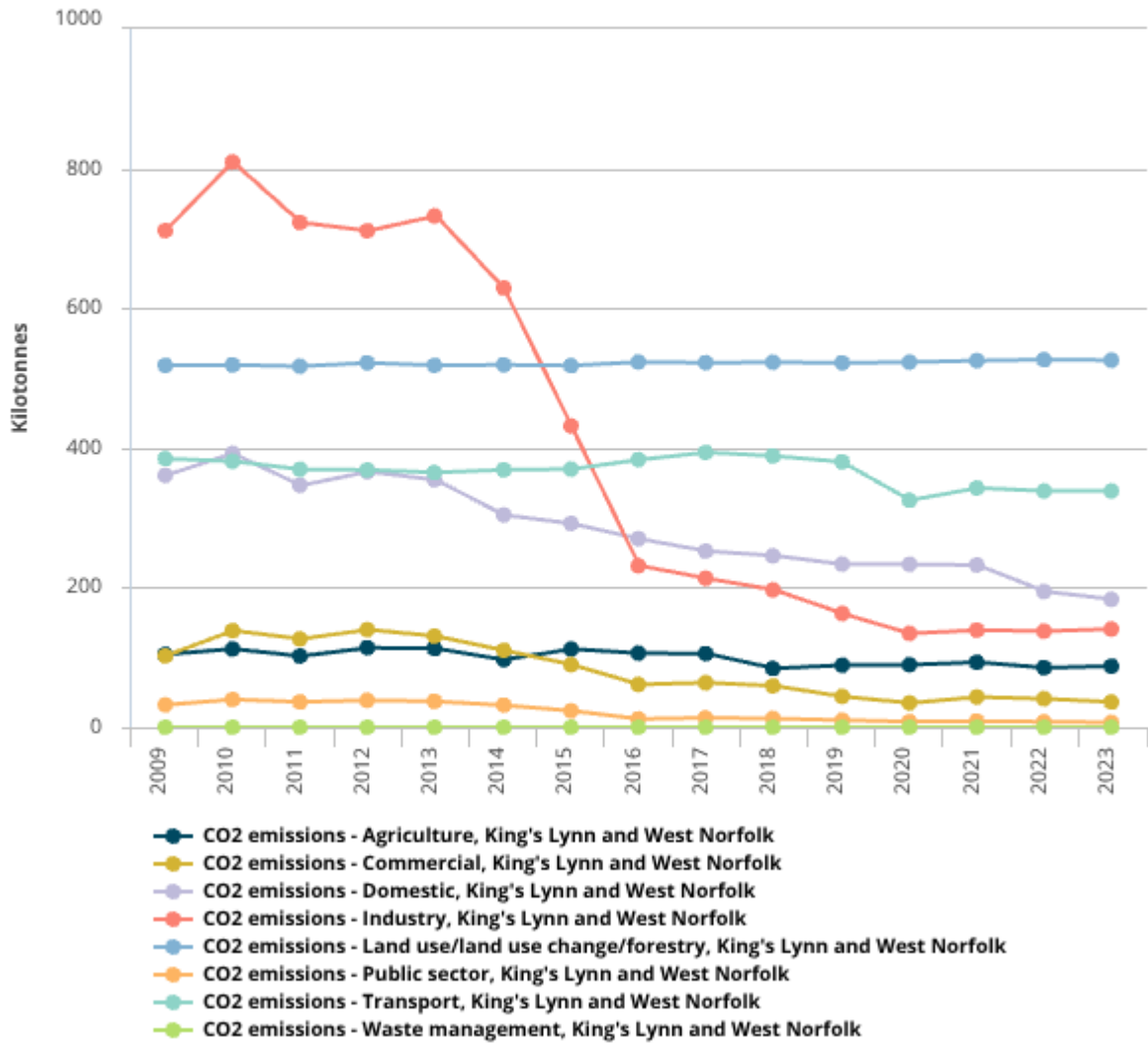
CO2 emissions estimates - Total (kilotonnes) (from 2009 to 2023) for King's Lynn and West Norfolk



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CO2 emissions broken down by sector (kilotonnes) (Kilo tonnes) (from 2009 to 2023) for King's Lynn and West Norfolk

source: UK local authority and regional greenhouse gas emissions national statistics



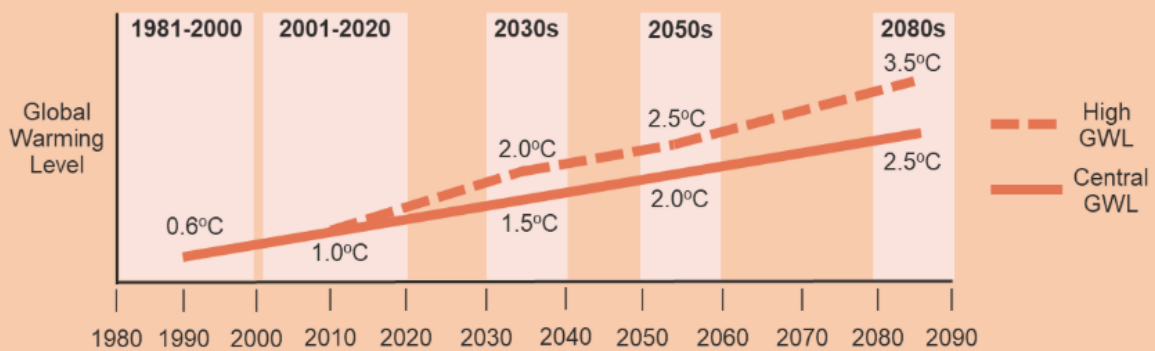
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Appendix C – Met Office climate change projections for King’s Lynn and West Norfolk

Timing of changes



The time when a particular GWL is reached will depend on future global emissions and the sensitivity of the climate system. The two futures present Central and High estimates of global warming over the 21st century. Both are consistent with current-policy global emissions reductions. They have been selected by the Climate Change Committee (CCC) for exploration for the fourth Climate Change Risk Assessment (CCRA4). These futures show the times when particular GWLs may be reached; 4°C may be reached by the end of the century under the High GWL future, but has a low likelihood. The uncertainty in these futures increases over the course of the 21st century.












		0.6°C GWL Baseline 1981-2000	1.0°C GWL Recent Past 2001-2020	1.5°C GWL Paris Agreement	2°C GWL Guidance: Prepare	4°C GWL Guidance: Assess risks
	TEMPERATURE	°C	°C	°C change	°C change	°C change
	Summer Maximum Temperature	29.6 29.0 to 29.7	31.8 30.5 to 33.0	+2.8 +1.4 to +3.9	+3.3 +2.2 to +5.1	+7.0 +5.8 to +8.2
	Summer Average Temperature	16.0 16.0 to 16.0	17.1 16.8 to 17.4	+1.4 +1.0 to +1.9	+2.1 +1.4 to +2.6	+4.1 +3.6 to +4.9
	Winter Average Temperature	4.1 4.1 to 4.1	4.8 4.4 to 5.3	+1.0 +0.6 to +1.4	+1.3 +0.7 to +1.6	+2.8 +1.9 to +3.3
	Winter Minimum Temperature	-7.1 -7.8 to -6.8	-5.5 -6.7 to -4.5	+2.1 +1.4 to +3.0	+2.2 +1.4 to +3.6	+4.2 +3.6 to +5.7
	Annual Average Temperature	9.8 9.8 to 9.8	10.6 10.5 to 10.8	+1.1 +1.0 to +1.3	+1.7 +1.2 to +1.9	+3.4 +2.9 to +3.9
	PRECIPITATION	mm/day	mm/day	% change	% change	% change
	Summer Precipitation Rate	1.67 1.66 to 1.68	1.68 1.48 to 1.84	0 -11 to +13	-3 -24 to +3	-25 -46 to -13
	Winter Precipitation Rate	1.58 1.56 to 1.58	1.63 1.50 to 1.86	+2 -9 to +15	+4 -1 to +12	+14 +7 to +23

Local climate indicators

The table shows projected **climate indicators** for the Local Authority area for a number of Global Warming Levels. For each these are annual totals: a central projection (the Median) and an uncertainty range (the Lower and Upper values are the 10th and 90th percentiles). See also the Scientific Detail (QR Code).



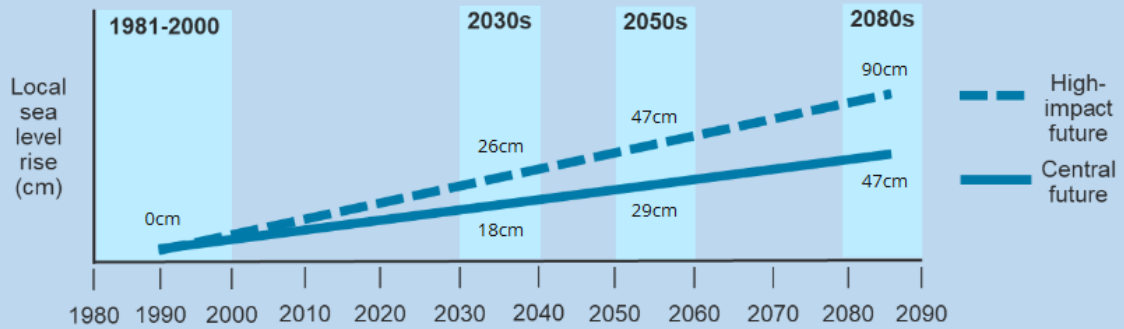
	0.6°C GWL Baseline 1981-2000	1.0°C GWL Recent Past 2001-2020	1.5°C GWL Paris Agreement	2°C GWL Guidance: Prepare	4°C GWL Guidance: Assess risks
 Summer Days* Daily maximum temperature > 25°C High daytime temperatures with health impacts for vulnerable people at risk of hospital admission or death. Transport disruption – e.g. track buckling on railways. Can also indicate periods of increased water demand.	15 14 to 15	25 22 to 31	28 25 to 35	35 28 to 43	64 58 to 77
 Hot Summer Days* Daily maximum temperature > 30°C Increased heat related illnesses, hospital admissions or death. Further transport disruption – e.g. track buckling on railways, road melt. Overhead power lines become less efficient.	1 1 to 1	3 2 to 5	4 3 to 6	6 4 to 9	19 15 to 29
 Extreme Summer Days* Daily maximum temperature > 35°C Increased heat related illnesses, hospital admissions or death affecting not just the vulnerable. Further transport disruption – e.g. track buckling on railways, road melt.	0 0 to 0	0 0 to 1	0 0 to 1	0 0 to 1	3 2 to 6
 Tropical Nights Daily minimum temperature > 20°C Health impact due to high night-time temperatures with potential for heat stress. Vulnerable people at increased risk of hospital admission or death.	0 0 to 0	0 0 to 1	0 0 to 0	0 0 to 1	3 2 to 4
 Frost Days Daily minimum temperature < 0°C Cold weather disruption due to higher than normal chance of ice and snow.	47 46 to 48	34 31 to 42	30 27 to 37	27 22 to 36	10 6 to 19
 Icing Days Daily maximum temperature < 0°C More extreme than frost days, so more severe cold weather impacts.	2 2 to 3	1 0 to 2	1 0 to 2	1 0 to 2	0 0 to 0
 Growing Degree Days[†] Daily mean temperature: °C > 5.5°C Energy available for plant growth over a year. This is not a measure of season length.	1,881 1,878 to 1,884	2,118 2,036 to 2,199	2,201 2,134 to 2,263	2,368 2,244 to 2,437	2,881 2,777 to 3,060
 Heating Degree Days[†] Daily mean temperature: °C < 15.5°C Indicator of energy demand for heating.	2,290 2,288 to 2,291	2,088 2,044 to 2,133	2,009 1,975 to 2,052	1,879 1,835 to 2,022	1,523 1,422 to 1,642
 Cooling Degree Days[†] Daily mean temperature: °C > 22°C Indicator of energy demand for cooling.	28 27 to 29	51 43 to 63	57 50 to 73	71 57 to 90	161 139 to 209

* Summer days above the stated temperature thresholds can occur at any time of year

† Degree Days are not a number of days, but the number of degrees the daily average temperature exceeds the threshold, each day, added up over a year.

King's Lynn and West Norfolk

Sea levels in the Local Authority are expected to rise over the 21st century. Although this result shows the likely range, larger increases cannot be ruled out. Those with a very low risk tolerance to sea level rise should consult EA guidance on H++, which provides an estimate beyond the likely range but within physical plausibility. The science behind these sea level projections can be found in the Scientific Detail (QR code).



More information

The Local Authority Climate Service community site has more information.



The Met Office welcomes feedback on this service.



The Local Authority Climate Service team invites you to contact us at: lacs@metoffice.gov.uk. This is a Beta service.

This work has been supported by Defra as part of the commitments set out within the Third National Adaptation Programme.

Version 1.0

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Appendix D – Borough Council of King’s Lynn and West Norfolk Action Plan

Theme	Action	Lead	When	Measures
Corporate	Publish an annual carbon footprint for the borough Council’s emissions.	Climate Change Manager, Environment and Planning	Dec 2027	Publication of annual footprint
	Develop quarterly monitoring of emissions		Mar 2028	Quarterly emissions estimates
	Publish an annual carbon footprint for the geographic borough of King’s Lynn and West Norfolk.	Climate Change Manager, Environment and Planning	Aug 2027	Publication of annual footprint
	Prepare a climate adaptation risk assessment and strategy.	Climate Change Manager, Environment and Planning	Mar 2027	Risk assessment prepared
	Encourage sustainability awareness through an annual school-based competition.	Climate Change Manager, Environment and Planning	Jun 2027,	Annual school competition
	Development of a decision impact assessment tool.	Interim Governance Manager, Corporate Services	Mar 2026	Impact assessment tool
	Pilot impact assessment tool	Climate Change Manager, Environment and Planning	Jun 2026	
	Launch impact assessment tool	Climate Change Manager, Environment and Planning	Dec 2026	
Encourage improvement of housing in private rented sector.	Housing Standards Manager, Health, Wellbeing and Public Protection	Mar 2028	Number of households supported to improve EPC ratings.	

Theme	Action	Lead	When	Measures
	Link together with Marmot environmental sustainability			
	Using external grant funding, support vulnerable households with housing retrofits.	Housing Standards Manager, Health, Wellbeing and Public Protection	Mar 2028	Grant funding secured for investment in housing retrofit work.
	Hold "Beat your Bills" events to encourage households to reduce the cost of living.	Housing Standards Manager/ Community Health and Wellbeing Manager, Health, Wellbeing and Public Protection	Mar 2028	Number of events held
Workplaces	Engage with development of new Queen Elizabeth Hospital (QEH) and car park.	Assistant Director Environment and Planning	Mar 2028	Engagement with QUH project
	Highlight business exemplars through the annual Mayor's Business Awards - Environmental champion.	Climate Change Manager, Environment and Planning	Mar 2028	Annual awards programme
	Encourage notable practice by local businesses through a business expo.	Climate Change Manager, Environment and Planning	Sept 2027	Business Expo 2027 event
	Explore options for the replacement of the St James swimming pool.	Assistant Director Leisure and Culture	Mar 2028	Development of a replacement pool
	Prepare a feasibility study for efficiencies at pool at the Oasis pool, Hunstanton.	Assistant Director Leisure and Culture	Mar 2028	Feasibility study
	Fund and construct a new renewable energy hub for St George's Guildhall and enterprise hub development.	Project Officer, Regeneration, Housing and Place	Mar 2028 [Overall site contract completion June 2028]	Construction of energy hub

Theme	Action	Lead	When	Measures
	Undertake condition surveys of BCKLWN properties Develop an Asset Management Plan to inform future upgrades to heating, lighting and building management systems.	Operations Asset Manager, Property and Projects	Dec 2026	Condition survey Asset Management Plan
Transport	Planning consent for King's Lynn Enterprise Park (KLEP) Active Travel Hub Development of Towns Fund Active Travel Hubs at Baker Lane (BL) and the Enterprise Park.	Regeneration Programmes Manager, Regeneration, Housing and Place	Apr 2026 Spring 2027	KLEP - 6 EV charging points, cycling infrastructure include secure storage, lockers and associated facilities. BL - cycling infrastructure include secure storage, lockers and associated facilities.
	Support activation of Active Travel Plans – potential sustainable transport initiatives to link with active travel hubs.	Regeneration Programmes Manager, Regeneration, Housing and Place	Mar 2027	Sustainable transport initiatives
	Contribution to the King's Lynn STARS (Sustainable Transport and Regeneration Scheme) project.	Regeneration Programmes Manager, Regeneration, Housing and Place	Mar 2028	Improved walking and cycling links between key parts of King's Lynn. Enhanced green infrastructure with new trees and planting (Baxters Plain).
	Update and review Local Cycling Walking Infrastructure Plan (LCWIP) schemes	Regeneration Programmes Manager, Regeneration, Housing and Place	Mar 2028	Priority list and investment plan
	Engage with Norfolk County Council on electric vehicle charging infrastructure funded by	Business Operations Manager, Operations and Commercial	Mar 2028	Number of EV charging sockets

Theme	Action	Lead	When	Measures
	the LEVI (Local Electric Vehicle Infrastructure scheme).			
	Review Council Travel Plan in light of local government reorganisation and consider alignment with current approaches at affected councils.	Personnel Services Manager, Corporate Services	Mar 2028	Updated Travel Plan
	Exploring staff usage of battery electric cars through a salary sacrifice scheme.	Personnel Services Manager, Corporate Services	Mar 2028	Consideration of scheme
	Upgrade electric vehicle charging infrastructure at appropriate Council sites.	Property and Projects/Operations and Commercial	Mar 2028	Number of EV charging sockets
	Increase electrification of the Council vehicle fleet.	Waste and Recycling Manager, Operations and Commercial	Mar 2028	Number of battery electric vehicles in the fleet.
Recycling and waste	Implement a revised food waste collection service.	Waste and Recycling Manager, Operations and Commercial	Mar 2028	Tonnes collected
	Support Norfolk Waste Partnership recycling initiatives.	Waste and Recycling Manager, Operations and Commercial	Mar 2028	Campaigns supported
	Contribute towards achievement of the 287 kg residual waste per head of population interim targets .	Waste and Recycling Manager, Operations and Commercial	Mar 2028	Meet The Environment Targets (Residual Waste)(England) Regulations 2023.
Energy	Work with Norfolk County Council on the development of the Norfolk/Suffolk Energy Plan.	Assistant Directors, Environment and Planning /Regeneration, Housing and Place	Mar 2028	Publication of Energy Plan
	Engage with Nationally Significant Infrastructure Projects such as Eastern Green Link 3 and 4 Walpole grid upgrade.	Assistant Director Environment and Planning	Mar 2028	Project supported
	Promotion of a group buying scheme to enable households to access solar PV, battery storage and EV chargers.	Climate Change Manager, Environment and Planning	Jul 2027	Number of householder installations per annum.

Theme	Action	Lead	When	Measures
	Maintain purchase of electricity via a net zero tariff.	Assistant Director Property and Projects	Nov 2027	Net zero Tariff in place
	Increase solar PV generation across BCKLWN estate.	Energy and Environment Officer, Property and Projects	Mar 2028	Increase in kW generated
	Increase efficiency of lighting across BCKLWN estate.	Energy and Environment Officer, Property and Projects	Mar 2028	Reduction in on-prem energy use by 2028
	Ensure technology is financially, operationally and environmentally sustainable and contributes to the Council's net-zero objectives. Embed sustainability and lifecycle thinking in all technology decisions. Choose energy-efficient hosting and cloud solutions. Implement circular-economy practices: device reuse, recycling and print reduction. Continuously review total cost of ownership and supplier sustainability credentials.	Programme Director, Corporate Services	Mar 2028	25% reduction in on-prem energy use by 2028. 100% of decommissioned kit recycled or reused. Documented sustainability statement for all new procurements. Reduced print, power, and waste through digital-by-default processes.
	Complete upgrade of BCKLWN streetlighting.	Energy and Environment Officer, Property and Projects	Mar 2028	Lighting replacement complete
	Land use	Secure and enhance regional and local flood infrastructure by supporting the Fens 2100 programme.	Assistant Director Environment and Planning	Mar 2028
	Engage with Norfolk Coast National Landscape Management Plan 2025-2030.	Assistant Director Environment and Planning	Mar 2028	Engage with projects.

Theme	Action	Lead	When	Measures
	Encourage biodiversity through an annual garden wildlife competition.	Climate Change Manager, Environment and Planning	Jul 2027	Annual awards programme
	Develop and implement a BCKLWN tree planting strategy.	Public Open Space Manager, Operations and Commercial	Mar 2028	Strategy developed Number of trees planted
	Deliver a biodiversity corridor project within King's Lynn.	Biodiversity Ranger, Operations and Commercial	Mar 2028	Project completed
	As part of the Pride in Place programme, to regenerate a brownfield site (Devil's Alley) on King's Lynn riverfront using green landscaping measures.	Regeneration Programmes Manager, Regeneration, Housing and Place	Mar 2028	New public open space created
	To implement a greening strategy for Baxters Plain.	Regeneration Programmes Manager, Regeneration, Housing and Place	March 2028	Increase in number of trees

Appendix E – Local Plan 2021-2040 policies adopted March 2025

Policy LP06 – Climate Change

Development shall recognise and contribute to the importance of, and future-proofing against, the challenges of climate change and to support the transition towards meeting the Government target of becoming a net zero economy by 2050, through where relevant:

- Minimising and reducing carbon emissions
 - Locating new development in areas to minimise the need to travel and maximise the ability to make journeys via sustainable modes of transport, such as through public transport such as bus and rail and in accordance with policies LP01 and LP13.
 - Incorporating and encouraging blue/green infrastructure schemes, such as tree planting, to help sequester carbon from the atmosphere in accordance with LP18 and LP23.
 - Minimising and mitigating pollution during both the construction and operational phases of development to reduce potential impacts on existing pollution levels.
 - Exceeding present thermal energy and high efficiency systems set by Building Regulations to reduce domestic CO₂ emissions.
 - Maximising opportunities from solar technologies and through design to support solar orientation and enhance solar gain.
 - Retrofitting of existing buildings with measures to reduce energy and heat consumption will be encouraged and supported.
- Adapting and mitigating the impacts of climate change
 - Ensuring new development is designed and adapted to incorporate climate change and flood risk resilience (in accordance with LP15, LP16, LP22) and the latest Government guidance regarding the use of climate change allowances in flood risk assessments.
 - Minimising and mitigating air pollution so as to reduce the potential for higher temperatures which in turn leads to poorer air quality.
 - Incorporating appropriate water efficiency and water recycling measures, to help minimise the potential for drought and climatic impacts.
 - Supporting and encouraging local businesses to adapt to the need of work pattern changes, including working from home, creating sustainable transport plans, and taking advantage of technological innovations to reduce car dependency within the borough and adapt to climate change.
 - Supporting and encouraging the need and proposal of advanced, high quality and high-speed communications within development proposals and new infrastructure to complement this policy and the wider benefits for social inclusion, reducing travel and improved connectivity and accessibility to digital infrastructure.

For all developments of one hectare in size or more, we will require a sustainability and climate change statement to be submitted as part of a valid planning application. This statement will be a separate document which will answer the six key questions outlined in

the Council's Sustainability and Climate Change Statement Guidance in the full Local Plan document Appendices.

This is in place to demonstrate how new development is addressing beneficial impacts which pay particular attention to LP06, other appropriate policies and our commitment to international and national law.

Policy LP18 – Design and Sustainable Development

Policy LP18 recognises the importance of good design in sustainable development. Developers will be encouraged to refer to publications and best practice on quality design in formulating development proposals. Key design principles include, but are not limited to:

- Protecting existing natural environment assets including green and blue infrastructure.
- Restoring and enhancing local and regional natural systems to increase climate resilience and carbon capture.
- Establishing a network of green and open spaces that create benefits for the whole community.

1. All new development in the borough must be of high-quality design.

2. Where relevant new development will be required to demonstrate its ability to:

a. conserve and enhance the historic and natural environment and reduce environmental risks;

b. enrich the attraction of the borough as an exceptional place to live, work and visit;

c. respond to the context and character of places in West Norfolk by ensuring that the scale, density, layout, materials and access will enhance the quality of the environment;

d. where possible, enhance the special qualities and local distinctiveness of the area (including its historical, biodiversity and cultural character), gaps between settlements, landscape setting, distinctive settlement character, landscape features and ecological networks;

e. optimise site potential, making the best use of land including the use of brownfield land;

f. enhance community wellbeing by being accessible, inclusive, locally distinctive, safe and by promoting healthy lifestyles (see Policy LP38 Community and Culture);

g. achieve high standards of sustainable design.

3. To promote and encourage opportunities to achieve high standards of sustainability and energy efficiency, development proposals will be required to demonstrate:

a. the use of construction techniques, layout, orientation, internal design and appropriate insulation maximised to improve efficiency;

b. the innovative use of re-used or recycled materials of local and traditional materials to decrease waste and maintain local character;

c. the reduction of on-site emissions by generation of cleaner energy where appropriate;

d. within larger developments of sufficient scale, the provision of green space to safeguard wildlife, provide recreation opportunities and improve the quality of life for people living in the

area and the integration of the development into the GI (Green Infrastructure) network, or the creation of linkages to it wherever possible;

e. the provision of good access links for walking and cycling;

f. the provision of built-in nesting boxes (e.g. boxes for migratory bird species, bats, or bee bricks) and/or safe road crossing methods (e.g. for hedgehogs), wherever possible;

g. the promotion of water efficiency - all new housing must meet Building Regulation requirement of 110 l/h/d. Non-domestic buildings, where relevant, should as a minimum reach 'Good' BREEAM ([Building Research Establishment Environmental Assessment Method](#)) status:

h. the incorporation of Sustainable Drainage Systems (SuDS);

i. designs that exceed the present standards set by Building Regulations will be encouraged;

j. water reuse and recycling and rainwater and stormwater harvesting, and other suitable measures have been incorporated wherever feasible to reduce demand on mains water supply;

k. evidence that there is, or will be, sufficient wastewater infrastructure capacity to accommodate the development;

l. at the design stage, that attention has been paid to the Homes England 'Building for a Healthy Life' standard for well-designed homes and neighbourhoods and the Borough Council will encourage all new schemes to be assessed against the Building for a Healthy Life criteria, or successor documents as appropriate;

m. well-designed homes which provide good standard and quality internal environments for their users, promoting health and well-being, will be encouraged including those which meet the National Described Space Standards.

Density of development

4. In seeking to make the most efficient use of land, the Council will expect proposals to optimise the density of development in the light of local factors such as:

a. the setting of the development;

b. the form and character of existing development; and

c. the requirement for any onsite infrastructure including amenity space.

Flood Risk and Climate Change

5. The Council's Strategic Flood Risk Assessment (SFRA) outlines potential flood risk throughout the borough. In order to ensure future growth within the borough is sustainable: the findings of the SFRA will be used to guide planned growth and future developments away from areas of high flood risk, including the coastal area. Development in any location will be expected to manage water sustainably and reduce surface water runoff using multifunctional Sustainable Drainage Systems (SuDS) where possible.

6. Shoreline Management Plans, Marine Plans and associated documents, will also serve to highlight the future needs and changes that may affect coastal communities arising from changes in climate and will be taken into account in decision making.

Renewable Energy

7. The Council and its partners will support and encourage the generation of energy from renewable sources. These will be permitted unless there are unacceptable locational or other impacts that could not be outweighed by wider environmental, social, economic and other benefits. Commercial and agricultural buildings with a significant area of flat/low pitch roofs (over 250m²) should make provision for solar panels within their detailed design to maximise the use of the roof area (see also Policy LP24).

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards St Magaret's with St Nicholas, Gaywood Chase, South & West Lynn	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 Michael de Whalley E-mail: cllr.michael.dewhalley@west-norfolk.gov.uk		Other Cabinet Members consulted: None			
		Other Members consulted: None			
Lead Officer: Dave Robson E-mail: dave.robson@west-norfolk.gov.uk Direct Dial: 015530616302		Other Officers consulted:			
Financial Implications YES/NO	Policy/ Personnel Implications YES/NO	Statutory Implications YES/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES/NO

Date of meeting: 23rd April 2026

TITLE: RAILWAY ROAD EXTENDED AIR QUALITY MANAGEMENT AREA REVOCATION

Summary

This report puts forward the revocation of the current Railway Road Air Quality Management Areas (AQMAs).

Recommendations

Cabinet Resolves:

Revoke Railway Road Air Quality Management Area and revoke Railway Road Extended Air Quality Management Area

Reason for Decision

Air quality levels of nitrogen dioxide (NO₂) have steadily fallen over the last few years and have not exceeded the legal air quality annual mean limit for the last 5 years within the AQMA. If there have been no exceedances over the previous 5 years, then there is no longer a need to have AQMAs in place.

1 Background

- 1.1 This report sets out the basis for the revocation of the Railway Road Air Quality Management Area (2003) and the extended Railway Road Air Quality Management Area (2007).
- 1.2 The Council has a legal duty to review and assessment air quality within its district on an annual basis. An air quality report is prepared and submitted to Department for Environment, Food & Rural Affairs (DEFRA) for approval each year.
- 1.3 The levels of Nitrogen Dioxide (NO₂) have shown a downward trend over the last several years, whilst the covid pandemic saw a further reduction during 2020, 2021 & 2022 there has been no significant post pandemic bounce back. Current NO₂ levels remain below the pre-pandemic levels.

2 Options Considered

- 2.1 As part of its duty to review and assess air quality, the Borough Council has a number of air quality monitoring stations and Diffusion Tubes sites which are used to measure NO₂.
- 2.2 The monitoring results for the previous five years have shown there to be no exceedances of the 40ug/m³ annual objective for Nitrogen Dioxide (NO₂) within the extended Railway Road AQMA (or outside it in the wider King's Lynn urban area).
- 2.3 The Railway Road AQMA was declared in 2003 due to the exceedances of the annual mean objective for NO₂ whose main source of emissions was road transport. Additional monitoring was put in place after the first AQMA was declared.
- 2.4 This subsequent monitoring then showed further exceedances of the NO₂ annual mean objective around the one-way system (Railway Road, Austin Street, Blackfriars) and also the length of London Road from the junction with the Southgates roundabout to Millfleet. The AQMA was then extended in 2007 to include this new area.
- 2.5 No other options have been considered as it is a requirement to revoke an AQMA if there have been five years of complaint monitoring data. Therefore, there is no choice but to revoke the AQMA as there are 5 years of compliant monitoring data.

3 Policy Implications

- 3.1 This report follows DEFRA Local Air Quality Guidance Policy Guidance LAQM PG 22 & Technical Guidance LAQM TG 22. The guidance

states that an AQMA should be revoked if the objective is being met and will continue to do so. Revocation should be considered when levels fall 10 % below the relevant level (which it has). The guidance states “Where there have been no exceedances for the past five years, local authorities must proceed with plans to revoke the AQMA”. This view has been confirmed with the DEFRA Air Quality Helpdesk. The guidance also states, “There should not be any declared AQMAs for which compliance with the relevant objective has been achieved for a consecutive five-year period.”

- 3.2 The draft report has been circulated to Norfolk County Council Director of Public Health.
- 3.3 The 2025 Annual Status Report has been submitted to DEFRA which includes the last five years data demonstrating levels are below the annual mean objective. We have indicated that a Cabinet Report was being drawn up and would be submitted for consideration.
- 3.4 The improving air quality within the district aligns with the Marmot Places work to reduce health inequalities. There are eight Marmot principles: -
 1. Give every child the best start in life.
 2. Enable all children, young people and adults to maximise their capabilities and have control over their lives.
 3. Create fair employment and good work for all.
 4. Ensure a healthy standard of living for all.
 5. Create and develop healthy and sustainable places and communities.
 6. Strengthen the role and impact of ill health prevention.
 7. Tackle racism, discrimination and their outcomes.
 8. Pursue environmental sustainability and health equity together

This report will complement the above principles and have an overall affect of improving the health and well-being of local residents.

4 Financial Implications

- 4.1 No impact on existing budgets is noted. Monitoring will be kept in place to monitor the ongoing background levels and to validate the revocation decision.

5 Personnel Implications

- 5.1 None identified. The Cabinet report can be implemented with existing staffing.

6 Environmental Considerations

- 6.1 The report is proportional to the current and previous 5 years NO₂ monitoring data collected within the AQMA. There has been a steady reduction within the AQMA and at other monitoring locations within the King's Lynn urban area.
- 6.2 A Source Apportionment study identified the main source of the NO₂ within the AQMA to be road transport.
- 6.3 Overall there will be a significant benefit to all local residents that live within the AQMA or travel through it. Residents with respiratory illness and other circulatory disease will feel a particular health benefit from improving air quality.
- 6.4 Some additional benefits include a reduction in asthma and bronchitis symptoms, fewer hospital admissions for respiratory conditions, lower prescription rates for respiratory infections and prevention of premature deaths.
- 6.5 NO₂ is known to have severe effects on vulnerable groups, for example the elderly, children and people already suffering from pre-existing health conditions such as respiratory and cardiovascular conditions.
- 6.6 Significant housing developments in and adjacent to the AQMA have been previously reviewed and their impacts assessed. These include the Knights Hill and West Winch developments. The impacts to traffic flow as part of the Southgates Masterplan and Gyratory review have been considered. No significant impacts have been identified that would prevent the revocation of the AQMA.
- 6.7 Additional monitoring has been put in place for new housing development once they have received planning permission. This monitoring will continue as it verifies the modeling work completed as part of the planning process.
- 6.8 The main source of NO₂ identified within the AQMA was from road transport, specifically cars and buses. The emissions from the road transport sector continue to fall for many different reasons, both national and local. The move away from ICE vehicles to EV's will further improve air quality and reduce NO₂ emissions. There have also been changes in travel patterns post covid such as more home working & home shopping deliveries. There has also been a reduction in the background NO₂ concentrations as other sectors such as industry and power production as the move from fossil fuels to renewal sources such as solar and wind.

7 Statutory Considerations

- 7.1 The Council has a statutory duty under Part IV of the Environment Act 1995 to review and assess air quality within its district. DEFRA issue Statutory Guidance for Local Authorities to follow namely, LAQM. TG22 for technical issues and LAQM. PG 22 for policy matters.
- 7.2 DEFRA guidance states that if there have been no exceedances of the relevant objective, then there is no longer a requirement to have an AQMA and it should be revoked.
- 7.3 The Air Quality Action Plan (AQAP) that was previously adopted was required because the Council had declared an AQMA. As the AQMA is to be revoked, the AQAP will be replaced in due course with an Air Quality Strategy.
- 7.4 For those Local Authority that do not have an AQMA and AQAP, there is now statutory guidance to have an Air Quality Strategy (AQS). The Council will therefore bring forward a draft AQS for consideration in due course.

8 Equality Impact Assessment (EIA)

- 8.1 A pre-screening EIA has been completed and did not indicate a negative impact on any protected characteristic and a positive impact for those with respiratory illness or pre-existing health condition. Improving air quality will benefit many different groups in the local area as detailed in section 6 above.

9 Risk Management Implications

- 9.1 If the Council were not to revoke the AQAP as per the DEFRA guidance, then we would be open to legal challenge as to why the AQMA remains when there have been no exceedances of the NO₂ annual mean object over the last five years.
- 9.2 The revocation of the AQAM should be seen a positive step tying in with several corporate objectives to improve the health and wellbeing of local residents.

10 Declarations of Interest / Dispensations Granted

- 10.1 None identified.

11 Background Papers

Air Quality Reports https://www.west-norfolk.gov.uk/info/20137/air_quality/169/air_quality_information

Air Quality Management Areas https://www.west-norfolk.gov.uk/info/20137/air_quality/170/air_quality_management_areas

DEFRA LAQM guidance <https://laqm.defra.gov.uk/guidance/>

https://consult.defra.gov.uk/airquality/air-quality-plan-for-tackling-nitrogen-dioxide/supporting_documents/Draft%20Revised%20AQ%20Plan.pdf



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	Revocation of Railway Road extended Air Quality Management Area				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New		Existing	X	
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.	Reduction of nitrogen dioxide levels within the Railway Road extended air quality management area are below the statutory annual mean objective for the last 5 years. This means that there is no longer a legal requirement to have an AQMA in place. The report sets out the reasons to revoke the AQMA. Statutory guidance states where there are 5 years of compliance, the AQMA should be revoked.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	None, existing.				
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) Respiratory Illness & vulnerable groups, & pre-existing medical conditions			X		
Please provide a brief explanation of the answers above:					



<p>The policy change is a result of improvements to air quality. Furthermore, statutory guidance states where there are 5 years of compliance, the AQMA should be revoked. As such the policy change is reactive and there would be neutral impact on protected characteristics as a result of this change.</p>		
Question	Answer	Comments
<p>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?</p>	<p>Yes / No</p>	
<p>3. Could this policy/service be perceived as impacting on communities differently?</p>	<p>Yes / No</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>	<p>Yes / No</p>	<p>Actions: None</p>
		<p>Actions agreed by EWG member: C Dorgan.....</p>
<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>Decision agreed by EWG member:</p>		
<p>5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	<p>Yes / No</p>	<p>Please provide brief summary:</p>
<p>Assessment completed by: Name</p>	<p>Dave Robson</p>	
<p>Job title</p>	<p>Environmental Health Manager</p>	
<p>Date completed</p>	<p>2nd March 2026</p>	



Reviewed by EWG member	C Dorgan	Date	02/04/26
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✓ Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)

Railway Road AQMA Revocations

Non-Technical Summary

Borough Council of
King's Lynn &
West Norfolk



Background



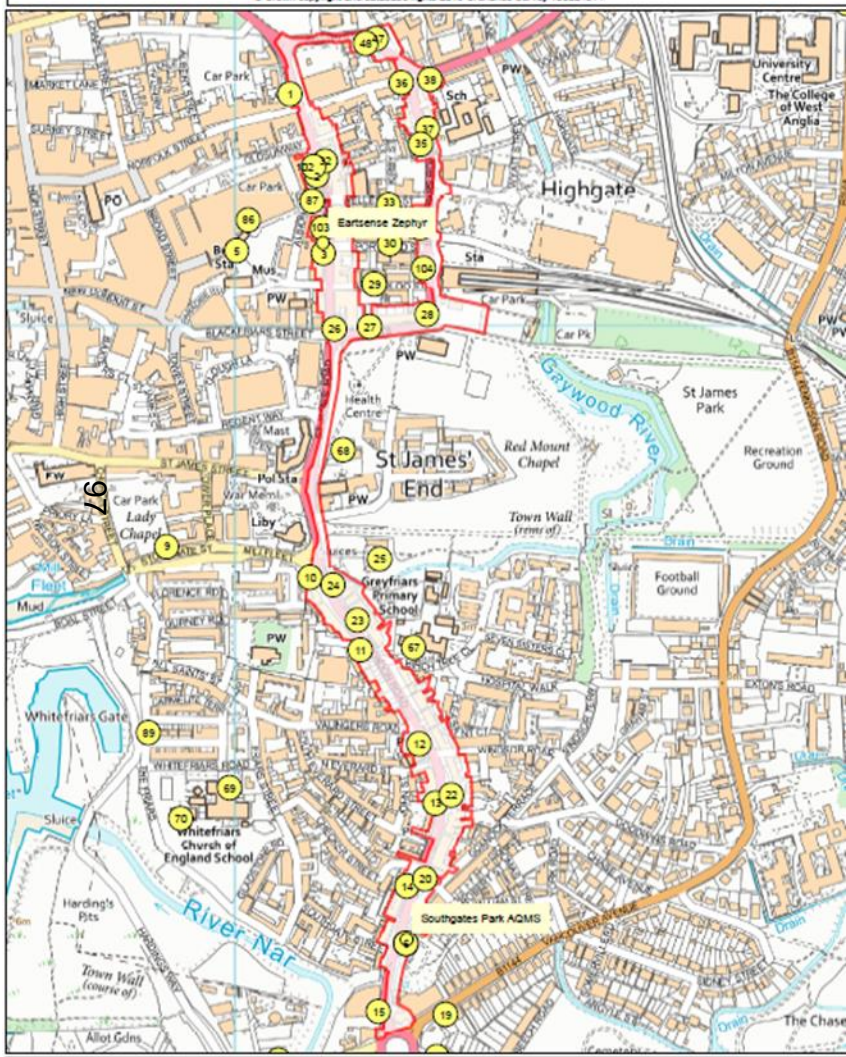
Air Quality in King's Lynn 1/2

- Councils have a legal duty to review and assess air quality (Part 4 Environment Act 1995)
- DEFRA set legal air quality standards & objectives
- The Borough Council follow DEFRA's statutory policy guidance & technical guidance
- The Borough Council produce an Annual Status Report (ASR)
- The ASR is appraised by Norfolk Public Health and submitted to DEFRA for approval



Air Quality in King's Lynn 2/2

- Officers use a mix of screening tools, modelling and monitoring to assess air quality against the National Air Quality Objectives
- There are two Air Quality Monitoring stations measuring Nitrogen Dioxide (NO₂) at Gaywood Clock and Southgates Park
- There were 75 Diffusion Tubes locations measuring NO₂
- https://www.west-norfolk.gov.uk/info/20137/air_quality/171/air_pollution_levels



AQ Monitoring Locations



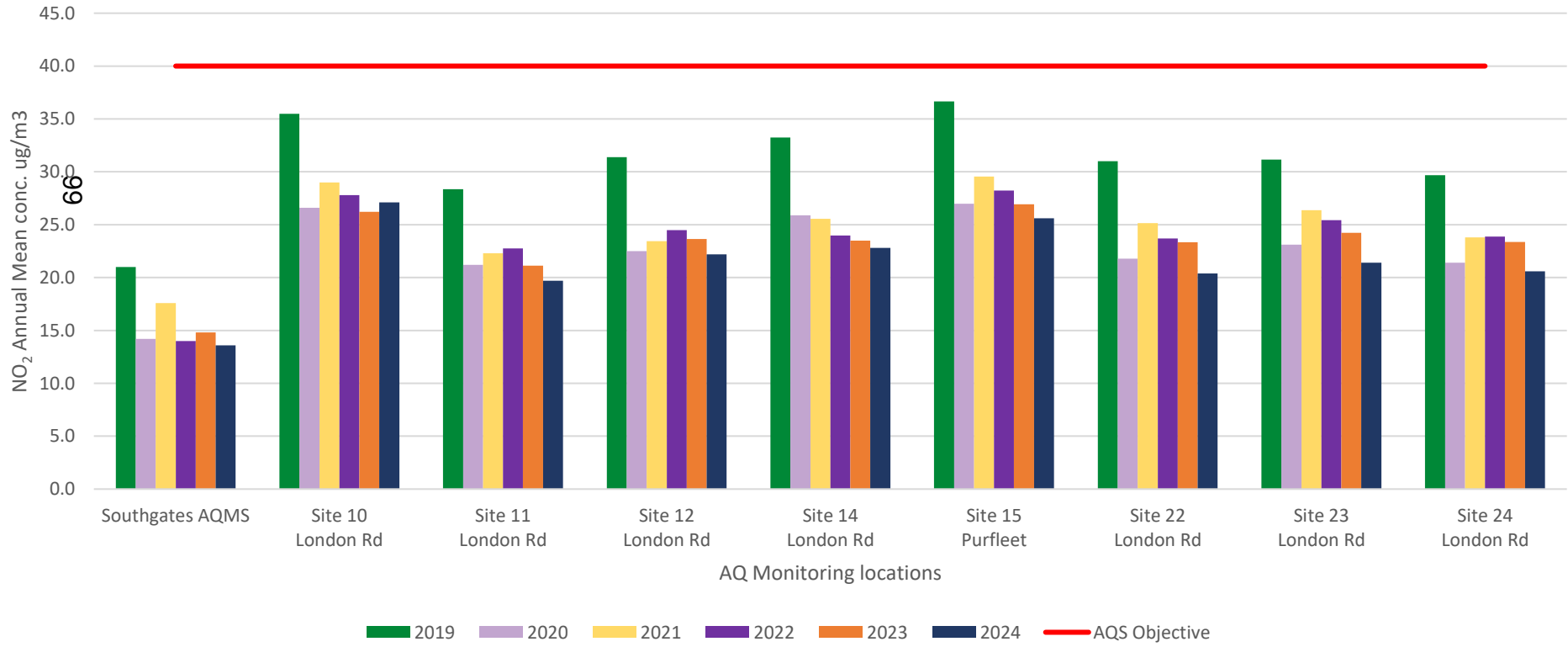
Railway Road AQMA Results

NO₂ Results 2019 - 2024
Railway Rd - Blackfriars AQMA



London Road AQMA Results

NO₂ Results 2019 - 2024
Along the London Rd AQMA



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Railway Road Air Quality Management Areas

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



Air Quality Management Areas

- Where monitoring shows an exceedance of an air quality objective, the Local Authority must declare an Air Quality Management Area (AQMA)
- 109 • The area covered is shown on the following slide
- The area was declared because Nitrogen Dioxide was measured in the past above the annual mean objective of $40\mu\text{g}/\text{m}^3$
- The main source is from road traffic



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



Air Quality Management Order (Railway Road)

Borough Council of King's Lynn & West Norfolk, King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX (the Council) in exercise of the powers conferred on it by the Environment Act 1995 Section 83 makes the following Order:-

- 1 This Order may be cited as the Borough Council of King's Lynn & West Norfolk Air Quality Management Area Order (Railway Road) and will come into operation on 1st November 2003.
- 2 The designated area, hatched on the plan prepared and sealed with the Common Seal of the Council, is declared to be the Air Quality Management Area for the Pollutant Nitrogen Dioxide (NO₂). The plan is deposited at the offices of the Council and can be inspected during normal working hours in the Environmental Protection Service at King's Court, Chapel Street, King's Lynn.
- 3 This Order may be varied or revoked by a subsequent Order.
- 4 Within 12 months of this Order coming into operation, the Council will carry out a further assessment of the current air quality, and the likely future air quality within the newly designated area to which this Order relates, and whether the air quality within the designated area is likely or unlikely to meet the air quality objectives for Nitrogen Dioxide.
- 5 Within 12 months of this Order coming into operation, the Council will prepare a written action plan in order to pursue the achievement of air quality standards and objectives in the designated area.
- 6 The Council may revise the area and/or the action plan from time to time.

Dated: 1st November 2003

THE COMMON SEAL OF
THE BOROUGH COUNCIL OF
KING'S LYNN AND WEST NORFOLK
was hereunto affixed in the presence
of:-

Duly Authorised Signatory

F:\EH\LP\HEEP\A\Qam\Order\Railway\A21_7_03.doc
14-10-03



Railway Road AQMA (2003)

The first AQMA
was declared for
a small section
of Railway Road
around the bus
station entrance

Borough Council of
King's Lynn &
West Norfolk



BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

ENVIRONMENT ACT 1995, SECTION 83

THE BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK
AIR QUALITY MANAGEMENT AREA VARIATION ORDER
(Railway Road) 2007

Whereas on the 1st November 2003 The Borough Council of King's Lynn & West Norfolk ("the council") made the Borough Council of King's Lynn & West Norfolk Air Quality Management Area Order (Railway Road) ("the 2003 Order") declaring that the area hatched on the map attached thereto to be an Air Quality Management Area ("the Designated Area") for the pollutant Nitrogen Dioxide (NO₂).

Following the latest Review & Assessment Report issued on the 16th December 2005, the Council has decided that the Designated Area needs to be expanded and, in exercise of its powers conferred upon it by section 83 (2) (a) of the Environment Act 1995, it hereby varies the 2003 Order by declaring that on the sealing of this Order the Designated Area is to be that etched red and shaded blue as indicated on the plan attached hereto in place of that indicated on the plan attached to the 2003 Order.

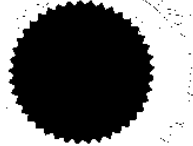
The Order shall be cited as the Borough Council of King's Lynn & West Norfolk Air Quality Management Area Variation Order (Railway Road) 2007.

The order shall remain in force until it is varied or revoked by a subsequent order.

The Common Seal of the Borough Council of
King's Lynn and West Norfolk

Legal Services Manager
Duly Authorised Signatory

This 9th day of February 2007



London Road Air Quality Management Area



On Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office. This document is the property of the Borough Council of King's Lynn & West Norfolk. It is to be used for the purposes specified in the order and may not be reproduced or transmitted in any form or by any means without the prior written permission of the Borough Council of King's Lynn & West Norfolk.

Legal Services Manager
Duly Authorised Signatory

Extended Railway Road AQAM (2007)

The Railway Road Air Quality Management Area was extended to include London Road and the whole gyratory (one way road system) in 2007.



Reasons for Revocation 1/3

- The national air quality objective for Nitrogen Dioxide (NO₂) is not to exceed an annual average of 40µg/m³
- µg/m³ = micrograms of pollutant per cubic metre of air
- The objective has not been exceeded since 2019
- There are 5 years of monitoring data showing no exceedances in the AQMA



Reasons for Revocation 2/3

- There have been no exceedances outside the AQMA in the King's Lynn Urban area over the last 5 years
- The levels of NO₂ have shown a downward trend over the last several years, whilst the covid pandemic saw a further reduction during 2020, 2021 & 2022 there has been no significant post pandemic bounce back. Current NO₂ levels remain below the pre-pandemic levels
- The highest level inside the AQMA during 2024 was 32ug/m³

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Reasons for Revocation 3/3

- Significant housing developments in and adjacent to the AQMA have been previously reviewed and their impacts assessed. These include the Knights Hill and West Winch developments.
- The impacts to traffic flow as part the Southgates Masterplan and Gyratory review have been considered.
- No significant impacts have been identified that would prevent the revocation of the AQMA.
- DEFRA guidance states that if there have been no exceedances of the relevant objective for the previous 5 years, then there is no longer a requirement to have an AQMA and it should be revoked

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REPORT TO CABINET

Open		Would any decisions proposed:		
Any especially affected Wards	Mandatory/	(a) Be entirely within Cabinet's powers to decide	YES	
	Operational	(b) Need to be recommendations to Council	NO	
		(c) Be partly for recommendations to Council and partly within Cabinet's powers –	NO	
None				
Lead Member: Councillor Chris Morley E-mail: cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet		
		Other Members consulted:		
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616432		Other Officers consulted: Senior Leadership Team, Service Managers.		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications (incl S.17) YES	Equal Opportunities Implications NO	Risk Management Implications YES

Cabinet Date: 23 April 2026

BUDGET MONITORING QUARTER 3 2025/2026

Summary

This report provides an assessment of the council's financial performance against its 2025/2026 approved budget, incorporating key financial risks, issues, and opportunities since 1 April 2025 for revenue and capital items. The year-end forecasts take into consideration emerging data from service managers along with actual income and expenditure from 1 April 2025 to 31 December 2025.

Revenue	Approved Budget 2025/2026	Forecast Position 2025/2026	Forecast Variance 2025/2026
	£	£	£
Borough Spend	26,128,470	26,054,806	(73,664)
Financing	(26,128,470)	(26,640,470)	(512,000)
Contributions to/(from) General Fund Reserve	0	585,664	585,664

The current forecast position is estimating a £585,664 transfer to the General Fund Reserve. This is a favourable movement against the original budget which will result in an increased balance in the General Fund Reserve as at 31st March 2026 of £10,604,234.

The forecast has moved favourably from Quarter 2 by £202,294 to a favourable position of £585,664 compared to the original balanced budget.

Appendix A to the report includes detailed key changes to the forecast. Summary key movements to the forecast include:

Forecast Variances	2025/2026 £
Members allowances and National Insurance	136,000
Development Control income forecast to be higher than plan	(210,900)
External Legal fees provision increased	125,000
Crematorium fees lower than expected	200,000
Refuse - Chargeable Disposals Costs grant lower than planned	417,800
Forecast over achievement of turnover target savings	(1,362,730)
Unbudgeted level of discretionary benefit payments to those in temporary and supported accommodation	670,600
Additional revenue from Council Tax and Drainage Board Levy Grant	(512,000)
Other	86,566
Grand Total	(585,664)

Recommendation

It is recommended that Cabinet:

1. Note the forecast outturn for Revenue and Capital monitoring position as at 31st December 2025 for 2025/2026.
2. Agree to update the Capital Programme as set out in section 3 of the report.

Reason for Decision

To keep Cabinet informed of performance against budget for Capital and Revenue 2025/2026 based on Quarter 3 data.



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	Quarterly Budget Monitoring reports to Cabinet				
Is this a new or existing policy/ service/function? (<i>tick as appropriate</i>)	New		Existing	Y	
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 report provides a forecast of spend and income against budget for Revenue and Capital.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	TheCorporate Leadership Team, Portfolio Holders.				
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)			√		
<p>Please provide a brief explanation of the answers above: The report states factual data based on actual spend and income of the Borough Council, it is not a policy.</p>					



Question	Answer	Comments
<p>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?</p>	<p>Yes / No</p>	<p>It reports estimated data for spend and income without prejudice</p>
<p>3. Could this policy/service be perceived as impacting on communities differently?</p>	<p>Yes / No</p>	<p>It reports estimated data for spend and income without prejudice</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>	<p>Yes / No</p>	<p>Actions: No impacts identified.</p> <hr/> <p>Actions agreed by EWG member: </p>
<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>Decision agreed by EWG member:</p>		
<p>5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	<p>Yes / No</p>	<p>Please provide brief summary:</p>
<p>Assessment completed by: Name</p>	<p>Carl Holland</p>	
<p>Job title</p>	<p>Assistant Director - Finance</p>	
<p>Date completed</p>	<p>8 April 2026</p>	
<p>Reviewed by EWG member</p>	<p>Jo Stanton</p>	<p>Date 14 April 2026</p>



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The Budget 2025/2026

Monitoring Report

31 December 2025 – Quarter 3

Carl Holland
Assistant Director Finance
Deputy Section 151 Officer

The Budget Monitoring Report 2025/2026: Quarter 3 – 31 December 2025

1. Introduction and Summary

This report provides an assessment of the council's financial performance against its 2025/2026 approved budget, incorporating key financial risks, issues, and opportunities since 1 April 2025 for revenue and capital items. The year-end forecasts take into consideration emerging data from service managers along with actual income and expenditure for the period 1 April 2025 to 31 December 2025.

The key sections of the report are laid out as follows:

- General Fund (Revenue) – Section 2 and Appendix A
- Capital – Section 3 and Appendix B
- Reserves – Section 4

Risks and Key Items

Following Norfolk being accepted onto the Governments Devolution Priority Programme, Council Leaders and Officers from across the Norfolk councils are working together on Local Government Reorganisation proposals. This continues to progress at pace to achieve the requirements and timeframe outlined by MHCLG. Full proposals have been submitted. Final outcomes are expected to be announced in March 2026, meaning there is ongoing uncertainty surrounding the impact this may have on the authority.

As at December 2025, inflation is at 3.5%, a reduction from 3.8% in September 2025. This is still above the 2% target level set by Government. The lasting effect from inflation on individuals and businesses is being monitored in terms of impacts:

- from increasing revenue costs and demand for the Council's services
- risk to recovery of monies collected by the Council
- risk that could delay and/or increase the cost of capital projects
- slow sales from the housing development programme, increases pressure on the Council's cashflows

At the end of Quarter 3, the Bank of England base rate was lowered to 3.75%, from 4.00% in September 2025.

The Council set its original budget for Revenue and Capital at its meeting on 27 February 2025. The following table shows a summary of the forecast revenue position for the year based on information arising from the period 1 April 2025 to 31 December 2025.

Table 1

Revenue	Approved Budget 2025/2026	Forecast Position 2025/2026	Forecast Variance 2025/2026
	£	£	£
Borough Spend	26,128,470	26,054,806	(73,664)
Financing	(26,128,470)	(26,640,470)	(512,000)
Contributions to/(from) General Fund Reserve	0	585,664	585,664

The Council approved a balanced budget for the 2025/2026 financial year. As a result, there was no budget requirement for a contribution to/from the General Fund Reserve for the financial year. However, the current forecast position is estimating a £585,664 transfer to the General Fund Reserve. This is a favourable movement of £585,664 against the original budget which will result in an increased balance in the General Fund Reserve of £10,604,234 at 31 March 2026.

Table 2 below shows a summary of the forecast capital position for the year based on information arising from the period 1 April 2025 to 31 December 2025.

Table 2

Capital	Approved Budget Adjusted for Rephasing 2025/2026	Updated Budget to Q2 Monitoring Report	Forecast Q3 2025/2026	Actual as at 31 December 2025
	£	£	£	£
Tier 1: Major Projects	41,321,250	35,889,970	32,376,940	22,322,436
Tier 2: Operational Schemes	7,077,410	7,132,410	5,853,970	3,061,008
Subtotal	48,398,660	43,022,380	38,230,910	25,383,444
Tier 3: Pipeline Schemes	2,129,030	2,129,030	2,106,980	0
Total Including Exempt	50,527,690	45,151,410	40,337,890	25,383,444

Proposed amendments can be found in Table 4 of this report and in Appendix B.

If further information is required regarding this report, please do not hesitate to contact Carl Holland (Interim Assistant Director – Finance and Deputy S151 Officer).

2. Revenue Budget 2025/2026

The budget for 2025/2026 was presented to Cabinet on 4 February 2025 and approved by Council on 27 February 2025 in accordance with the process for approving the Medium-Term Financial Strategy 2024/2029.

A summary of the revenue budget position as at 31 December 2025 is shown below in Table 3. Further detail of the movements can be seen in Appendix A.

Table 3

Forecast Outturn Position	Approved Budget 2025/2026	Forecast Position 2025/2026	Forecast Variance 2025/2026
Service	£	£	£
Corporate Services	4,334,330	4,473,060	138,730
Chief Executive	55,000	55,000	0
Environment and Planning	2,618,640	2,324,660	(293,980)
Health Wellbeing and Public Protection	489,400	541,500	52,100
Legal, Governance and Licensing	2,286,990	2,418,890	131,900
Leisure and Community Facilities	1,805,420	1,844,520	39,100
Operations and Commercial	454,880	1,073,453	618,573
Programme and Project Delivery	(579,290)	(629,290)	(50,000)
Property and Projects	(1,395,780)	(1,357,580)	38,200
Regeneration Housing & Place	1,560,320	1,550,320	(10,000)
Resources	8,226,140	7,487,853	(738,287)
Financing Adjustment	2,542,640	2,542,640	0
Internal Drainage Boards	3,729,780	3,729,780	0
Borough Spend	26,128,470	26,054,806	(73,664)
Contributions to/(from) General Fund Balance	0	585,664	585,664
Borough Requirement	26,128,470	26,640,470	512,000
Funding			
Revenue Support Grant	(1,052,270)	(1,052,270)	0
New Homes Bonus	(293,360)	(293,360)	0
Other Government Grants	(1,147,680)	(1,496,680)	(349,000)
Business Rates	(14,971,290)	(14,971,290)	0
Council Tax	(8,663,870)	(8,826,870)	(163,000)
Total Funding	(26,128,470)	(26,640,470)	(512,000)
Funding Position	0	0	0

3. Capital Budget 2025/2026

A summary of the position as at 31 December 2025 for the capital programme is shown below in Table 4. A further breakdown of the capital programme is included at Appendix B.

Table 4

	Approved Budget Adjusted for Rephasing 2025/2026	Updated Budget to Q2 Monitoring Report	Updated Budget 2025/2026	Actual as at 31 December 2025
	£	£	£	£
Tier 1 Major projects				
Enterprise Zone (Property and Projects):	448,460	448,460	116,250	116,246
Major Housing Development (Companies and Housing):	23,983,370	23,983,370	23,971,750	18,817,449
Other Major Projects	16,889,420	11,458,140	8,288,940	3,388,741
<i>Subtotal</i>	<i>41,321,250</i>	<i>35,889,970</i>	<i>32,376,940</i>	<i>22,322,436</i>
Tier 1 Exempt projects				
Exempt Schemes	0	0	1,500,000	0
<i>Subtotal</i>	<i>-</i>	<i>-</i>	<i>1,500,000</i>	<i>0</i>
Total Tier 1	41,321,250	35,889,970	33,876,940	22,322,436
Tier 2 Operational Schemes				
Corporate	807,940	807,940	947,940	162,417
Health, Wellbeing & Public Protection	2,620,160	2,620,160	2,707,010	1,605,073
Leisure and Community Facilities:	267,480	267,480	280,000	225,175
Operational and Commercial:	3,275,450	3,305,450	1,676,950	992,948
Property and Projects:	89,730	114,730	225,420	75,395
Finance:	16,650	16,650	16,650	0
Total Tier 2	7,077,410	7,132,410	5,853,970	3,061,008
Tier 3 Operational Schemes				
Corporate	300,000	300,000	0	0
Health, Wellbeing & Public Protection	86,850	86,850	-	0
Leisure and Community Facilities:	403,000	403,000	-	0
Operational and Commercial:	494,150	494,150	286,480	0
Property and Projects:	406,970	406,970	280,500	0
Regeneration, Housing & Place:	241,060	241,060	30,000	0
<i>Subtotal</i>	<i>1,932,030</i>	<i>1,932,030</i>	<i>596,980</i>	<i>0</i>
Tier 3 Exempt Schemes				

	Approved Budget Adjusted for Rephasing 2025/2026	Updated Budget to Q2 Monitoring Report	Updated Budget 2025/2026	Actual as at 31 December 2025
Exempt Schemes	197,000	197,000	40,000	0
<i>Subtotal</i>	<i>197,000</i>	<i>197,000</i>	<i>40,000</i>	<i>0</i>
Total Tier 3	2,129,030	2,129,030	606,980	0
Total Capital Programme (Tiers 1, 2, 3)	50,527,690	45,151,410	40,367,890	25,383,444

The procedural framework in the Council's Capital Strategy outlines the three-tier structure of our capital programme, ensuring thorough planning, execution, and monitoring of all capital projects from development through to major project completion.

The above includes an addition to budget in Tier 3, to fund feasibility and conceptualisation regarding potential works in conjunction with the Norfolk Fire and Rescue Service as a possible Construction Infrastructure Levy (CIL) project. A report will be brought to Cabinet for consideration of the scheme.

The finance process involves requesting approval to implement the capital project by completing the Request to Proceed with the Capital Project form and submitting it to Finance where this will then be subject to approval by the Chief Finance Officer under the Scheme of Delegation. This is Cabinet, where it is a key decision or Council if amendments are required to the approved Capital Programme. Once approved the project will be promoted to Tier 1 or 2 of the Capital Programme depending on whether the project is classed as a major project or not.

4. Reserves

The main reasons the Council holds reserves are to:

- manage known financial risks
- hold funding as one-off contributions to expenditure, allowing ongoing revenue budget reductions
- manage timing difference between the receipt of funding and actual spend
- hold ring-fenced funds such as specific grants

Table 5 below shows the estimated impact to the General Fund Reserve balance based on the current forecast position.

Table 5

Revenue	Approved Budget 2025/2026	Forecast Position 2025/2026	Forecast Variance 2025/2026
	£	£	£
Borough Spend	26,128,470	26,054,806	(73,664)
Financing	(26,128,470)	(26,640,470)	(512,000)
Contributions to/(from) General Fund Reserve	0	585,664	585,664

The General Fund Reserve Balance is used to support the revenue budget as set out in the Medium-Term Financial Strategy. However, the council also holds a number of earmarked reserves which are held for specific purposes. Table 6 shows the budgeted movements to/(from) earmarked reserves and provides notes in respect of any in year movements against these reserves for the period 1 April 2025 to 31 December 2025.

Table 6

Reserves	Opening balance 1 April 2025	Budgeted movement to/(From) Revenue	Transfers	In year movement to/(From) Revenue	Note	Forecast Outturn Balance 31 March 2026
Ring Fenced Reserves						
Amenity Areas	(52,195)	0	0	0		(52,195)
Capital Programme Resources	(825,857)	520	53,598	0		(771,739)
Collection Fund Adjustment Reserve	(4,153,779)	0	0	0		(4,153,779)
Grants Reserves	(1,803,500)	45,010	0	0		(1,758,490)
Holding Accounts	(374,296)	0	300,000	0		(74,296)
Other	(144,025)	(57,240)	0	0		(201,265)
Planning Reserves	(183,972)	(22,390)	37,056	0		(169,306)
Repairs and Renewal Reserves	(662,242)	(50,640)	49,149	0		(663,733)
Ring Fenced Reserves	(7,332,432)	(1,035,720)	1,250,391	304,900	1	(6,812,861)
Educational Skills Attainment	(187,902)	80,000	0	0		(107,902)
Sub Total	(15,720,200)	(1,040,460)	1,690,194	304,900		(14,765,566)
Risk Management						
Capital Programme	(64,413)	0	0	0		(64,413)
Holding Accounts	(30,003)	0	30,003	0		0

Reserves	Opening balance 1 April 2025	Budgeted movement to/(From) Revenue	Transfers	In year movement to/(From) Revenue	Note	Forecast Outturn Balance 31 March 2026
Insurance	(204,908)	(79,080)	0	0		(283,988)
Planning Reserves	(22,947)	0	0	0		(22,947)
Ring Fenced Reserves	(45,155)	0	0	0		(45,155)
Sub Total	(367,426)	(79,080)	30,003	0		(416,503)
Service Delivery						
Capital Programme Resources	(3,746,036)	(2,412,380)	(3,777,556)	103,465	2	(9,832,507)
Climate Change Strategy	(679,276)	334,350	0	0		(344,926)
Grants Reserves	(1,779,422)	(100,000)	0	56,184	3	(1,823,238)
Holding Accounts	(2,221,598)	(53,000)	1,047,207	40,080	4	(1,187,311)
Planning Reserves	0	0	0	(526,366)	5	(526,366)
Project Reserves	(4,128,674)	205,000	400,000	339,301	6	(3,184,373)
Repairs and Renewal Reserves	(1,249,601)	7,870	395,842	0		(845,889)
Restructuring Reserve	(120,049)	0	120,049	0		0
Ring Fenced Reserves	(138,674)	21,000	94,261	0		(23,413)
Sub Total	(14,063,330)	(1,997,160)	(1,720,197)	12,664		(17,768,023)
Grand Total	(30,150,956)	(3,116,700)	0	317,564		(32,950,092)

The above table shows movements to the reserves in year.

Budgeted Movements to/from reserves total £3,116,700: Movements to/from reserves which were included within the approved budget.

Transfers total £0: Following a review and challenge of commitments from Earmarked Reserves £3.777m has been identified as non-contractual and un-ringfenced. This amount has therefore been transferred to a "Capital Programme" reserve, to help fund the Capital Programme, and has not yet been allocated.

In year movements to/from revenue total £317,564: This balance accounts for other movements to and from reserves during the year of £843,930, as well as the additional transfer to reserves of (£526,366), following the presentation and approval of the outturn report for 2024/2025 to Cabinet on 24th July 2025.

Notes to Reserves movements

Note 1: Ring fenced Reserves

£297,900 transfer from reserves for CIL project funding
£5,000 transfer from lottery reserve for funding to Hardings Pits
£2,000 transfer from reserves toward cost of RAF Marham Tea Party
£304,900 Total

Note 2: Capital Programme Resources

£8,507 transfer to cover the cost of coastal repair works and floodgates
£32,980 for the provision of CCTV Software licensing upgrade
£16,500 for one-off car park sign repair
£1,850 forecast change to budgeted transfer of sinking fund contributions
£43,628 Promenade repair fund instalment 3 – concept re: Geotechnical
£103,465 Total

Note 3: Grants Reserves

£12,500 transfer to cover the cost of Civica TDE Encryption
£8,495 transfer from reserves to cover the cost of the Collection Fund Suite subscription for 2025/2026
£9,200 to cover Ascendant software renewal for 2025/2026
£1,199 transfer to cover cost of desk divider screens for Revenues team
£20,000 forecast reduction to budgeted transfer to reserves for Neighbourhood planning as only 5 plans expected to come forward this financial year
£1,695 funding for IRRV Forum Service 2026
£1,560 IRRV Transitional Relief Course
£1,535 SSBR & RHL Upskilling Sessions
£56,184 Total

Note 4: Holding Accounts

£5,000 transfer from reserves to fund one off MoonCup project
£31,080 to cover contribution to West Norfolk Property set up costs
£4,000 to cover the cost of sponsorship for the Local Hero Awards
£40,080 Total

Note 5: Planning Reserves

£526,366 transfer to reserves towards the local plan cost following 2024/2025 Outturn report

Note 6: Project Reserves

£339,301 transfer from reserve to fund Leisure swimming pool review

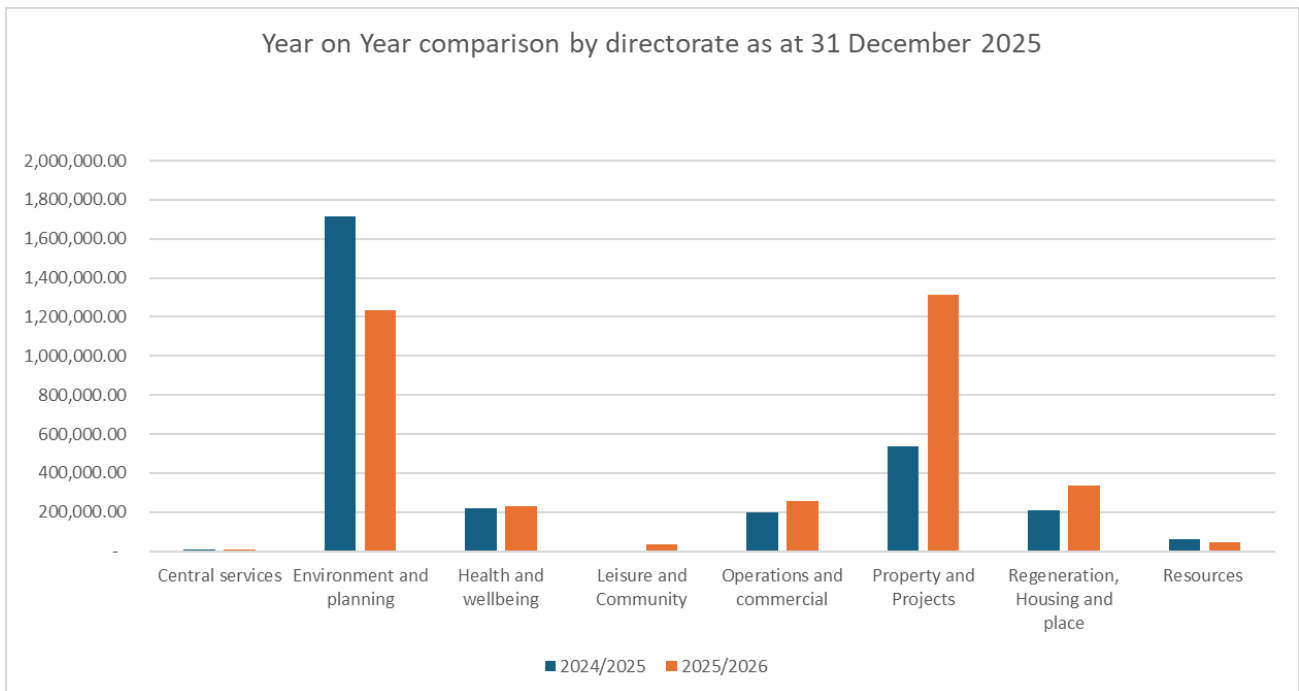
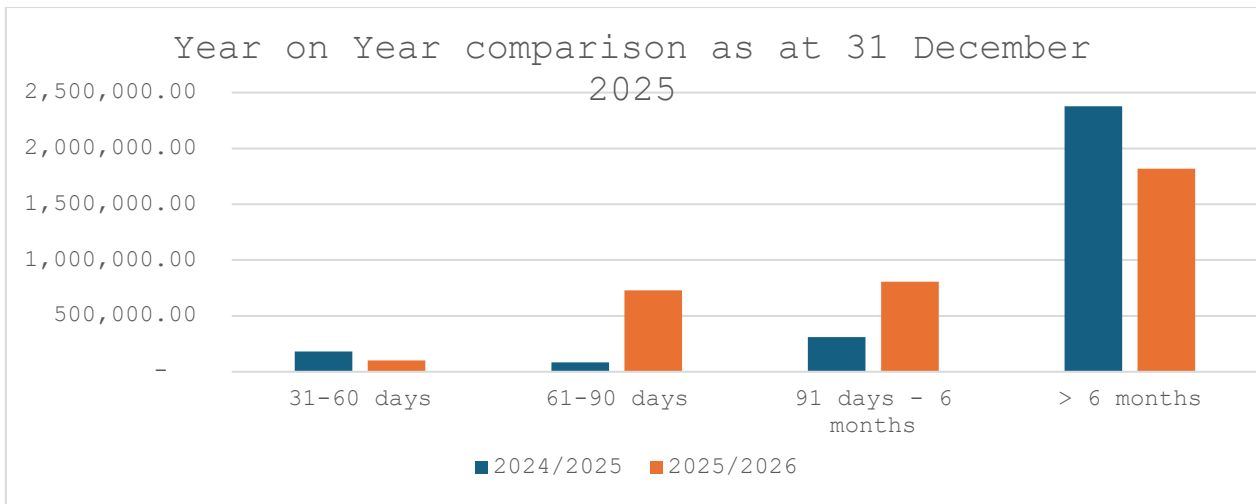
5. Age Debt Analysis

The effective management and collection of debt is an essential contributor to the councils' financial resources. Debt recovery levels can be volatile and at risk especially when there is economic financial instability.

Sundry Debtors Arrears Monitoring

Data for performance reporting continues to be developed in conjunction with a review of the corporate policy on debt recovery.

The first table below shows the comparison of overdue debt between 2024-25 and 2025-26 as at 31 December in each year based on age. The second table shows the comparison at directorate level.

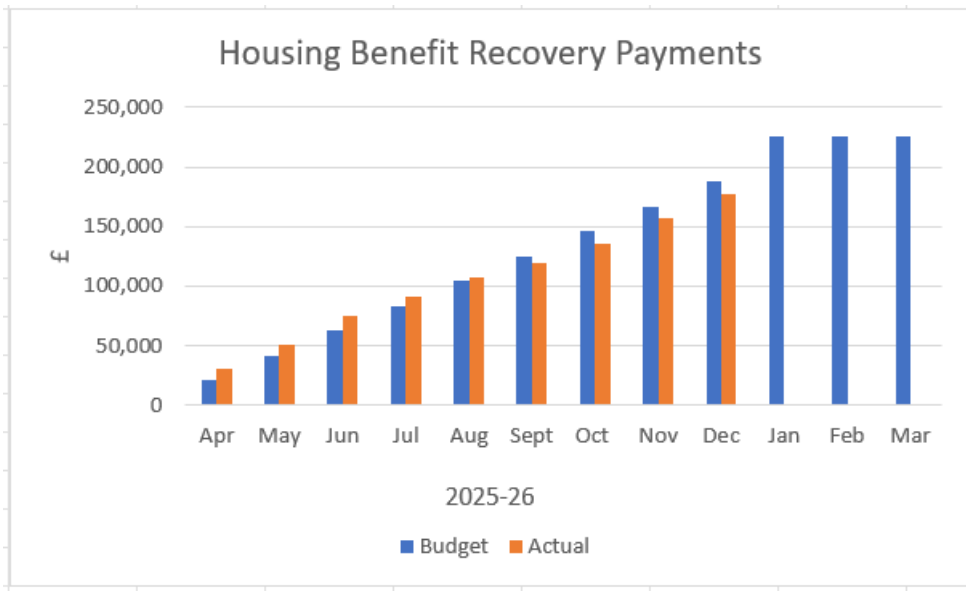


In summary, robust reminder and targeted recovery processes are maintained. Monitoring is not indicating a material concern for debts in arrears.

Housing Benefit Overpayment Recovery Monitoring

In relation to Housing benefits overpayment recovery, the target as of 31 December 2025 is £187,470 and £177,544 has been raised in invoices.

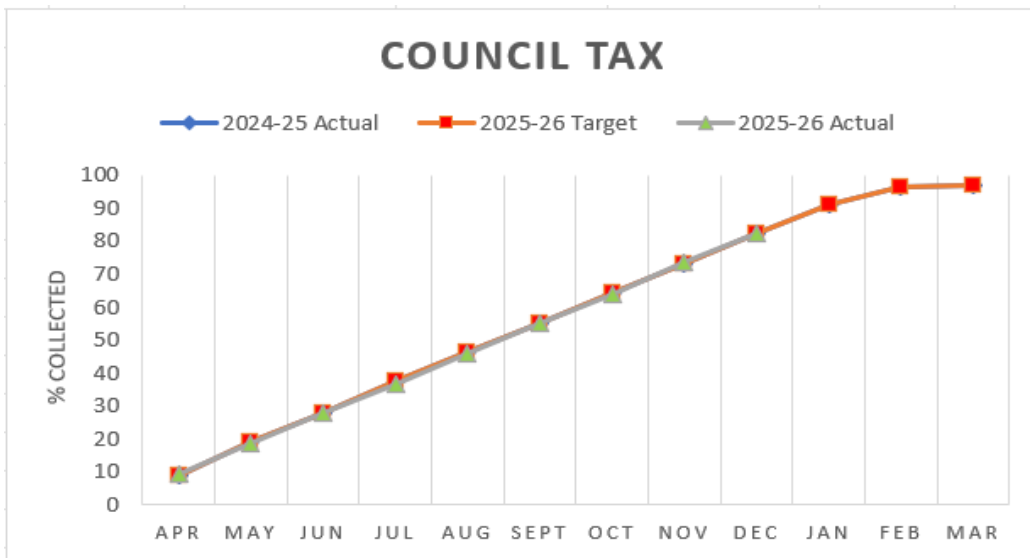
See table below showing monthly performance against budget for 2025/2026.



6. Council Tax and Business Rates

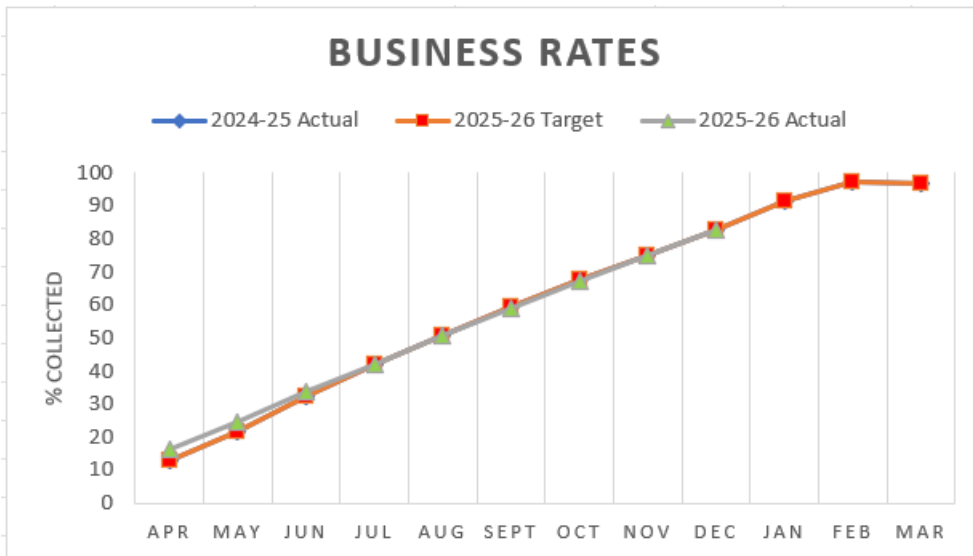
As of 31 December 2025, 82.48% of council tax has been collected against the target of 82.29% which was the percentage the same time last year. See chart below with comparison.

Table 7



82.75% of business rates has been collected against the target of 82.85%, which was the percentage the same time last year. See chart below with comparison.

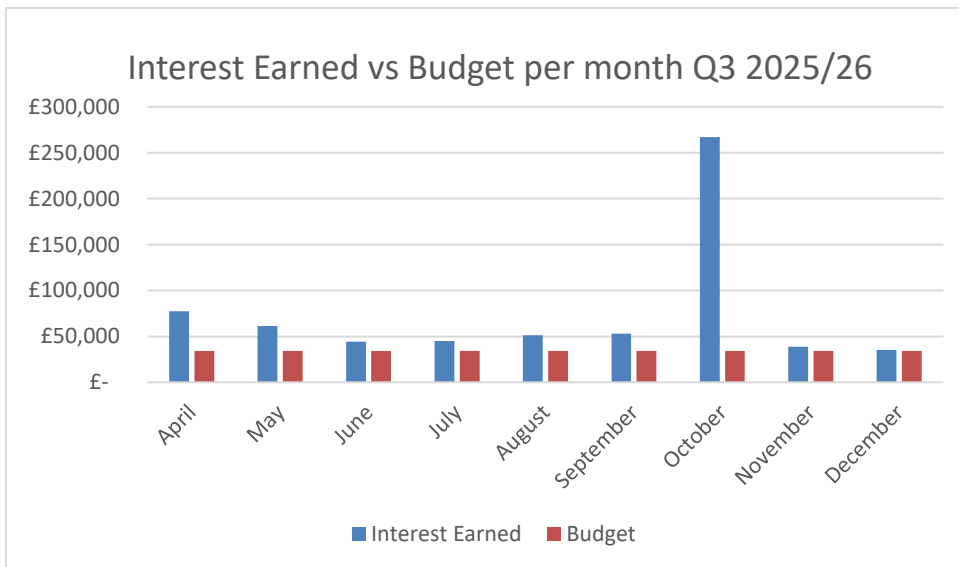
Table 8



7. Treasury management 2025/2026

The “Treasury Management Strategy Statement and Annual Investment Strategy 2025/2026 was approved by Council on 27 February 2025. The Council’s Treasury Management Strategy will be updated as appropriate for any changes made to the CIPFA code of practice.

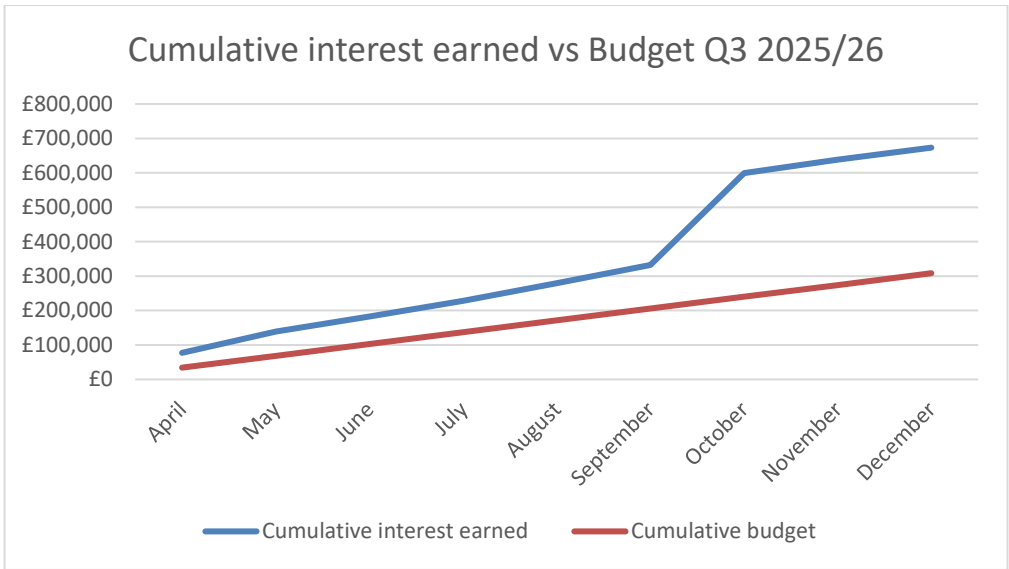
The graph below compares the interest earned each month to the forecast budget:



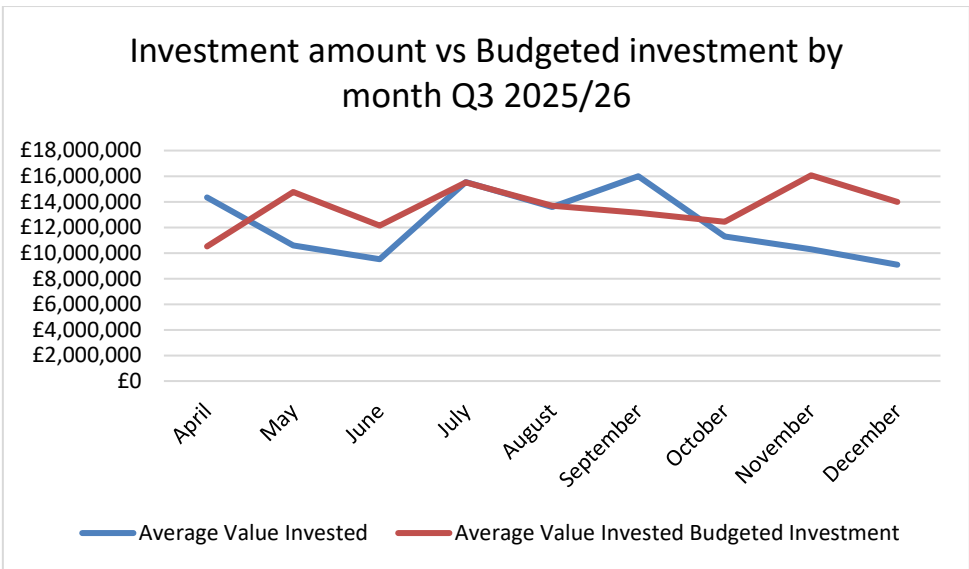
Note: The peak in October is mostly due to the yield from a maturing investment.

In the period banking institutes are paying a higher rate of return than originally estimated. The Bank of England base rate has remained above where economists predicted it to be, (the council builds its investment income estimate around this core data). Coupled with a maturing investment in October, quarter 3 income generated from investments is higher than originally expected.

The graph below compares the cumulative interest earned and forecast budget.



The graph below compares the average value invested each month to the forecast budget.



The tables below update on movements in borrowing and investments during the period.

Loans

Institution	Principal £	Rate %
Public Works Loan Board	20,000,000	4.860%
West Midlands Combined Authority	5,000,000	4.150%
Total Short Term	25,000,000	
Barclays	5,000,000	3.810%
Barclays	5,000,000	3.810%
Total Long Term	10,000,000	
Total Borrowing	35,000,000	

Investments

Institution	Principal £	Rate %
BNP (Banque Nationale de Paris) – MMF	1,340,000	3.847%
HSBC Sterling – MMF	700,000	3.197%
LGIM - MMF	4,000,000	3.975%
Total Money Market Fund Investment	6,040,000	
Bank of Scotland	4,000,000	3.770%
Barclays FIBCA	2,170,000	3.250%
Handlesbanken	1,260,000	3.450%
Total Other Investments	7,430,000	
Overall Investments	13,470,000	

Credit Ratings

The Council uses independent ratings (Fitch) to derive part of its counterparty criteria, in accordance with the currently adopted Treasury Management Practices.

The BCKLWN minimum ratings for banks are:

Short term Rating	Viability Rating	Support Rating	Long Term Rating
F1	BB+	3	A

F1 = Highest credit quality. Indicates the strongest capacity for timely payment of financial commitments.

Have an added "+" to denote any exceptionally strong credit feature.

B = A strong bank. There are no major concerns regarding the bank. Characteristics may include strong profitability and balance sheet integrity, franchise, management, operating environment or prospects.

3 = A bank, for which support from a state or from an institutional owner is likely but not certain.

A = A low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. There may be some vulnerability to changes in circumstances or in economic conditions than is the case for higher ratings.

Rating Changes

There are no rating changes for the counterparties currently used by the Council.

8. Conclusion

The primary objective of this report is to monitor service area performance against allocated budgets and to consider variances to the budget figure in the light of current circumstances.

Careful budgetary control throughout the year ensures that resources are applied as planned, fulfilling the goal to secure the long-term economic future of the borough. Budgetary control is applied in a consistent manner across all budgets, and individual decisions to be taken during the financial year are reviewed for impact on a case-by-case basis before they are taken, so that any identified impact can be considered and taken into account at the appropriate time.

The content of this budget monitoring report is designed to enable councillors and senior officers to see the financial position of the Council as a whole, as required by the Local Government Act.

Appendix A							
Month 9 - 2025/26	Year to Date Position			Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £		

Corporate Services:							
Communications:							
Corporate Communications	275,830	202,690	179,054	(23,636)	275,830	0	
Graphics	38,180	70,520	78,903	8,383	38,180	0	
Printing & Copying	14,790	11,340	10,388	(952)	14,790	0	
Printroom	131,750	108,930	90,050	(18,880)	131,750	0	
Corporate Initiatives:							
One Vu Project	45,000	0	0	0	45,000	0	
Councillors:							
Allowances & Expenses	731,600	536,760	654,045	117,285	867,600	136,000	Y Based on year to date costs, the members basic allowances are forecast to be higher than plan by £79,000 and national insurance for members allowances £57,000 higher than plan.
Customer Information Centre:							
Customer information Centre	750,150	614,570	583,668	(30,902)	750,150	0	
ICT:							
ICT	1,642,490	1,736,760	1,845,071	108,311	1,642,490	0	
Mayoral Allowances:							
Mayoral Allowance & Expenses	13,110	9,810	9,978	168	13,110	0	
Mayoral Transport	35,290	26,460	26,115	(345)	35,290	0	
Personnel Services:							
Personnel Services	324,340	246,030	334,015	87,985	324,340	0	
Personnel Welfare	95,330	72,350	67,291	(5,059)	95,330	0	
R & D Holding Account	7,270	5,320	0	(5,320)	0	(7,270)	Y There are no costs expected in this financial year.
Recruitment Portal	250	190	0	(190)	250	0	
Training Holding Account	228,950	171,630	209,664	38,034	228,950	0	
Vivup Salary Sacrifice schemes	0	0	10,028	10,028	10,000	10,000	Y Year to date costs are £10,000. The costs will be recoverable across accounting years, from salary sacrifice scheme.
Total	4,334,330	3,813,360	4,098,271	284,911	4,473,060	138,730	

Chief Executive:							
Councillor Community Grant	55,000	41,220	17,945	(23,275)	55,000	0	
Total	55,000	41,220	17,945	(23,275)	55,000	0	

Environment and Planning:							
Back Office:							
Corporate Scanning Team	261,230	204,470	203,010	(1,460)	261,230	0	
Postage Services Kings Court	5,750	4,310	7,544	3,234	5,750	0	
Community Infrastructure Levy:							
Community Infrastructure Levy	0	(754,710)	(1,328,724)	(574,014)	0	0	
Development Control:							
Building Control Non Fee	56,570	48,450	45,954	(2,496)	56,570	0	
Development Control	267,520	200,550	(364,346)	(564,896)	100,120	(167,400)	Y Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.
Enforcement	249,790	186,990	146,802	(40,188)	241,890	(7,900)	Y Based on the year to date position income is forecast to be higher than plan.
Extra planning Income - 20%	31,300	(22,210)	204,636	226,846	(4,300)	(35,600)	Y Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.
Major Planning Appeals	87,220	65,430	33,085	(32,345)	87,220	0	
Planning Control	207,870	101,340	150,124	48,784	207,870	0	
Section 106 Contributions	0	(11,730)	(4,584)	7,146	0	0	
Emergency Planning:							
Emergency Planning	34,300	25,660	25,892	232	34,300	0	
Home Defence	78,520	57,870	54,957	(2,913)	78,520	0	

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Radio Phones	10,440	7,580	(4,116)	(11,696)	10,440	0		
Flood Defence:								
Coast Defence/Protection	145,480	109,740	204,175	94,435	145,480	0		
Wash East Coast - CIC	5,000	4,250	(975)	(5,225)	5,000	0		
Local Land Charges:								
Local Land Charges	(144,830)	(35,860)	(146,619)	(110,759)	(214,830)	(70,000)	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target by £160,000. The £90,000 grant for transition to Land Registry is not expected to be received in the current financial year.
Planning Policy:								
Conservation & Heritage	319,090	239,220	151,106	(88,114)	274,910	(44,180)	N	The Defra grant income of £42,800 contributes towards Ecology responsibilities. This is a benefit, as the associated costs were already in the budget.
Habitat Regulations	0	(52,270)	(73,406)	(21,136)	0	0		
Neighbourhood Planning Grant	0	14,220	(2,079)	(16,299)	0	0		
Local Plan	175,000	153,480	31,147	(122,333)	175,000	0		
Planning Policy - Support	304,620	217,240	256,545	39,305	304,620	0		
Pollution Monitoring:								
Air Quality	83,510	66,390	11,483	(54,907)	83,510	0		
Coastal Pollution Cost Recovery	0	0	13,851	13,851	11,100	11,100	Y	The compensation estimate of £11,100 provided for in 2024/25 may not be fully received, in respect of beach pollution clean-up work.
Contaminated Land Act	194,320	145,640	141,229	(4,411)	194,320	0		
Climate Change	127,510	95,580	234,669	139,089	127,510	0		
Enviro Quality - Water Mg	79,560	59,670	61,155	1,485	79,560	0		
Pollution Montr Sals/Sup	0	0	234	234	0	0		
Street Naming & Numbering:								
Local Land and Property Gazetteer	18,620	13,920	17,541	3,621	18,620	0		
Street Naming & Numbering	20,250	15,290	25,325	10,035	40,250	20,000	N	Reduction in applications received to date, the income is not expected to meet the full year budget.
Total	2,618,640	1,160,510	95,617	(1,064,893)	2,324,660	(293,980)		

Financing requirement:							
Interest Payable on Balances	10,000	0	0	0	10,000	0	
Interest Payable on Borrowing	382,000	0	792,003	792,003	382,000	0	
Interest Receivable - Capital Loans	(176,080)	0	(87,412)	(87,412)	(176,080)	0	
Interest Receivable - Other	(8,350)	0	(3,291)	(3,291)	(8,350)	0	
Interest Receivable -Treasury Investments	(411,280)	0	(273,040)	(273,040)	(411,280)	0	
Minimum Revenue Provision	844,880	0	0	0	844,880	0	
REFCUS	2,212,170	0	0	0	2,212,170	0	
Unsupported Borrowing	(310,700)	0	0	0	(310,700)	0	
Total	2,542,640	0	428,259	428,259	2,542,640	0	

Health, Wellbeing and Public Protection:								
Care & Repair:								
Handyperson Scheme Kings Lynn	(32,610)	150,150	72,327	(77,823)	7,390	40,000	Y	The Handyman scheme proposal was built into the budget via the Savings and Efficiencies plan. Following a review, the cost of implementation makes this additional non-statutory service unviable. Therefore, there is no additional income being generated.
Home Improvements Agency	438,030	315,175	97,881	(217,294)	438,030	0		
Housing Grants REFCUS	(2,212,170)	(1,658,430)	(2,422,530)	(764,100)	(2,212,170)	0		
Careline:								
Assistive Technology	13,190	9,900	(5,664)	(15,564)	13,190	0		
Careline	(70,720)	(287,280)	(283,102)	4,178	(70,720)	0		
Homes for Ukraine	0	27,270	(61,890)	(89,160)	0	0		

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
LILY 5	0	(16,420)	(3,267)	13,153	0	0		
Community Safety & Nuisance:								
Community Safety	103,680	70,200	71,670	1,470	103,680	0		
Environmental Protection	677,720	500,530	484,647	(15,883)	677,720	0		
Health & Wellbeing Fund	50,800	38,070	(265,613)	(303,683)	50,800	0		
MARMOT Initiative	10,000	7,470	(104,045)	(111,515)	10,000	0		
Noise Control	7,950	5,300	4,768	(532)	7,950	0		
Out of Hours payments	54,340	40,770	32,239	(8,531)	54,340	0		
Community Transport:								
Community Transport	115,180	108,280	108,313	33	115,180	0		
Corporate Health & Safety:								
Corporate Health & Safety	4,620	3,340	5,165	1,825	4,620	0		
Food Hygiene:								
Chrg Priv Water Supplies	0	0	(5,346)	(5,346)	0	0		
Food Hygiene General	5,400	5,470	3,537	(1,933)	17,500	12,100	Y	
Food Hygiene & Health and Safety - Support	722,680	541,650	492,533	(49,117)	722,680	0	Testing and calibration equipment required - £4,700. Increase in external test and sampling costs - £2,400. Reduced export licence fee income following changes to client's procedures - £5,000.	
Occupational Health & Safety	(1,900)	(1,440)	(3,618)	(2,178)	(1,900)	0		
Port Health - Environmental Protection	160	20	11	(9)	160	0		
Housing Standards:								
Housing standards	603,050	450,130	296,420	(153,710)	603,050	0		
Total	489,400	310,155	(1,485,564)	(1,795,719)	541,500	52,100		
Internal Drainage Boards:								
Drainage Boards	3,729,780	2,796,210	2,796,210	0	3,729,780	0		
Total	3,729,780	2,796,210	2,796,210	0	3,729,780	0		
Legal, Governance and Licensing:								
Corporate Policy:								
Apprenticeship Scheme	257,710	193,230	127,702	(65,528)	257,710	0		
Community Information Points	0	0	806	806	0	0		
Corporate Policy	98,660	133,700	93,396	(40,304)	98,660	0		
Equal Opportunities	4,660	3,510	2,545	(965)	4,660	0		
Improving Attainment	0	0	6,892	6,892	6,900	6,900	Y	
Policy & Partnership Support Service	9,170	7,000	7,000	0	9,170	0	Heacham Junior School and Dersingham Primary School grants.	
Democratic Process & Events:								
Adv Comm	1,300	900	0	(900)	1,300	0		
At Homes	1,450	1,080	1,809	729	1,450	0		
Chief Executive - Member services	36,010	17,900	16,962	(938)	36,010	0		
Civic Function Expenses	77,700	61,920	57,972	(3,948)	77,700	0		
Democratic Process Support	320,890	240,570	202,068	(38,502)	320,890	0		
Design Awards	590	450	826	376	590	0		
Festival	250	180	88	(92)	250	0		
Freedom of the Borough	1,970	1,440	0	(1,440)	1,970	0		
Honorary Alderman	0	0	1,157	1,157	0	0		
Mart	690	540	0	(540)	690	0		
Mayor making	1,500	1,170	1,387	217	1,500	0		
Remembrance Day	1,500	1,080	2,843	1,763	1,500	0		
Special Events	3,380	2,520	(671)	(3,191)	3,380	0		
Elections:								
County Council Elections	0	0	29,411	29,411	0	0		
Elections	0	0	95,145	95,145	0	0		
Electoral Integrity Programme	0	0	(96,020)	(96,020)	0	0		

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Parish and Borough Council Elections	149,660	54,490	31,341	(23,149)	149,660	0		
Register of Electors	305,830	226,460	208,875	(17,585)	305,830	0		
Legal Services:								
Corporate Governance	260,670	195,460	188,951	(6,509)	260,670	0		
Head of Legal Services	516,750	394,630	457,357	62,727	641,750	125,000	Y	
Procurement	155,390	116,410	103,691	(12,719)	155,390	0	The provision for external legal costs has been increased by £110,000. This is based on year to date actual costs. The savings target of £15,000, planned in 2025/26, will not be achieved.	
Licensing:								
Licensing	81,260	10,230	(2,293)	(12,523)	81,260	0		
Total	2,286,990	1,664,870	1,539,241	(125,629)	2,418,890	131,900		

Leisure and Community Facilities:							
Community Centres:							
Fairstead Community Centre	(19,210)	(13,880)	(26,586)	(12,706)	(19,210)	0	
Highgate Community Centre	710	530	662	132	710	0	
South Lynn Community Centre	(690)	41,340	13,789	(27,551)	(690)	0	
Community and Sports Development:							
Active Schools	(22,170)	(12,330)	(26,255)	(13,925)	(22,170)	0	
Community and Sports Development	23,690	1,050	28,428	27,378	58,690	35,000	Y
Elite Football	(21,440)	(13,040)	(12,351)	689	(21,440)	0	The increased cost of £35,000 reflects the full amount of grant awarded to Alive by the Council for School Holiday activities.
KL Arts Centre:							
KL Arts Centre	96,020	78,340	158,786	80,446	96,020	0	Included in the forecast there is expected income of £54,000 not yet received from AWN relating to 2023/24.
Leisure and Culture:							
Alive Card	133,490	100,080	95,076	(5,004)	133,490	0	
Alive Corn Exchange	(72,890)	(36,210)	(145,064)	(108,854)	(72,890)	0	
Alive Corn Exchange Catering	(100,160)	(73,850)	(76,491)	(2,641)	(100,160)	0	
Alive Downham Market	(68,410)	(55,880)	31,091	86,971	(68,410)	0	
Alive Downham Market Catering	(6,480)	(4,880)	(3,397)	1,483	(6,480)	0	
Alive Lynnsport	24,030	24,440	222,621	198,181	24,030	0	
Alive Lynnsport Catering	(44,470)	(35,180)	(19,052)	16,128	(44,470)	0	
Alive Oasis	238,880	188,190	240,054	51,864	238,880	0	
Alive Oasis Catering	(11,950)	(16,210)	(668)	15,542	(11,950)	0	
Alive St James	101,680	87,060	48,619	(38,441)	101,680	0	
Alive St James Catering	(11,520)	(9,100)	(8,581)	519	(11,520)	0	
Lynnsport Pelicans	300	210	559	349	300	0	
Leisure and Culture Management:							
Advertising and Marketing	206,150	154,620	170,714	16,094	206,150	0	
Leisure and Culture Management Costs	935,190	588,510	1,930,364	1,341,854	935,190	0	The forecast assumes a transfer from reserves to match the costs incurred to date of £1,551,659. The reserves need to reflect this.
Pavilions & Grounds:							
Dutton Sports Pavillion	(400)	22,420	16,367	(6,053)	(400)	0	
Kingsway Sports Pavillion	(280)	11,050	13,657	2,607	(280)	0	
River Lane Bowls Club	1,190	900	5,259	4,359	5,290	4,100	Y
West Lynn Sports Pavillion	310	210	453	243	310	0	Year to date costs are £5,000, variation due to specialist maintenance of grounds work required.
Town Hall, Stories of Lynn and Custom House:							
Custom House	31,580	21,100	20,968	(132)	31,580	0	
Kings Lynn Gaol House	10	0	0	0	10	0	
Stories of Lynn	99,420	74,280	6,277	(68,003)	99,420	0	
Town Hall Kings Lynn	292,840	219,380	110,485	(108,895)	292,840	0	
Total	1,805,420	1,343,150	2,795,785	1,452,635	1,844,520	39,100	

Appendix A

Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		

Operations and Commercial:

Allotments:								
Allotments	(2,230)	(1,600)	(1,390)	210	(2,230)	0		
Allotments Directly Managed	(6,840)	3,290	(11,417)	(14,707)	(6,840)	0		
Carparking King's Lynn & West Norfolk:								
Ad hoc Events	0	0	14,084	14,084	14,100	14,100	Y	Year to date costs are £14,100, with budgets distributed across other lines, specific to each event.
Burnham Market Car Park	(62,900)	(53,830)	(19,896)	33,934	(89,400)	(26,500)	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.
Bus Shelters	0	13,830	5,947	(7,883)	0	0		
Car Parks Excess Charges	0	0	(522,961)	(522,961)	0	0		
Car Park Promotions Hunstanton	35,000	26,280	36,451	10,171	35,000	0		
Car Park Promotions KL	104,000	77,940	35	(77,905)	104,000	0		
Car Parks - BCKLWN	(930)	(700)	(3,983)	(3,283)	(930)	0		
Cashless Pk KZ (KLWN Carparks)	0	12,750	(2,785)	(15,535)	0	0		
21880 - Classic Car Show	0	0	4,301	4,301	0	0		
Event / Trailer / Stage / Gen Equip	0	0	24,580	24,580	24,600	24,600	Y	Year to date actuals are £24,600. Events Budgets are centralised and redistributed to cover spend during the year.
Festival Too -Sunday	0	0	1,673	1,673	0	0		
Folk Festival	0	0	5,257	5,257	5,300	5,300	Y	Year to date actuals are £5,300. Events Budgets are centralised and redistributed to cover spend during the year.
Hanse	0	0	3,989	3,989	0	0		
Kings Lynn Bus Station	108,190	85,730	63,403	(22,327)	108,190	0		
Kings Lynn Christmas Lights	0	0	6,848	6,848	6,900	6,900	Y	Year to date actuals are £6,900. Events Budgets are centralised and redistributed to cover spend during the year.
Kings Lynn Mart	(19,600)	(14,820)	2,722	17,542	(19,600)	0		
London Bridge Operations	0	0	583	583	0	0		
Miscellaneous (SMP Bench)	0	0	11	11	0	0		
Mods and Rockers	0	0	2,690	2,690	0	0		
Parking Operations - Borough	(2,885,690)	(2,735,000)	(2,523,285)	211,715	(2,897,390)	(11,700)	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.
Projections	0	0	2,710	2,710	0	0		
Special Events / Bowls Tournaments	27,990	21,060	0	(21,060)	0	(27,990)	Y	No year to date costs.
Urban Open Spaces	10,000	10,000	9,490	(510)	10,000	0		
VJ Day	0	0	4,050	4,050	0	0		
Water Ski	0	0	17,780	17,780	17,800	17,800	Y	Year to date costs are £17,800. Events Budgets are centralised and redistributed to cover spend during the year.
Carparking Shared Services:								
Breckland Carpark operation	0	0	2,508	2,508	0	0		
Car Park - Great Yarmouth	(16,000)	(11,570)	(21,184)	(9,614)	(16,000)	0		
Car Parks - South Norfolk	(6,600)	(4,870)	(26,565)	(21,695)	(6,600)	0		
Car Parks - Norwich City (Off Street)	(50,000)	(25,500)	(99,812)	(74,312)	(50,000)	0		
Car Parks - Norwich City (on street)	(100,000)	(88,000)	(1,096,377)	(1,008,377)	(100,000)	0		
Cashless Pk JE (NN Carparks)	(6,000)	2,370	(51,848)	(54,218)	(6,000)	0		
Cashless Pk JE (NN on street)	(350)	(360)	(5,228)	(4,868)	(350)	0		
Cashless Pk JC (SN Carparks)	0	0	(26,450)	(26,450)	0	0		
Cashless Pk JC (SN on street)	0	0	(1,271)	(1,271)	0	0		
Cashless Pk JG (Bk on street)	(600)	(450)	(740)	(290)	(600)	0		
Cashless Pk JI (GY Carparks)	0	2,370	(27,654)	(30,024)	0	0		
Cashless Pk JI (GY on street)	(500)	36,450	(398,676)	(435,126)	(500)	0		
Cashless Pk JT (Brd on street)	(2,000)	(1,530)	(28)	(28)	1,502	(2,000)	0	
Cashless Pk KZ (KLWN on street)	(7,300)	(3,120)	(54,597)	(51,477)	(7,300)	0		
Decrim - Operational	(142,520)	33,630	(319,510)	(353,140)	(142,520)	0		
Decrim - Other	0	3,910	(609,823)	(613,733)	0	0		

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Hospital Parking- Agency	(10,000)	(5,100)	(78,117)	(73,017)	(10,000)	0		
Hospital Parking- Operational	0	0	388	388	0	0		
NNDC Carpark Operation	(32,580)	(54,000)	23,949	77,949	(32,580)	0		
NNDC Penalty Notice	(40,000)	(29,060)	(88,633)	(59,573)	(40,000)	0		
On Street Pay and Display	0	3,600	(15,004)	(18,604)	0	0		
Resident Parking Permits	0	1,650	(23,793)	(25,443)	0	0		
CCTV:								
CCTV	(303,680)	(247,160)	(291,348)	(44,188)	(303,680)	0		
CCTV Breckland	(67,400)	(50,160)	(63,911)	(13,751)	(67,400)	0		
Network Hardware holding	138,000	76,840	43,237	(33,603)	138,000	0		
Radios	(3,570)	(6,840)	(6,140)	700	(3,570)	0		
Cleansing & Street Sweeping:								
Disposal of Abandoned Vehicles	860	630	86	(544)	860	0		
Dog Warden and Services	22,050	3,970	19,923	15,953	22,050	0		
Neighbourhood Teams	426,860	324,880	329,558	4,678	426,860	0		
Public Cleansing & Street Sweeping - Support	42,760	30,240	21,791	(8,449)	42,760	0		
Public Cleansing	424,580	221,920	(3,821)	(225,741)	424,580	0		
Street Sweeping	1,229,660	921,420	975,462	54,042	1,229,660	0		
Tech/Officers/Repairs	122,670	83,120	85,919	2,799	122,670	0		
Vehicle Recharge on account	0	0	15,467	15,467	15,500	15,500	Y	Year to date costs are £15,500, and will be recharged to specific budgets at year end.
Crematorium & Cemeteries:								
Closed Churchyards	20,090	40,700	28,130	(12,570)	20,090	0		
Crematorium Trading Account	0	(97,470)	(109,872)	(12,402)	0	0		
Mintlyn Crematorium	(1,395,630)	(940,310)	(341,702)	598,608	(1,195,630)	200,000	Y	Cremation fees were budgeted at the standard rate of VAT. The income forecast has been revised down by £200,000 to show the income level net of VAT.
National Assistance Act - Burials	10,000	7,470	5,396	(2,074)	10,000	0		
Open Cemeteries	37,620	27,120	37,947	10,827	37,620	0		
Public Health Act	2,760	2,070	0	(2,070)	2,760	0		
St Edmunds, Downham Market	1,500	1,170	0	(1,170)	1,500	0		
Depots:								
Heacham Depot	2,130	2,920	2,301	(619)	2,130	0		
NEWS Depot	115,530	111,700	81,035	(30,665)	115,530	0		
Events:								
Plant Fair	0	0	1,225	1,225	0	0		
Forties Event	0	0	1,090	1,090	0	0		
Halloween Town Centre Event	0	0	2,041	2,041	0	0		
General Markets:								
Kings Lynn Market - Support costs	1,400	1,080	1,080	0	1,400	0		
Kings Lynn Saturday Market	(700)	(540)	0	540	(700)	0		
Markets	(11,050)	(8,280)	(3,759)	4,521	(11,050)	0		
Sunday Market	3,790	2,880	4,950	2,070	3,790	0		
Parks, Sport Grounds & Open Spaces:								
Boston Square	12,950	9,680	9,056	(624)	12,950	0		
Cafe in the Park	(3,720)	(3,250)	2,441	5,691	(3,720)	0		
DSO Grounds Maint Support	23,090	15,030	15,158	128	23,090	0		
GM Central Area	159,700	43,370	(86,886)	(130,256)	159,700	0		
Grounds Northern Area	19,040	11,470	55,090	43,620	19,040	0		
Grounds Southern Area	24,050	13,880	7,764	(6,116)	24,050	0		
Public & Open Spaces	71,910	53,820	3,335	(50,485)	71,910	0		
North Sea Haven	19,750	14,450	8,805	(5,645)	19,750	0		
Nursery	53,110	52,780	63,845	11,065	53,110	0		
Parks - Other Support	74,800	55,170	55,309	139	74,800	0		

Appendix A								
Month 9 - 2025/26	Full Year Approved Budget £	Year to Date Position			Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
		Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Parks & Open Spaces	331,700	761,160	781,673	20,513	331,700	0		
Public Clocks	6,990	5,310	3,177	(2,133)	6,990	0		
Sports Grounds - Support Costs	3,860	15,210	15,254	44	3,860	0		
Sports Grounds Central	39,270	41,760	32,127	(9,633)	39,270	0		
Sports Grounds South	35,240	36,960	38,802	1,842	35,240	0		
The Walks	285,540	223,680	223,767	87	285,540	0		
Willows Park & Nature Reserve	3,840	2,880	7,204	4,324	3,840	0		
Play Areas:								
Play Areas	(13,020)	40,750	24,102	(16,648)	(13,020)	0		
Playareas Downham Market	0	60	(825)	(885)	0	0		
Playareas Hunstanton Town	0	30	(230)	(260)	0	0		
Playareas Kings Lynn	0	(10)	0	10	0	0		
Playareas Snettisham	0	0	0	0	0	0		
Play Areas - Support Services	17,310	12,960	9,310	(3,650)	17,310	0		
Pontoons:								
Pontoons at South Quay	26,340	22,660	27,729	5,069	26,340	0		
West Lynn Ferry Remediation	0	0	79,364	79,364	79,364	79,364	Y	Ferry landing repairs £79,364.
Public Conveniences:								
Public conveniences	379,400	308,750	373,261	64,511	379,400	0		
The Walks Public Convenience	830	580	584	4	830	0		
Refuse & Recycling:								
Commercial Food Waste	111,500	38,540	33,024	(5,516)	111,500	0		
Domestic Refuse	1,360,350	973,808	1,011,226	37,418	1,406,950	46,600	Y	Estimates to March 2026 calculated based on contract costs year to date.
Dry Box Collection Scheme	1,568,370	1,100,435	917,134	(183,301)	1,448,370	(120,000)	Y	Estimates to March 2026 calculated based on year to date costs.
Fly Tipping	194,880	146,070	63,857	(82,213)	194,880	0		
Food Waste	821,360	615,753	595,909	(19,844)	806,760	(14,600)	Y	Estimates to March 2026 calculated based on year to date costs.
Recycling - Clothing Bank	(13,000)	(9,720)	(17,941)	(8,221)	(43,000)	(30,000)	Y	An estimate of £30,000 for recycling credits has been included in the forecast for the period September 2025 - March 2026.
Recycling - Commercial	(262,470)	(263,039)	(281,742)	(18,703)	(266,070)	(3,600)	Y	Estimates to March 2026 calculated based on year to date costs.
Recycling - Composting	(1,746,760)	(1,597,392)	(2,745,428)	(1,148,036)	(1,724,760)	22,000	Y	Estimates to March 2026 calculated based on year to date costs.
Recycling Paper	(830)	(710)	8	718	(830)	0		
Refuse & Recycling Management	(544,460)	(177,985)	(268,070)	(90,085)	(126,660)	417,800	Y	The annual grant for chargeable disposal costs has been confirmed at £1,865,200. This is £417,800 less than planned.
Trade Refuse	(501,440)	(584,045)	(111,611)	472,434	(498,440)	3,000	N	The internal recharge for waste collection no longer transferred to service charge account - offset in the Property and Projects budgets. No overall impact on position. The year to date actuals include prior year costs of £481,400.
Resort:								
Caravan Park & Beach Huts	(69,720)	(63,710)	(50,311)	13,399	(69,720)	0		
Heacham Beach	(67,200)	(67,880)	(64,719)	3,161	(67,200)	0		
Resort Seafront	176,570	129,230	190,833	61,603	176,570	0		
Resort Trading Operations	(11,850)	(14,780)	(33,476)	(18,696)	(11,850)	0		
Resorts - Support	5,290	3,960	3,960	0	5,290	0		
Sports Grounds North	63,870	56,530	67,045	10,515	63,870	0		
Resort Investment Properties:								
Investment Properties Resort	(6,700)	(6,180)	(5,894)	286	(6,700)	0		
Section 106:								
Beechy Close, Denver 22-23	0	(30)	0	30	0	0		
Bishops Park, Fairstead 26-27	0	(6,660)	0	6,660	0	0		
Civray Ave DMkt C D & E 26-27	0	(5,490)	0	5,490	0	0		
Coriander Rd DMkt 25-26	0	40	0	(40)	0	0		
Gap Farm, Sth Wootton 20-21	0	30	0	(30)	0	0		
Kings Chase A&B DMkt 23-24	0	(3,020)	0	3,020	0	0		
King's Reach, Fairstead	0	(10,080)	0	10,080	0	0		
Land at Lynn Rd/Bexwell Rd DMK	0	40	0	(40)	0	0		

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Lette Way, West Winch	0	40	0	(40)	0	0		
Micklefields, Stoke Ferry 22-23	0	50	0	(50)	0	0		
Nursery Drive, Hunst 24-25	0	(10)	0	10	0	0		
Park/Meadowfields DMkt 24-25	0	(5,130)	0	5,130	0	0		
Springfields, DMkt 23-24	0	10	0	(10)	0	0		
Strickland Ave, Snettisham 25-26	0	(5,850)	0	5,850	0	0		
Templemead, Reffley 24-25	0	40	0	(40)	0	0		
The Howards, S Wootton 24-25	0	(30)	0	30	0	0		
The Willows Gayton 22-23	0	(10)	0	10	0	0		
Wheatfields, Watlington 19-20	0	50	0	(50)	0	0		
Town Centre Operations:								
Purfleet Retail Pods	0	0	3,728	3,728	0	0		
Town Centre Manager	92,370	76,410	50,023	(26,388)	92,370	0		
Total	454,880	(126,855)	(3,854,723)	(3,727,868)	1,073,453	618,573		

Programme and Project Delivery:							
Corporate Projects:							
Corporate Project Manager	183,570	136,920	375,062	238,142	133,570	(50,000)	Y
Project Management Officers	134,110	100,530	141,790	41,260	134,110	0	
Active & Clean Connectivity	0	0	(22,760)	(22,760)	0	0	
Housing Subsidiaries:							
West Norfolk Housing Co Ltd	(50,000)	11,930	11,608	(322)	(50,000)	0	
West Norfolk Property Ltd	(846,970)	0	10,603	10,603	(846,970)	0	
Total	(579,290)	249,380	516,303	266,923	(629,290)	(50,000)	

Property and Projects:							
General Properties:							
General Property	(209,850)	(156,300)	(193,826)	(37,526)	(139,050)	70,800	Y
Marriotts Warehouse	(4,690)	(4,820)	467	5,287	(4,690)	0	
Mintlyn Bungalow	(3,130)	(2,310)	(2,625)	(315)	(3,130)	0	
Princess Theatre Main	6,520	4,950	(2,000)	(6,950)	6,520	0	
Sewerage	8,180	7,390	5,914	(1,476)	8,180	0	
Upwell Community Carpark	0	(970)	(2,597)	(1,627)	0	0	
General Properties Investments:							
General Properties Investment	(3,800)	(2,750)	(3,600)	(850)	(28,800)	(25,000)	Y
Industrial Units:							
Austin Fields Industrial Estate	(8,780)	(6,330)	(5,993)	337	(8,780)	0	
Fliatham Workshops	(15,190)	(11,460)	(7,835)	3,625	(15,190)	0	
Hardwick Industrial Estate	(717,620)	(523,980)	(541,475)	(17,495)	(717,620)	0	
Hardwick Narrows Industrial Estate	(116,940)	(84,840)	(112,940)	(28,100)	(116,940)	0	
Heacham Depot	(14,700)	(10,980)	100	11,080	(14,700)	0	
Heacham Workshops	(19,400)	(13,760)	(31,708)	(17,948)	(19,400)	0	
Horsleys Fields Industrial Estate	620	450	(2,500)	(3,000)	620	0	
Industrial Estates- General	52,810	52,810	68,215	15,405	68,210	15,400	Y
Lower Canada Industrial Estate	(6,750)	(4,950)	(5,938)	(988)	(6,750)	0	
Nar Ouse Business Park	16,640	11,660	(32,422)	(44,082)	16,640	0	
North Lynn Industrial Estate	(394,180)	(288,560)	(246,097)	42,463	(394,180)	0	
North Lynn Managed Workshops	28,050	26,820	33,171	6,351	28,050	0	
Regis Place	1,790	1,300	7,433	6,133	1,790	0	
Regis Place Unit 2	(11,350)	(7,930)	(8,853)	(923)	(11,350)	0	

Urgent and unplanned repairs to roadway and footways at Downham Market and King's Lynn and maintenance for southern promenade drainage.

A net increase of £25,000 in rental income from properties within the portfolio at Southgates.

Year to date costs are £68,200.

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Regis Place Unit1	(2,670)	600	18,973	18,373	(2,670)	0		
Saddlebow Industrial Estate	(47,730)	(34,790)	(35,970)	(1,180)	(47,730)	0		
Saddlebow Waste Disposal Site	(34,970)	(25,540)	(30,263)	(4,723)	(34,970)	0		
St Johns Business Park	(46,630)	(34,940)	(51,253)	(16,313)	(59,630)	(13,000)	N	
Trafalgar Industrial Estate	(72,960)	(53,240)	(42,948)	10,292	(72,960)	0		
KLAC Rentals:								
KLAC Complex Rentals	10,990	7,850	5,804	(2,046)	10,990	0		
KLIC:								
KL Innovation Centre	(207,900)	(154,800)	(155,100)	(300)	(207,900)	0		
Offices:								
KC Office accom rental	(166,370)	(149,410)	(123,421)	25,989	(166,370)	0		
Kings Court Kings Lynn	(100,340)	(72,470)	(168,990)	(96,520)	(110,340)	(10,000)	Y	
Kings Court Service Charges	620	420	103,152	102,732	620	0		
Offices - Support Service	3,670	2,770	2,770	0	3,670	0		
Priory Road D Market	(210)	(470)	(10,288)	(9,818)	(210)	0		
Valentine Road Hunstanton	59,900	48,750	48,062	(688)	59,900	0		
Property Services:								
Property Services	703,720	526,510	585,345	58,835	703,720	0		
Shops and Offices:								
Phase 5 Town Centre KL	(196,020)	(151,880)	(159,392)	(7,512)	(196,020)	0		
Town Centre Development	(9,150)	(4,870)	43,130	48,000	(9,150)	0		
Street Lighting:								
Street Lighting	122,040	81,190	75,721	(5,469)	122,040	0		
Total	(1,395,780)	(1,028,880)	(979,827)	49,053	(1,357,580)	38,200		

Regeneration, Housing and Place:							
Conservation & Heritage:							
Greyfriars Tower	21,080	10,440	8,662	(1,778)	21,080	0	
Red Mount Chapel	3,500	2,630	243	(2,387)	3,500	0	
Economic Regeneration:							
Economic Development - Operational	203,730	152,660	84,933	(67,727)	203,730	0	
Economic Partnership Working	14,350	11,200	29,947	18,747	34,350	20,000	Y
Investment & Place	10,250	7,620	2,701	(4,919)	10,250	0	
Shared Prosperity Grant Fund	5,140	44,370	44,625	255	5,140	0	
Guildhall & Arts							
Arts Initiatives	25,910	19,350	350	(19,000)	25,910	0	
Guildhall and Arts - Support	87,570	69,140	33,864	(35,276)	87,570	0	
Housing Options:							
Homechoice	96,760	70,350	75,591	5,241	66,760	(30,000)	Y
Housing Options Programme	524,070	392,980	358,236	(34,744)	524,070	0	
Housing Strategy:							
Domestic Abuse Funding	35,800	26,820	8,894	(17,926)	35,800	0	
Enabler Role	268,530	201,290	129,698	(71,592)	268,530	0	
Rough Sleeper Fund	60	(13,970)	40,814	54,784	60	0	
West Winch Growth Area	0	0	80,329	80,329	0	0	
King's Lynn & Downham Market:							
Custom House & Tourist information centre	10	0	0	0	10	0	
Museums:							
Museums	36,490	27,360	0	(27,360)	36,490	0	
Trues Yard	390	270	0	(270)	390	0	

Following the incorporation of the Local Enterprise Partnership into the County Council, the administration charges for the Enterprise Zone have increased beyond the budget based on previous costs.

Forecast increase of £30,000 to advertising income on the Homechoice website.

Appendix A

Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Regeneration Projects:								
Regeneration Projects	86,200	66,350	117,797	51,447	86,200	0		
Tourism:								
Brochure and lead generation	14,610	10,980	665	(10,315)	14,610	0		
Communications	2,000	1,530	0	(1,530)	2,000	0		
Day visitor awareness	21,500	15,860	15,593	(267)	21,500	0		
Discover KL Distribution	22,300	16,740	18,652	1,912	22,300	0		
Downham Market	1,340	990	0	(990)	1,340	0		
Explore West Norfolk	6,000	4,500	0	(4,500)	6,000	0		
Hunstanton Marketing	2,540	1,890	0	(1,890)	2,540	0		
Hunstanton TIC	20	0	0	0	20	0		
KL Maritime Trail	10	0	(88)	(88)	10	0		
Signposting maintenance	1,500	1,080	14	(1,066)	1,500	0		
Tourism Salaries and support	59,160	40,800	52,883	12,083	59,160	0		
Special Events	3,000	2,340	0	(2,340)	3,000	0		
Website & Social Media marketing	6,500	4,860	5,565	705	6,500	0		
Total	1,560,320	1,190,430	1,109,969	(80,461)	1,550,320	(10,000)		

Resources:

Corporate Costs & Provisions:								
Subscriptions	36,070	13,700	26,697	12,997	36,070	0		
General Fund write offs	0	0	198,643	198,643	198,643	198,643	Y	Year to date costs are £198,643, this results from a focus on effective debt management and appropriate utilisation of the Council's Provision for Bad Debt.
Corporate Insurance:								
Corporate Insurance	209,630	295,000	530,853	235,853	209,630	0		
Corporate Management Team:								
Assistant Directors	1,271,700	1,028,410	1,196,034	167,624	1,271,700	0		
Chief Executive & Secretary	240,670	180,230	213,821	33,591	240,670	0		
Commercial Services	0	0	13	13	0	0		
Assistant Directors	0	0	500	500	0	0		
Corporate	3,002,460	737,890	(722,162)	(1,460,052)	1,394,930	(1,607,530)	Y	Pay turnover savings are forecast to exceed the original plan by £1,362,730. In year monitoring indicates an increase in NNDR business rates retention of £28,700.
Financial Assistance:								
Community Projects	42,000	31,500	26,000	(5,500)	42,000	0		
Community Projects CRS	155,290	116,370	106,548	(9,822)	155,290	0		
Community Projects CS	115,000	86,220	56,553	(29,667)	115,000	0		
Westnorfolkwins	3,960	(8,710)	(1,095)	7,615	3,960	0		
Financial Services:								
Financial Services	1,094,120	791,880	876,698	84,818	1,094,120	0		
Internal Audit & Fraud:								
Internal Audit	164,100	98,150	96,691	(1,459)	164,100	0		
Revenues & Benefits:								
Benefit Administration	499,600	308,840	383,498	74,658	499,600	0		
Benefit Payments	500,000	191,560	(179,768)	(371,328)	1,170,600	670,600	Y	The level of Housing Benefits paid out in respect of Temporary and Supported Accommodation that is not eligible for subsidy from the DWP is forecast to be higher than planned.
Cost of Collection - Council Tax	869,610	628,580	948,749	320,169	869,610	0		
Cost of Collection - Non Domestic Rates	61,660	22,830	0	(22,830)	61,660	0		
Council Tax Support Admin	57,630	26,760	500	(26,260)	57,630	0		
Covid 19 Grants	0	0	3,267	3,267	0	0		
Housing Benefit Overpayments	(225,000)	(187,470)	0	187,470	(225,000)	0		
Kings Lynn Bid	0	26,170	56,967	30,797	0	0		

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Welfare Reform Funding	0	(9,450)	(9,235)	215	0	0		
Special Expenses:								
Parish Council Recharges - Special Expenses	115,830	1,520	0	(1,520)	115,830	0		
Treasury Management:								
Treasury Management	11,810	8,820	1,845	(6,975)	11,810	0		
Total	8,226,140	4,388,800	3,811,616	(577,184)	7,487,853	(738,287)		
Total Cost of Services	26,128,470	15,802,350	10,889,100	(4,913,250)	26,054,806	(73,664)		
Funding								
Revenue Support Grant	(1,052,270)	0	0	0	(1,052,270)	0		
New Homes Bonus	(293,360)	0	(220,027)	(220,027)	(293,360)	0		
Other Government Grants	(1,147,680)	0	(1,256,213)	(1,256,213)	(1,496,680)	(349,000)	N	Internal Drainage Board Levy Grant of (£499,000) has been awarded to the Council. This is an increase of (£349,000) above plan.
Business Rates	(14,971,290)	0	0	0	(14,971,290)	0		
Council Tax	(8,663,870)	0	0	0	(8,826,870)	(163,000)	N	Forecast growth in Council tax from new premium is (£163,000).
Total Funding	(26,128,470)	0	(1,476,240)	(1,476,240)	(26,640,470)	(512,000)		
Impact on Financial Planning								
Yes						(39,484)		
No						(546,180)		

Appendix B

		Budget up to Q2 monitoring 2025/2026	Revised Budget 2025/2026	Actuals to 31 December 2025
	Project			
	Enterprise Zone	448,460	116,250	116,246
Tier 1	Property and Projects	448,460	116,250	116,246
	Florence Fields	15,600,230	15,600,230	12,401,311
Regeneration, Housing and Place	Hunstanton Southend Road	0		168,463
Regeneration, Housing and Place	Major Housing Projects Unallocated Budget	27,770	16,150	19,933
Regeneration, Housing and Place	Nora Phase 4	99,570	99,570	2,825
Regeneration, Housing and Place	Phase 3-Lynnsport 1	7,719,070	7,719,070	5,979,407
Regeneration, Housing and Place	Salters Road	536,730	536,730	245,510
Tier 1	Regeneration, Housing and Place	23,983,370	23,971,750	18,817,449
Regeneration, Housing and Place	Southgate Regen Area Business Rate Pool Contribution	167,780	167,780	67,319
Regeneration, Housing and Place	Local Authority Housing Fund	1,861,990	1,861,990	6,498
Regeneration, Housing and Place	Active and Clean Connectivity	1,846,200	1,416,000	506,226
Regeneration, Housing and Place	Multi User Community Hub	2,581,450	2,581,450	1,843,667
Regeneration, Housing and Place	Programme Management	45,880	100,000	32,430
Regeneration, Housing and Place	Rail to River	62,000	62,000	(8,530)
Regeneration, Housing and Place	Riverfront Regeneration	3,340,030	546,910	243,411
Regeneration, Housing and Place	St Georges Guildhall Complex	1,552,810	1,552,810	697,720
Tier 1	Regeneration, Housing and Place	11,458,140	8,288,940	3,388,741
Regeneration, Housing and Place	ICT Upgrade Roadmap	1,107,940	947,940	162,417
Tier 2	Corporate Services	1,107,940	947,940	162,417
Regeneration, Housing and Place	Adapt Grant	1,691,960	1,691,960	868,404
Health Wellbeing and Public Protection	Careline - Replacement Vehicles	56,850	56,850	
Health Wellbeing and Public Protection	Careline Grant	25,000	25,000	10,337
Health Wellbeing and Public Protection	Careline-Replacement Alarm Units	60,000	60,000	
Health Wellbeing and Public Protection	Community Safety Vehicle	30,000	30,000	
Health Wellbeing and Public Protection	Disabled Facilities Grant	618,200	618,200	616,670
Health Wellbeing and Public Protection	Low Level Prevention Fund	225,000	225,000	109,662
Tier 2	Health Wellbeing and Public Protection	2,707,010	2,707,010	1,605,073
Leisure And Culture	Corn Exchange -Refurbish Seating	15,000	15,000	3,738
Leisure And Culture	DMLC - Changing room refurb	30,000	0	
Leisure And Culture	DMLC - Replacement Distribution Boards	25,000	0	
Leisure And Culture	DMLC - Window Replacement (dryside)	20,000	0	
Leisure And Culture	L/Sport Gymnastics - Acro Floor and Tumble Track replacement	20,000	20,000	
Leisure And Culture	L/Sport Toilets & Changing Room	52,480	65,000	52,480
Leisure And Culture	L/Sport Track and Barn Line marking	15,000	0	
Leisure And Culture	L/Sport Window replacement	40,000	0	
Leisure And Culture	Lynnsport Drainage Pipeline Enhancement	165,000	165,000	168,957
Leisure And Culture	Oasis - Lockers	30,000	0	
Leisure And Culture	St James Flooring (reception/corridors/viewing)	15,000	15,000	
Leisure And Culture	Town Hall Electrical Switch Replacement	40,000	0	
Leisure And Culture	Town Hall Prep Kitchen	20,000	0	
Leisure And Culture	Town Hall Redecoration	15,000	0	
Leisure And Culture	Town Hall Replacement flooring/stairs	10,000	0	
Leisure And Culture	Town Hall Roofing	50,000	0	
Leisure And Culture	Town Hall Stone Mason external works	20,000	0	
Tier 2	Leisure And Culture	582,480	280,000	225,175
Operations and Community Services	Bandstand Roof Replacement - Hunstanton	30,000	30,000	
Operations and Community Services	Brown Bins/Compost	40,000	40,000	17,934
Operations and Community Services	Car Parks Pay & Display Machine Replacement	41,080	0	
Operations and Community Services	CCTV Facilities and Circuit Upgrade	360,190	0	
Operations and Community Services	Decrim Car Park - County funded Equipment	49,150	0	
Operations and Community Services	Emergency Plan - Replace Radios	30,000	0	
Operations and Community Services	Green Bins/Recycling	40,000	40,000	24,533
Operations and Community Services	Grounds Maintenance Equipment	711,620	711,620	801,991
Operations and Community Services	Grounds Maintenance Vehicles	436,730	436,730	15,500
Operations and Community Services	Heacham North Beach Pay & Display Infrastructure	23,000	0	
Operations and Community Services	Mintlyn Crem - Memorial Gardens - Drainage for paths	50,000	20,000	
Operations and Community Services	Mintlyn Cremator 1 - Refactory reline	100,000	100,000	
Operations and Community Services	Mintlyn Crematorium - Customer Toilets Refurb	40,000	0	

		Budget up to Q2 monitoring 2025/2026	Revised Budget 2025/2026	Actuals to 31 December 2025
	Project			
Operations and Com	Mintlyn Crematorium - redecoration	30,000	0	
Operations and Com	Play Area Equipment - King's Lynn (KLACC)	8,000	0	
Operations and Com	Public Cleansing Vehicles	156,800	156,800	
Operations and Com	Public Conveniences	366,000	0	
Operations and Com	Refuse - Black Bins	40,000	40,000	29,816
Operations and Com	Replacement Play Area Equipment	155,000	0	
Operations and Com	Resurfacing (various car parks)	61,800	61,800	
Operations and Com	Trade Bins	40,000	40,000	6,391
Operations and Com	Replacement Play Area Equipment S106	95,880	95,880	96,782
Tier 2	Operations and Commercial	2,905,250	1,772,830	992,948
Operations and Com	Bus Stops	0	80,390	
Property and Projects	Changing Places Toilet - St James's	2,050	2,050	8,142
Property and Projects	Downham Market Public Conveniences	34,250	34,250	28,267
Property and Projects	Old Meadow Road Deport EV Chargers	0	39,000	
Property and Projects	Re:Fit Project	143,200	16,730	12,388
Property and Projects	Sewage Treatment Works Refurb/Connect Public Sewer	28,000	28,000	26,598
Property and Projects	Van for King's Court	25,000	25,000	
Tier 2	Property and Projects	232,500	225,420	75,395
Finance	Community Projects	16,650	16,650	
Tier 2	Finance	16,650	16,650	0
Leisure And Culture	DMLC - Replacement Pool Lighting	13,000	0	
Leisure And Culture	Oasis Cubicles replacement	50,000	0	
Leisure And Culture	Oasis Fitness Flooring bowls hall/fitness stairs	10,000	0	
Leisure And Culture	Oasis Pool Hall lighting	15,000	0	
Tier 3	Leisure And Culture	88,000	0	0
Operations and Com	Car Prk Multi-storey Barrier Ticket Machine	38,130	38,130	
Operations and Com	Car Prk Multi-storey Lighting + Controls	102,470	102,470	
Operations and Com	Christmas Lights Replacement	187,550	0	
Operations and Com	Digital Signage Installation - NTP	43,000	0	
Operations and Com	Hunstanton Public Realm	100,000	0	
Operations and Com	NSF Events Equipment	5,170	0	
Operations and Com	Parking/Gladstone Server Upgrade	12,030	0	
Operations and Com	Resort - Beach Safety Signage	15,000	0	
Operations and Com	Resort - Visitor Digital Sign	50,000	50,000	
Operations and Com	Resurfacing (various car parks)	200,000	0	
Operations and Com	The Walks Accessible play Area	120,000	0	
Operations and Com	Replacement Dog Bins	21,000	0	
Tier 3	Operations and Commercial	894,350	190,600	0
Property and Projects	Bergen Way Industrial Estate Roof Replacement	250,000	250,000	
Property and Projects	E-Energy Solar Project	8,700	0	
Property and Projects	Estate Roads - Resurfacing	30,500	30,500	
Tier 3	Property and Projects	289,200	280,500	0
Operations and Com	South Lynn Fire Station	0	30,000	
Regeneration, Housing	ICI/Active Travel Hub (KLIC2)	121,060	0	
Regeneration, Housing	South Quay Stage 3	120,000	0	
Tier 3	Regeneration, Housing and Place	241,060	30,000	0
	Exempt Schemes	197,000	1,540,000	0
Total Capital Programme (Tiers 1 2 3)		45,151,410	40,367,890	25,383,444

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards - No	Mandatory/	Be entirely within Cabinet’s powers to decide		YES/NO	
	Discretionary/	Need to be recommendations to Council		NO	
	Operational	Is it a Key Decision		NO	
Lead Member: Cllr J.Rust E-mail:		Other Cabinet Members consulted:			
		Other Members consulted:			
Lead Officer: Jeannette Hollingsworth E-mail: Direct Dial:		Other Officers consulted: James Arrandale – Legal			
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

Date of meeting: 23 April 2026

TITLE - REQUIRED CHANGES TO THE EXISTING CORPORATE ENFORCEMENT POLICY AND FINANCIAL PENALTIES POLICY AS A RESULT OF THE RENTERS RIGHTS ACT 2025

Summary

The implementation of the Renters’ Rights Act requires a coordinated and timely update to the Enforcement Policy and Council’s Civil Penalty Policy, and to ensure compliance with the new statutory duties and offences. Failure to update these frameworks risks inconsistency in enforcement decisions and activities, increasing exposure to challenge, as well as an inability to demonstrate that the Council is meeting its statutory duties to enforce landlord legislation under section 107 of the Act. Approval is therefore sought to amend the existing Corporate Enforcement Policy to include an addendum for a separate Policy for private sector housing, with effect from 1 May 2026 aligning the Council’s enforcement approach to the Renters Rights Act 2025.

It is proposed that the new policies take effect from 1 May 2026 with transitional arrangements in place to ensure legal and procedural continuity. For a limited period of approximately 6 months, both the existing and new policies will operate in tandem, with the applicable policy determined by the date on which the offence was committed. This approach ensures fairness and legal certainty for ongoing cases, avoids retrospective application of policy and allows the Council to conclude enforcement activities initiated under the current framework. Once legacy cases have resolved, the existing policies will be formally withdrawn, leaving a single updated policy framework in place.

Recommendation

It is recommended that in order to ensure that the council has a robust legally compliant, and consistent approach to enforcement under the Renters' Rights Act, that Cabinet approve:

- 1) The inclusion of an addendum to the current Corporate Enforcement Policy.
- 2) The proposed Civil Penalty Policy.

Reason for Decision

The Renters Rights Act 2025 has significantly changed the landscape for the private rented sector and introduced specific duties on Local Housing Authorities with respect to enforcement protocols and mandatory reporting of enforcement interventions into central government.

1. Background

- 1.1. The Renters' Rights Act introduces a significantly expanded civil penalty framework and places new duties on the Council to enforce a broader range of landlord obligations. This includes new compliance requirements, enhanced penalties for repeat or serious non-compliance, and clearer expectations that enforcement activity is fair, consistent and proportionate. To meet these requirements, the Council must ensure its relevant policies are fully aligned with the new legislative framework.
- 1.2. The Councils existing Civil Penalty and Enforcement Policies were developed prior to the introduction of the Renters' Rights Act and do not reflect the suite of new offences or amendments to penalty or evidential thresholds.
- 1.3. Without updated policies, there is a risk of inconsistent enforcement, legal challenge to decisions and reduced ability to demonstrate compliance with statutory guidance and best practice. Updating these policies is essential to ensure the Council can meet its statutory obligations as of 1 May 2026.
- 1.4. The Council's current Corporate Enforcement Policy was developed within a regulatory framework where local authorities retained broad discretion to resolve non-compliance through informal or advisory action, reflecting the principles of the Regulators' Code. That approach assumed enforcement was generally discretionary and that informal resolution would often be appropriate as a first response. This framework underpins much of the Council's existing regulatory practice.
- 1.5. The Renters' Rights Act represents a fundamental shift from that position. Section 107 places a statutory duty on local housing authorities to enforce landlord legislation, altering the balance between informal action and formal enforcement.

- 1.6. Where breaches of the defined 'landlord legislation' are identified, the Council must now actively consider enforcement action to meet this duty, rather than defaulting to advice or informal resolution in the first instance. As a result, the Regulators Code can no longer be relied upon to justify informal action as the starting point for compliance under the Renters' Rights Act.
- 1.7. Historically, enforcement of private rented sector legislation has varied significantly between local housing authorities. Differences in local policy frameworks, penalty setting mechanisms and approaches to escalation have led to what is termed as a 'postcode lottery' for landlords, where similar breaches may result in markedly different enforcement outcomes depending on the authority involved.
- 1.8. This inconsistency risks undermining confidence in the regulatory system, creates uncertainty for landlords operating across multiple areas and increases the likelihood of challenge to enforcement decisions. This also results in discrepancies to the level of tenant protections.
- 1.9. In response to these concerns, the voluntary group, Association of Chief Environmental Health Officers (ACEHO) has developed a national model Enforcement Policy. This policy is intended to promote greater consistency, transparency and robustness in local authority enforcement approaches, while allowing for appropriate local discretion where appropriate. Aligning the Council's policies with this nationally recognised framework supports a consistent and defensible approach to enforcement, reduces the risk of unfavourable outcomes to legal challenge and strengthens the Council's ability to meet its statutory duties under the Renters' Rights Act.
- 1.10. In addition, it is proposed to adopt a new Statement of Principles for the Civil Penalties Policy produced in conjunction with Justice for Tenants and reflects their extensive work to create a robust and lawful framework for civil penalties which will be adopted by the majority of English Councils. This includes a consistent structure for calculating the amount of the penalty applied for each offence using a standardised matrix.
- 1.11. Justice for Tenants (JFT). JFT are a non-profit organisation with an express purpose of supporting tenants and enabling Local Authorities to effectively use their powers and the civil penalty sanctions effectively to regulate the PRS.

Summary of Amendments

1.12. This tables below outline a comparison of the existing status, what will change and a short commentary.

1.13. Enforcement Policy:

Area	Current Policy	Proposed Policy	Change Detail
Legislative Framework and Offence Coverage	Based on Housing Act 2004, Housing & Planning Act 2016 and general civil penalty powers	Aligned with Renters' Rights Act 2025 as implemented up to 1 st May 2026	Amendments to reflect incoming powers and duties
Regulators' Code	Council commits to operating in accordance with the Regulators Code unless high risk or history of non-compliance	Removed in regard to Section 107 of the Renters' Rights Act imposing a statutory duty to take enforcement action on 'landlord legislation'. Still in place for legislation that falls outside of 'landlord legislation' but no longer applicable to legislation to which the regulator's code is not statutorily applicable.	Enforcement change – no longer appropriate to consider informal approach in the first instance where breach/offence of 'landlord legislation'. Code is still applicable where outside of 'landlord legislation' and the Regulator's Code applies.
Enforcement Approach	Graduated approach promoting support and voluntary compliance in most cases unless high risk or history of non-compliance	Allows formal action as the first step where 'landlord legislation' breach/offence committed, and the Regulator's Code does not apply	Stronger early intervention powers in adherence with section 107 and otherwise
Investigatory Powers	General overview of current provisions	Adds extensive Renters' Rights investigatory powers	Expansion of powers
Rent Repayment Orders & Banning Orders	Included but less detailed	Expansion to align with RRA	Expansion to align with RRA

1.14. Civil Penalty Policy:

Area	Current Policy	Proposed Policy	Change Detail
Legislative Framework and Offence Coverage	Based on Housing Act 2004, Housing & Planning Act 2016 and general civil penalty powers	Aligned with Renters' Rights Act 2025 as implemented up to 1 st May 2026	Amendments to reflect incoming powers and duties
Regulators' Code	Council commits to operating in accordance with the Regulators Code unless high risk or history of non-compliance	Removed entirely due to Section 107 of the Renters' Rights Act imposing a statutory duty to take enforcement action on 'landlord legislation' and in relation to legislation to which the Regulator's Code does not apply.	Enforcement change – no longer appropriate to consider informal approach in the first instance where breach/offence of 'landlord legislation' but informal action may still be considered for other areas of legislation.
Penalty Calculation	Locally determined matrix considering number of factors	Replaced with statutory matrix including set starting points and other structured factors including landlord type	Introduction of statutory starting points and a nationally consistent calculation method
Aggravating/Mitigating Factors	List of general considerations	Significantly expanded list including vulnerability factors, duration, severity, obstruction and harm level	More structured and transparent penalty adjustments
Financial Assessment/Representation Consideration	Minimal reference, not prescriptive	Detailed evidence requirements	Stronger evidential basis required

2. Options Considered

- 2.1. Members of the Housing Standards team have attended numerous webinars, training sessions and regional professionals' meetings to understand the full implications of this legislation. The recommendations are made on the basis of this extensive training and working with the Central Government funded Jigsaw Group specifically supporting Local Authorities to implement the new legislative requirements.

Option 1 – Amend Enforcement Policy and Approve Civil Penalty Policy

- 2.2. Approve the inclusion of an addendum to the current Corporate Enforcement Policy with appropriate covering text within the Corporate Enforcement Policy and approve the proposed Civil Penalty Policy. To take effect from 1 May 2026, with transitional arrangements allowing the existing policies to operate in tandem for a limited period to conclude legacy cases.
- 2.3. This option ensures that the Council can meet its statutory duties under the Renters' Rights Act 2025 section 107. It provides a clear and consistent framework for enforcement decision making and supports alignment.
- 2.4. This option minimises risk of legal challenge, ensures that the Council is implementing the Renters' Rights Act effectively and that the intended tenant protections are driven forward.
- 2.5. Implications:
- Full compliance with the Renters' Rights Act 2025
 - Clear officer guidance and defensible enforcement outcomes
 - Reduces legal challenge and reputational risks
- 2.6. Option 1 is the preferred option.

Option 2 – Retain existing policies with minor amendments

- 2.7. Whilst it would be possible to retain existing policies with minor amendments only without adopting a revised framework or mandatory licensing conditions linked to civil penalties the council would be at risk from:
- Policies not adequately reflecting the statutory duty to enforce under section 107
 - The risk of inconsistency across England
 - Reduced clarity for officers, landlords and tenants
 - Higher likelihood of legal challenge and policy failure under scrutiny
 - Reputational risk for ineffectively implementing the Renters' Rights Act.
- 2.8. For these reasons option 2 is not considered to be viable and is not therefore preferred.

Option 3 – Do nothing

2.9. This option would see no accommodation made for the implementation of the Renters Rights Act 2025 and would carry significant risk for the council when enforcing the act.

2.10. For this reason option 3 is not a viable option for consideration.

3. Policy Implications

3.1. This aim of the report is to explain the reasoning for proposed amendments to the existing Corporate Policy; therefore, the policy implications are significant.

4. Financial Implications

4.1. It is expected that the increased range of offences, the duty to enforce rather than educate and sanctions by way of civil penalties will generate an increase in revenue receipts for the council. The act requires these are ring fenced to the private sector housing enforcement regime.

4.2. Work to ensure financial assurance around the receipt and collection of the additional penalties expected is underway.

4.3. The Renters Reform Act comes with additional New Burdens Funding, but the amount of the award has not yet been confirmed.

5. Personnel Implications

5.1. The Renters Rights Act places significant additional pressures on the Housing Standards Team. Work is underway to realign the team to meet these challenges.

5.2. Where additional staff resource is identified, any new posts will be subject to the council's usual personnel and financial controls and assessment prior to approval.

6. Environmental Considerations

6.1 None

7. Statutory Considerations

7.1 Legal and compliance risk: There is a risk that failure to adopt updated enforcement and civil penalty policies aligned with the Renters' Rights Act could result in the Council being unable to demonstrate compliance with our statutory duty to enforce landlord legislation under section 107 once it comes into force on 1 May 2026.

7.2 This may increase the likelihood of successful challenge to enforcement decisions, particularly where informal action is relied upon without clear

justification, or where penalty-setting lacks a transparent and consistent framework.

- 7.3 Mitigation: Adoption of the proposed policy suite, with clear decision-making criteria and transitional arrangements, will provide a defensible and legally robust basis for enforcement action.
- 7.4 The introduction of new policies from 1 May 2026, alongside a transitional period where legacy cases are concluded under existing policies, may create complexity for officers and decision makers, with a risk of procedural error or misapplication of policy.
- 7.5 Mitigation: Clear internal guidance, officer briefings, and defined transitional arrangements based on the date of offence and management oversight will support correct application of the appropriate policy framework during the transition period.

8 Equality Impact Assessment (EIA)

(Pre-screening report template attached)

9 Risk Management Implications

- 9.1 There are considerable reputational and legal risks if the Council do not amend the current enforcement approach which aligns with the Regulators code, to the new duty to enforce as a first response.

10 Declarations of Interest / Dispensations Granted

11 Background Papers

(Definition : Unpublished work relied on to a material extent in preparing the report that disclose facts or matters on which the report or an important part of the report is based. A copy of all background papers must be supplied to Democratic Services with the report for publishing with the agenda)

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	Adoption of a revised Statement of Principles relating to civil penalties and offences under the Renters Rights Act 2025 and the adoption of an addendum to the existing corporate enforcement policy as it applies to enforcement undertaken specifically under housing legislation.				
Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>	New		Existing	x	
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.	To provide alternative policies to those presently existing to ensure that the policies align with legislative changes. The policies will apply to the enforcement and imposition of penalties arising from various legislation. The policies are constrained by various legislation but, in particular, are made necessary by the changes brought about by the Renters' Rights Act 2025				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>					
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:					

Adoption of these policies is likely to improve the conditions of those of low income because it principally applies to those living in rented accommodation.

It will also allow for proper regulation designed to prevent discrimination against those with children or on benefits.

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>	<p>Yes / No</p> <p>N/A</p>	<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: This document relates to the revision of the Enforcement Policy to take into account the statutory duties placed on the Council to enforce in line with the Renters Right Act 2025 and does not reflect the intentions set out in the new act, which will have been subject to scrutiny in its own right.</p>		
Assessment completed by: Name	Jeannette Hollingsworth			
Job title	Environmental Health Manager			
Date completed	5th March 2026			
Reviewed by EWG member	Alison Demonty	<table border="1"> <tr> <td data-bbox="1110 1597 1257 1673">Date</td> <td data-bbox="1257 1597 1492 1673">25.03.26</td> </tr> </table>	Date	25.03.26
Date	25.03.26			

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

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards All within the King's Lynn Pride in Place Boundary and Southern High Street (st Margaret's with st Nicholas)	Discretionary /	Be entirely within Cabinet's powers to decide		YES	
	Operational	Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
Lead Member: Cllr Rust E-mail: <i>cllr.jo.rust@west-norfolk.gov.uk</i>		Other Cabinet Members consulted: Cllr, Ring, Cllr Beales			
		Other Members consulted:			
Lead Officer: Mark Whitmore E-mail: <i>mark.whitmore@west-norfolk.gov.uk</i>		Other Officers consulted: Kate Blakemore – Chief Executive Michelle Drewery – Deputy Chief Executive Jo Stanton – Revenues & Benefits Manager Jeanette Hollingsworth – Environmental Health Manager Jemma Curtis – Regeneration Programmes Manager Connor Smalls – Regeneration Programmes Officer			
Financial Implications YES	Policy/ Personnel Implications YES	Statutory Implications NO	Equality Impact Assessment YES/If YES: Pre-screening	Risk Management Implications YES	Environmental Considerations NO

Date of meeting: 23rd April 2026

HIGH STREET RENTAL AUCTIONS

Summary

High street vacancy, both residential and commercial, is harming King's Lynn's town centre by weakening economic vitality, encouraging anti-social behaviour and creating a poor impression of the town. Addressing long-term empty properties is therefore central to delivering the King's Lynn Ten Year Vision for the Pride in Place Programme, which aims to create a more vibrant, safe and inclusive town.

With the appointment of a dedicated Empty Properties Officer through utilising the money we have received through the Second Homes Council Tax, there becomes an opportunity for that officer to implement a High Street Rental Auction Scheme in King's Lynn, which provides a targeted mechanism to bring vacant commercial units back into use.

The scheme will be applied specifically to the southern section of King's Lynn High Street, where there is a recognised concentration of empty commercial premises. By enabling rental auctions for eligible properties, the council can

intervene where landlords have failed to re-let units, helping to re-energise the high street and support economic recovery.

Recommendation

Cabinet to note the content of this report and agree to implement a High Street Rental Auction Scheme subject to following the national guidance in implementing such a scheme, to initially be applied to the southern section of King's Lynn High Street.

Reason for Decision

The scheme is needed to address the high concentration of long-term vacant commercial units on the southern High Street, which currently undermines the area's economic vitality, appearance and safety.

A High Street Rental Auction Scheme provides a practical tool to bring empty properties back into use and supports the wider aims of revitalising King's Lynn town centre.

1 Background

- 1.1 Long term Empty properties are often a source of frustration within communities as they can fall into disrepair and can attract unwanted criminal and anti- social behaviour. Empty homes are also an unused resource in the housing market.
- 1.2 Properties can fall empty for many reasons and there is no simple regulatory process for returning them to occupation. Working with owners is a time consuming and complex process that requires a dedicated resource to be effective.
- 1.3 The prolonged vacancy of shops and buildings can significantly impact high streets and is a challenge nationally, intensified by economic conditions alongside long term changes in customer shopping habits and the way people now use local high streets. The latest data from Savills in their 'Spotlight: Shopping centre and high street – Q4 2025 report outlines that the high street vacancy rate is at 13.4% (February 2026).

Number of empty properties in Kings Lynn

- 1.4 In December 2025 there were 2179 empty residential properties in West Norfolk. Of these 608 are within the PE30 postcode area.
- 1.5 Table 1 shows the number of properties empty for up to one year (C), one to five years, five to ten years and over ten years in PE30 and for the entire Borough.

Premium	PE30 Postcode Area	BCKLWN
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	BAND								TOTAL	ALL BANDS
	A	B	C	D	E	F	G	H		TOTAL
C	264	102	42	19	8	4	1	0	440	1423
LEVY	77	33	11	2	2	4	1	0	130	633
L5	26	1	1	1	1	0	0	0	30	76
L10	3	2	0	0	0	0	0	0	5	24
XU	2	0	1	0	0	0	0	0	3	14
Total >1yr	108	36	13	3	3	4	1	0	168	747
Total inc <1yr	372	138	55	22	11	8	2	0	608	2170

Table 1: Empty Properties by length empty

- 1.6 Since 2019 councils have been able to charge an additional 100% council tax for properties left empty for over two years. From April 2020 higher amounts were introduced for properties empty for longer periods, and in 2024 properties empty over one year were included. We charge a 100% levy for all properties (subject to exemptions) empty between one and five years and additional levies of 200% for properties empty between five and ten years and 300% for properties empty over 10 years.
- 1.7 The council has been monitoring the impact of the changes in levy amounts on the number of empty properties across the borough. There has been no noticeable change in the number of empty properties with fluctuations of less than +/- 10% since the change in the Levy in April 2024. The number of properties empty over one year as a percentage of the total Council Tax base is 0.91% (Table 2). This is a trend that is reflected in national statistics.

Pride in Place and HSRA (High Street Rental Auctions)

- 1.8 For King's Lynn Town Centre Council data shows that, as of January 2026, there is a vacancy rate of 12.9% of retail units. Council data also shows that whilst the towns occupancy percentage has fallen since January 2024, this is only by approx. 2.8%.

Jan 2024	91%	April 2024	90.8 %	Jan 2025	88.7 %	June 2025	88.7 %	Sept 2025	88.2%
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Table 3: Kings Lynn Town Commercial Occupancy Rates

- 1.9 King's Lynn has been included in the Government's Pride in Place Programme awarding the town £20 million over 10 years. The King's Lynn Neighbourhood Board has prioritised Town Centre Repurposing as an intervention, enabling transformation of underused and neglected buildings, sites and areas.
- 1.10 This has generated the opportunity to undertake a more bespoke solution for the King's Lynn area through utilising the ability for us to undertake High Street Rental Auctions (HSRA) as an additional power to encourage and enforce

landlords to let out currently vacant commercial units subject to meeting the required criteria.

2. Introduction

- 2.1 This report presents to Members the work we are already undertaking to develop an empty properties service through the appointment of an empty property officer, fully funded through our agreed share of funding from Norfolk County Council through the Second Homes Council Tax which has been applied across the Borough, and the additional opportunity to start using High Street Rental Auctions in relation to King's Lynn Town Centre.
- 2.2 In summary, we are currently in the process of appointing an Empty Properties Officer to lead the development of a new Empty Properties Programme, based on a clear "white and black" checklist of best-practice actions. This role will establish a structured and proactive approach to identifying, prioritising, and tackling empty homes and properties within the borough.
- 2.3 Key elements of the programme will include:
- **Creating a dedicated empty property database** capturing all empty properties, including those empty for less than six months. This will enable accurate tracking, data cleansing, prioritisation of cases, and targeted engagement with property owners.
 - **Undertaking a data-cleansing exercise**—potentially using a specialist external company—to ensure the council holds accurate, reliable information on empty properties.
 - **Implementing a programme of engagement and encouragement**, including options such as loan schemes to help owners bring properties back into use.
 - **Using enforcement tools where necessary**, drawing on a range of legislative powers (e.g., Housing Act 2004, Building Act 1984, Planning powers, and Environmental Health legislation) when voluntary engagement is unsuccessful. Where appropriate, this may include works in default, placing charges on properties, and pursuing enforced sale to recover debts.
- 2.4 The role will ensure that both supportive and regulatory measures are coordinated effectively, recognising that enforcement alone does not significantly reduce empty homes without parallel engagement and incentive-based approaches.
- 2.5 In addition to this we want to implement our High Street Rental Auction Powers.

3. High Street Rental Auctions Overview

High Street Rental Auctions (HSRAs) are a new power given to local authorities in England that allows them to auction leases for long-term vacant commercial premises in designated high streets or town centres. The powers, introduced under Part 10 of the Levelling-up and Regeneration Act 2023, enable councils to step in where a property has been empty for over a year (or 366 days in two years) and the landlord has not taken reasonable steps to re-let it.

Once designated, councils can run a formal auction process to secure a tenant for a fixed-term lease, typically between one and five years, at **fair market rent**. Bidders are free to submit an offer for any rental amount, the intention is to allow the auction process to determine a **fair market rent** and encourage the re-occupation of vacant properties. Prospective tenants will however only be able to bid once, and other bidders may outbid them. The aim is to tackle persistent vacancy, increase footfall, and support local economic and social regeneration by bringing empty units back into productive use.

- 3.3 The Government's guidance explains that rental auctions are intended to help reverse high vacancy rates, currently around 1 in 7 high street units nationally and to empower local leaders to take proactive steps to revitalise struggling town centres. Councils must follow a tightly defined 22–24 week process, including serving notices, creating an auction pack, and marketing the premises. Landlords still have an opportunity to find a tenant during an initial "grace period," but if no satisfactory tenancy is agreed, the auction proceeds. The approach is designed to re-energise high streets and reduce the negative impacts of empty premises, such as reduced footfall and increased anti-social behaviour.
- 3.4 A HSRA can only be carried out in areas that have been previously designated by the Local Authority and must follow a specific process (set out below).
- 3.5 The legislation and process are complex and would involve staff from multiple departments within the Council. There are various legal requirements and specific timescales to follow (see Appendix 2 for a flowchart of the full process). Once an area is designated, starting the HSRA process would follow the below simplified steps;
 - Step 1: Proactively work with landlords who have vacant properties to let them know of the designation, potential application of HSRA and encourage them to let the property.
 - Step 2: Identify & verify the vacant property. The property must satisfy both the vacancy condition (premises have been unoccupied continuously for 12 months, or for at least 366 days (non-continuously) within a 24-month period) and the local benefit condition (the local authority must be satisfied that the occupation of the premises for a suitable high-street use would be beneficial to the local economy, society, or environment).
 - Step 3: A survey may be completed to consider suitability e.g. cost of work to make the rental of the property viable.

- Step 4: The Council serves an initial notice to the landlord requiring the premises to be let.
- Step 5: The Landlord has 8 weeks to enter into a tenancy which the Council considers suitable.
- Step 6: Should no suitable tenancy be put in place, the landlord is served a final notice informing them that the Council will run a High Street Rental Auction for the premises
- Step 7: Landlord has an opportunity to Appeal.
- Step 8: The Council commences a 12-week auction process and completes a tenancy contract.

The High Street Rental Auction process is expected to take 22 to 24 weeks from initiation to completion and a link to the High Street Rental Auctions: Non-statutory guidance can be found in the Background Papers section of this report.

It is important to note that the Government has outlined that the logic of this new national policy is that the auction itself will be used as a last resort when proactive engagement with a landlord has not led to a successful outcome. Based on early experiences gathered by MHCLG from trailblazer authorities who have already designated HSRA High Street Areas, they have not had to implement the full auction process and have seen positive results following designation and proactive engagement with landlords. As such, it has been proven in live situations that having the policy established can help positively encourage landlords to take more proactive and open-minded approach to letting units.

It is also key to understand that the HSRA process will not be applicable to every vacant unit. The policy and process have been created around units which are already up to a lettable standard and can therefore attract a viable tenant ready to enter into a lease and pay rent. The guidance from Government clearly states that very large premises (such as former department stores subject to long term, complex redevelopment) and premises requiring significant investment with serious issues (such as structural or damp issues) are likely to be outside of the scope of HSRA.

4. Implementation of High Street Rental Auctions

- 4.1 Step 1 – Defining the Designated High Streets - If a Local Authority wants to engage and utilise the HSRA process, it must first define the high street or area where HSRA can be used. It is proposed to define this area to the southern part of the High Street in King's Lynn to tackle and focus on the existing concentration of vacancy in this part of the town centre (set out in Appendix 1).

- 4.2 Step 2 – Community Engagement - Once the area is identified, a community engagement period of at least 28 days must take place outlining the proposed 'Designated High Street' where HSRA can be used. If a property is vacant or expected to become vacant soon, landlords will be invited to discuss how the Council can assist in facilitating occupancy, removing the need to initiate the HSRA process.
- 4.3 Step 3 – Vacancy Register - A vacancy register will need to be established and maintained giving details of long-term vacant properties within the designated high street, to allow the Council to identify properties eligible for HSRA's.
- 4.4 Step 4 – HSRA Process – As outlined in this report and the guidance from MHCLG, the HSRA would require following the mandated process and a policy/process would need to be established, including how potential properties would be identified and progress through the auction process.

5. Proposed Application of HSRA in King's Lynn

- 5.1 As of January 2026, the vacancy rate in King's Lynn Town Centre was 12.9%. Whilst this is below the national average, there is a concentration of vacant properties in the southern area of the High Street. Stakeholders, residents and businesses have been raising their concerns about this area due to the notable concentration of vacant units, it is therefore considered that the HSRA powers could have a focused impact on this area of town. This approach would send a clear signal that the Council wants to tackle vacant units in this area of town whilst acknowledging the lower level of vacant properties in the remainder of the town centre.
- 5.2 It is proposed, therefore, that the council will designate the southern part of High Street (Appendix 1) and take a proactive approach with early engagement with landlords. By designating a HSRA area, the Council will be able to use HSRA's as an incentive in discussions to aid and encourage proactive and meaningful conversation to let empty units. This will be in addition to existing powers such as CPO's and Planning Enforcement and will further bolster the Council position to engage in these discussions.
- 5.3 It is important to note the complexities, limitation and newness of the legislation as outlined in this report and manage expectations accordingly. We now have evidence from MHCLG and the trailblazer authorities that designation and proactive engagement works, delivering tangible results. It is therefore recommended that Officers proceed with caution and tactfully approach landlords, first offering that collaborative and proactive engagement whilst outlining powers that are available. This presents an opportunity to establish and improve positive relationships whilst sending out a clear signal as to the Council's vision for the Town Centre. It will be important to review our approach and develop it over time based on any learning as well as further updates from MHCLG and best practice from other authorities who are getting results.

5.4 HSRA can positively grow engagement with landlords and provide an impetus to address persistently vacant premises in addition to existing powers like Planning Enforcement. If the scheme is to operate as intended by Government, then a limited number of premises if any should reach rental auction stage as the landlord should have been positively engaged and proactively brings the premise back into use through collaboration.

6. Options Considered

6.1 To not implement this scheme.

7. Policy Implications

7.1 There will be a requirement to draft a HSRA policy.

8. Financial Implications

8.1 High Street Rental Auctions - The costs for the process are initially to the Local Authority. However, there is the opportunity to recover these through the auction process and/or through the New Burdens Payments (Deadline for applications: 14 January 2028, or until the burdens are met through a Spending Review bid or a Local Government Finance Settlement. You must apply for payment within the same financial year the HSRA is delivered) up to the value of £5,223 per auction or up to £1,791 if the auction does not meet the marketing stage. There is no limit on the number of auctions an authority can conduct and claim and it will follow the new burdens doctrine. The New Burdens Payment would cover:

- issuing legal notices;
- gaining access to the premises;
- marketing and promoting the auction and premises to be let; and
- administering and managing the auction process.

8.2 One of the main potential barriers to utilise the HSRA powers will be properties that are not in a lettable state. At this time MHCLG have confirmed that there will be no additional fund into 26/27 for such works. However, alternative funding sources to support property renovations and similar work required could be sought through the Pride in Place Programme as well as other funding partners such as Historic England where active discussions are currently on going.

8.3 The post associated with the creation of this service, the Empty Properties Officer, has already been approved for two years and will be funded from the additional Council Tax receipts from the second homes levy.

9. Personnel Implications

9.1 Recruitment of one FTE Empty Properties Officer post.

9.2 To implement HSRA and an Empty Properties scheme will require coordinated support across the following departments:

- The Councils regulatory departments, including Environmental Health & Planning Enforcement services
- Revenues Team (C Tax and Business Rates)
- Town Centre management – vacancy data and input into the vacancy register (already maintained by the Commercial Services team).
- Regeneration – identifying potential demand, agreeing area to be designated, identify target buildings, community consultation, identifying and engaging landlords.
- Property Services – surveying property conditions and works required to achieve minimum lettable standard, marketing and running auctions, tenancy agreements. Property Services would likely need to outsource this work due to the team's limited resources.
- Legal services in respect of enforcing action through the courts, for example pursuing enforced sales, and defending legal challenges.

10. Environmental Considerations

10.1 None

11. Statutory Considerations

11.1 Outside of any statutory duties imposed by the legislation there is no statutory duty for the council to require empty properties to be returned to use.

12. Equality Impact Assessment (EIA) (Pre screening report template attached)

12.1 By confining this work to the Kings Lynn Vision geography it is recognised that empty properties elsewhere will not receive the same level of scrutiny or support to be brought back into use.

13. Risk Management Implications

13.1 Landlords may be struggling to find tenants for currently vacant commercial properties and if demand is low, the HSRA process might not be able to resolve the issue.

13.2 Quality of premises - Vacant units may be in poor condition which would require potentially significant investment before they are suitable for a tenant, beyond potentially available funding. Under the HSRA process, the landlord retains ownership of the property and is responsible for its condition. If a property is in a poor condition, the landlord would need to carry out repairs before any auction, this could result in legal delays.

13.3 Refurbishment costs - Where the Council will also need to apply for funding, this would add additional resource pressure. Landlords remain central to any repairs.

13.4 Legal Challenge - As a result of the HSRA process, Landlords may launch Legal challenges disputing the council's intervention, vacancy criteria, or statutory compliance etc. Risks include delays, costs, and reputational impact.

14. Declarations of Interest / Dispensations Granted

14.1 None

15. Background Papers

[High Street Rental Auctions: Non-statutory Guidance](#)

Appendix 1: Proposed High Street Rental Auctions Red Line Boundary for Southern High Street Only



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	High Street Rental Auctions				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New	<input type="checkbox"/>	Existing	<input type="checkbox"/>	
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.	Appointment of an Empty Property Officer and implementation High Street Rental Auction Scheme in King's Lynn, which provides a targeted mechanism to bring vacant commercial units back into use.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	Cllrs Rust and Beales Jo Stanton Kate Blakemore Michelle Drewery Mark Whitmore Jason Birch				
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			<input type="checkbox"/>	
	Disability			<input type="checkbox"/>	
	Sex			<input type="checkbox"/>	
	Gender Re-assignment			<input type="checkbox"/>	
	Marriage/civil partnership			<input type="checkbox"/>	
	Pregnancy & maternity			<input type="checkbox"/>	
	Race			<input type="checkbox"/>	
	Religion or belief			<input type="checkbox"/>	
	Sexual orientation			<input type="checkbox"/>	
	Armed forces community			<input type="checkbox"/>	
	Care leavers			<input type="checkbox"/>	
	Health inequalities*			<input type="checkbox"/>	
Other (eg low income, caring responsibilities)			<input type="checkbox"/>		

Please provide a brief explanation of the answers above:

Whilst the impact on specific people from the backgrounds above would be Neutral their would be an overall positive impact on communities in the town centre where properties have been empty for a long time. Empty properties can attract Anti-social behaviour, be unsightly and detract from investment and most importantly in areas of high housing demand are wasted housing resource. Taking action to return empty properties to use will assist the council in supporting the priorities identified in the Pride in Place regeneration plan and supporting the Marmot Objectives of creating and developing healthy and sustainable places and communities following the principles of proportionate universalism.

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?	Yes	There will be a disparity in the approach to empty commercial properties within the designated HSRA area and the rest of the town centre/Borough.
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:

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:

Decision agreed by EWG member:

5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	<p>Please provide brief summary:</p> <p>The empty properties officer and HSRA designated will aim to tackle commercial properties that impact on the town centre' vibrancy and perception as a place to visit. Encouraging these properties back into use through the work of the Empty Properties Officer will open up new opportunities for new businesses and jobs to be created which could assist reducing the number of people currently unemployed.</p>
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Assessment completed by: Name	Mark Whitmore		
Job title	Assistant Director – Health Wellbeing and Public Protection		
Date completed	30 March 2026		
Reviewed by EWG member		Date	

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



Stage 2 – Full Equality Impact Assessment Form

Text below in red is for guidance when completing the form

Title of the Equality Impact Assessment report:

High Street Rental Auctions

1. What is the service area(s) and who is the lead officer?

- List the Executive Director and Service Manager, plus the person completing this assessment if different.
- What is the current position/service/policy?

Mark Whitmore - Health, Wellbeing & Public Protection

Duncan Hall – Regeneration, Housing & Place

Jemma Curtis – Regeneration Programmes Manager and Connor Smalls – Regeneration Programmes Officer.

No current High Street Rental Auction provision.

2. What change are you proposing?

- Briefly state what the change is.
- State whether the change is as a result of:
 - Capital and revenue bid prepared as part of the budget process
 - Formal service review report
 - Proposal for reduction, enhancement or change in service levels
 - New or amended Council policy
- State whether the change will result in a decision by Management or Members

Implement a High Street Rental Auction Scheme subject to following the national guidance in implementing such a scheme, to initially be applied to the southern section of King's Lynn High Street.

The empty properties officer and HSRA designation will aim to tackle commercial properties that impact on the town centre's vibrancy and perception as a place to visit. Encouraging these properties back into use through the work of the Empty Properties Officer will open up new opportunities for new businesses and jobs to be created which could assist reducing the number of people currently unemployed.

The decision is required by Cabinet.



3. How will this change help the Council achieve its Corporate Strategy priorities (and therefore your Directorate/service objectives)?

- Which Corporate Strategy priority does this change support? (Documents available from our website)
- If it doesn't link to the organisation's aims, what justification is there for the change?

This would support the Corporate Strategy to:

Promote 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,

HSRA will work to reduce vacancy in the designated area (Southern High Street), create opportunities for new business and in turn new jobs. Bringing vacant units back into use supports the wider town centre ecosystem, increasing footfall and working towards the aims for a more vibrant town centre with a mix of uses. This also supports and aligns with the West Norfolk Economic Strategy, specifically in relation to Thriving Towns as well as the King's Lynn Ten Year Vision for the Pride in Place Programme and the emerging King's Lynn Masterplan.



4. What is your evidence of need for change?

- State if the requirement for change is statutory or discretionary – is this required under legislation?
- Or is it a response to
 - local issues/conditions
 - customer feedback
 - management issues
 - policy / political issue?
- State your evidence of the need for change. Is it...
 - Quantitative eg Norfolk Insight, Management Information, Financial data etc ?
 - Qualitative - research and consultation (see also Q9)?

High street vacancy, both residential and commercial, is harming King's Lynn's town centre by weakening economic vitality, encouraging anti-social behaviour and creating a poor impression of the town, this is recognised both a national policy level and locally within the Economic Strategy and King's Lynn Ten Year Vision for the Pride in Place Programme. Addressing long-term empty properties is therefore central to delivering the King's Lynn Ten Year Vision for the Pride in Place Programme, which aims to create a more vibrant, safe and inclusive town. This is also a theme supported by the emerging King's Lynn masterplan which seeks to encourage and enhance the vibrancy of the town centre by encouraging a mix of uses including cultural, leisure and residential density.

The scheme will be applied specifically to the southern section of King's Lynn High Street, where there is a recognised concentration of empty commercial premises. Stakeholders, residents and businesses have been raising their concerns about this area via public consultations and workshops due to the notable concentration of vacant units, it is therefore considered that the HSRA powers could have a focused impact on this area of town.

It is important to note that the Government has outlined that the logic of this new national policy is that the auction itself will be used as a last resort when proactive engagement with a landlord has not led to a successful outcome. Based on early experiences gathered by MHCLG from trailblazer authorities who have already designated HSRA High Street Areas, they have not had to implement the full auction process and have seen positive results following designation and proactive engagement with landlords. As such, it has been proven in live situations that having the policy established can help positively encourage landlords to take more proactive and open-minded approach to letting units.



5. Does this change deliver improved value for money and/or release efficiency savings?

- Will service quality be improved?
- Will costs be reduced / savings be generated?
- How does the balance between cost and quality change?
- If efficiency savings are being generated how will these be evidenced?
- Include data and information that links to health inequalities.

The HSRA designation will support the new role of Empty Properties Officer and adds an additional power that the council can leverage to initiate conversions with landlords and seek to tackle vacancy (in the designated area).

6. What geographical area does this proposal cover?

- State if the change is applied across the Borough or whether it is focused on a geographical area within the Borough, such as a town, facility or ward.
- Also state if there are cross-boundary implications.
- Include data and information that links to health inequalities.

Southern area of King's Lynn High Street – Appendix 1 Cabinet Report.



7. What is the impact of your proposal?

- What outputs will be achieved as a result?
- What will change?
- How will service users experience the change?
- What does success look like if you tripped over it?
- Have you considered the needs / barriers of those currently using / not using the service?
- What is the frequency of the impact?
- Include data and information that links to health inequalities.

Outputs

- Designation of Southern High Street for HSRA (Appendix 1)
- Potential for reduced vacancy in the designated area and town centre
- Support delivery of policy objectives in the town centre
- Communication with landlords to let units
- Additional power for the Empty Properties Officer to use.

HSRA can positively grow engagement with landlords and provide an impetus to address persistently vacant premises in addition to existing powers like Planning Enforcement. If the scheme is to operate as intended by Government, then a limited number of premises if any should reach rental auction stage as the landlord should have been positively engaged and proactively brings the premise back into use through collaboration.

8. What data have you used to support your assessment of the impact of your proposal?

- Discussion with other authorities who have implemented scheme.
- MHCLG Evidence.
- HSRA Government Guidance.
- Local and National Policy
- Public Consultation responses.



9. What consultation has been undertaken/will need to be undertaken will stakeholders/groups directly or indirectly impacted by the proposals and how do you intend to use this information to inform the decision?

- King's Lynn Town Investment Plan Engagement (2021)
- King's Lynn Long Term Plan for Towns Consultation (2024)
- King's Lynn Plan for Neighbourhoods Pulse Survey (2025)
- King's Lynn Masterplan Consultation (2025-2026)
- Meeting with local stakeholders to southern high street businesses (2025)

High Street vacancy, empty buildings and the vibrancy of the high street are constant themes via consultation. The scheme will be applied specifically to the southern section of King's Lynn High Street, where there is a recognised concentration of empty commercial premises. Stakeholders, residents and businesses have been raising their concerns about this area via public consultations and workshops due to the notable concentration of vacant units, it is therefore considered that the HSRA powers could have a focused impact on this area of town.

If a Local Authority wants to engage and utilise the HSRA process, it must first define the high street or area where HSRA can be used. It is proposed to define this area to the southern part of the High Street in King's Lynn to tackle and focus on the existing concentration of vacancy in this part of the town centre (set out in Appendix 1). Once the area is identified, a community engagement period of at least 28 days must take place outlining the proposed 'Designated High Street' where HSRA can be used. This will inform adoption of the policy and designation. If a property is vacant or expected to become vacant soon, landlords will be invited to discuss how the Council can assist in facilitating occupancy, removing the need to initiate the HSRA process.



10. Are there any implications for other service areas?

- Will any other service areas be affected by your proposals?
- What implications will this have?
- Include data and information that links to health inequalities.

Recruitment of one FTE Empty Properties Officer post.

To implement HSRA and an Empty Properties scheme will require coordinated support across the following departments:

- The Councils regulatory departments, including Environmental Health & Planning Enforcement services
- Revenues Team (C Tax and Business Rates)
- Town Centre management – vacancy data and input into the vacancy register (already maintained by the Commercial Services team).
- Regeneration – identifying potential demand, agreeing area to be designated, identify target buildings, community consultation, identifying and engaging landlords.
- Property Services – surveying property conditions and works required to achieve minimum lettable standard, marketing and running auctions, tenancy agreements. Property Services would likely need to outsource this work due to the team's limited resources.
- Legal services in respect of enforcing action through the courts, for example pursuing enforced sales, and defending legal challenges.



11. What impact (either positive or negative will this change have on

- Have you considered the implications on groups with protected characteristics?
 - Age
 - Disability
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex
 - Sexual Orientation
 - Other (eg low income, caring responsibilities)

- For all of these consider issues of:
 - Access
 - Culture
 - Language
 - Stereotyping
 - rurality / isolation
 - safety & security
 - hate crime / discrimination
 - choice / opportunity
 - income / financial access
 - service take-up, including those not currently using the service (why might this be the case?)

- How might this change remove some of these barriers (if identified) or prevent barriers being created?
- Can any differences be justified as appropriate or necessary?
- Ensure you specifically address any protected groups where a positive or negative impact was identified on the pre-screening form in this section
- Include data and information that links to health inequalities.

Whilst the impact on specific people from the backgrounds above and in terms of protected characteristics would be Neutral, there would be an overall positive impact on communities in the town centre where properties have been empty for a long time. Empty properties can attract anti-social behaviour, be unsightly and detract from investment and most importantly in areas of high housing demand are wasted housing resource. Taking action to return empty properties to use will assist the council in supporting the priorities identified in the King's Lynn Ten Year Vision for the Pride in Place Programme, emerging King's Lynn Masterplan and supporting the Marmot Objectives of creating and developing healthy and sustainable places and communities following the principles of proportionate universalism.

There will be a disparity in the approach to empty commercial properties within the designated HSRA area and the rest of the town centre/Borough. However, it is considered that the designation in this area is fully justified for the reasons outlined.



different groups of the population?

12. Other staff involved in Assessment (including Corporate Equality Group Representatives), and comments from Equality Working Group reps

Mark Whitmore and Jemma Curtis



Full EIA Action Plan

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Risk/adverse impact identified (Q11)	Action to be taken to mitigate	By who <i>Include a lead officer for implementing the actions</i>	By when <i>Deadlines/timescales for implementing the actions</i>	Monitoring mechanism <i>What indicators will you use to track the impact of the change when implemented?</i> <i>How will you review its implementation?</i> <i>How do you intend to monitor service take-up?</i>

Assessment Completed By: Connor Smalls

Job Title: Regeneration Programmes Officer

Date: 01/04/2026

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 Rust			
Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk		Other Members consulted: Cllr Kemp, Cllr Joyce, KLAC			
Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk		Other Officers consulted: Chief Executive Officer, Monitoring Officer, Section 151 Officer, Assistant Director for Housing, Regeneration & Place, Assistant Director for Leisure & Culture, Assistant Director for Property, Assistant Director for Health, Wellbeing & Public Protection, HRBP			
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

Date of meeting: 23 April 2026

SOUTH LYNN COMMUNITY CENTRE

Summary

The Purfleet Trust has successfully created the Purfleet Pantry and has been operating from a site at Southgates through a meanwhile lease, as the site is scheduled for future development. The site is in a deteriorating condition, and an alternative site is required.

Alive has been operating the South Lynn Community Centre on a “hall for hire” basis however usage levels have fluctuated with a limited community use.

This report sets out moving the Purfleet Trust to the South Lynn Community Centre and highlights the social value and community wellbeing advantages in doing so.

Recommendation

Cabinet Resolves:

To approve that the Purfleet Trust be provided with a lease for the South Lynn Community Centre.

Reason for Decision

Leasing the South Lynn Community Centre to the Purfleet Trust will secure the use of the building for community benefit, and by doing so will support a trusted local organisation in delivering vital services and enabling this to expand.

The proposal aligns with the Council's strategic priorities in relation to the regeneration of the Southgates area and in supporting vulnerable residents, strengthening local partnerships and ensuring efficient use of public assets which align with the Pride in Place programme and the Marmot principles.

1 Background

South Lynn Community Centre

- 1.1 The South Lynn Community Centre (SLCC) was acquired through the Borough Council in 2009 as part of the wider Nar Ouse Regeneration Area (NORA) programme to provide an enhanced replacement community centre for the growing community. External funding was secured through the Homes and Communities Agency to acquire and refurbish the former primary school to provide a range of flexible community rooms, hall, meeting rooms, offices and green space including a Multi-Use Games Area (MUGA).
- 1.2 The intention at that time was for a charitable trust to take on the management of the SLCC to embed the local community in the delivery of community activities and programming in the spirit of the wider NORA programme. However, there was insufficient traction with community representatives to enable this to come to fruition.
- 1.3 As a result, since 2012 the SLCC has been operating through Alive West Norfolk on a 'hall for hire' model, booked for community activities, meetings, and local events. In recent years, usage levels have fluctuated, with limited community use and the Council has explored options for improving the sustainability of the building.

The Purfleet Trust (Purfleet Pantry)

- 1.4 The Purfleet Trust (the Trust) is a well-established local charity supporting people experiencing homelessness and social vulnerability, committed to improving the wellbeing, resilience, and long-term stability of vulnerable individuals across West Norfolk. The Trust has a strong track record of managing community focused facilities and delivering high impact social value.
- 1.5 As part of its wider mission, the charity operates the Purfleet Pantry, a successful social supermarket that supports more than 600 active members. The Pantry plays a vital role in the local community by providing affordable food and essential goods, sitting uniquely between a traditional food bank and a low-cost retail model. It enables individuals and families to stretch their budgets further, reduce food insecurity, and build confidence in managing household resources.

- 1.6 The Pantry operates from a council owned building at Southgates under a meanwhile use as the area is scheduled for redevelopment. The pantry has been successful, however the building is deteriorating and becoming increasingly problematic, making relocation essential to ensure continuity of service. This coupled with the underusage of the SLCC provides the Council and the Trust with an opportunity. Due to the deteriorating condition of premises at the Southgates, a number of alternative sites has been explored with the Trust, with the SLCC being identified as preferred location in order for them to expand their service provision.
- 1.7 The Trust's plans include:
1. Delivering wellbeing, training and support programmes
 2. Providing community outreach and engagement activities
 3. Delivering their "house to home" service
 4. Hosting partner organisations offering complementary service
 5. Maintaining availability and access for community groups

Relocation of Purfleet Pantry to South Lynn Community Centre

- 1.8 Relocating the Pantry to the SLCC presents a significant opportunity to safeguard this valuable provision but also will enable it to be expanded and enhanced in with its own priorities, mirroring the community principles of the Pride in Place programme. The new premises will also enable the Trust to strengthen the existing social supermarket offer while introducing a wider range of community focussed activities. The homeless support services will not move to SLCC, this will continue to be delivered by the Trust at Austin Fields.
- 1.9 The relocation also enables the charity to operate more efficiently enabling them to expand the development of cookery classes, budget friendly shopping workshops, and other practical skills programmes designed to help residents make healthier, more sustainable choices.
- 1.10 The increased space and improved facilities at SLCC also create the potential to establish a community café, offering a welcoming social hub that promotes inclusion, reduces isolation and encourages community cohesion. The Trust will secure the long-term future of the Purfleet Pantry, broaden its impact, and maximise the value of a council owned asset for the benefit of the wider community.
- 1.11 In relation to the Councils ambitions for the regeneration of the Southgates area, the move will now enable this to be reviewed and next steps for this important site progressed forwards.

Lease arrangements

- 1.12 Should Cabinet approve the direction of travel for the Trust to occupy SLCC, officers will enable this through a 15-year lease which meets the best

consideration under section 123 of the Local Government Act 1972, and the related General Disposal Consent (England) 2003. The heads of terms for the lease proposes a peppercorn rent on the basis of the Trust in delivery of its objectives will promote and enhance the economic and social well being of the area, which the Council is permitted to do in accordance with relevant legislation (see section 8).

- 1.13 The target date for commencement of the lease and transfer is 1 June 2026. For clarification the area covered under the lease will not cover the play area, playing field, St Michaels Road drain and the multi use games area which will remain within the Councils control and responsibility.
- 1.14 Some of the existing tenants at SLCC have indicated a preference to stay at the SLCC, landlord responsibilities will transfer to the Trust and they have already identified ways in which the VCSE organisations based there can work collaboratively with them to deliver enhanced services for all of their respective clients. Thus delivering a joined up service to the residents through the SLCC.

2 Options Considered

- 2.1 Lease the SLCC to the Trust – preferred option as set out in this report.
- 2.2 An alternative site to the SLCC – this is not considered a viable option as it is important that the Trust remain in the location they currently serve due to the success of this for the community.
- 2.3 SLCC to continue to be managed by Alive – this is not considered a viable option as this would require ongoing revenue expenditure, staffing and maintenance at a time where usage has been on the decline.
- 2.4 Market SLCC for commercial or alternative use – this is not considered a viable option as it would remove a community asset and does not align with the council priorities, the Pride in Place objectives or the Marmot principles. It would also be contrary to the commitments provided to the community as part of the Nar Ouse regeneration programme.
- 2.5 Do nothing – this is not considered a viable option as the current accommodation is deteriorating and the Southgates area is already earmarked for regeneration, hence the current meanwhile use.

3 Policy Implications

- 3.1 The proposal aligns with the Councils Corporate Strategy and objectives relating to:
 - Delivery of the Housing and Homelessness and Prevention Strategy by enabling expanded support services
 - Contributes to the Councils Social Value Framework through collaboration with the voluntary sector

- The Pride in Place 10 year Vision for Kings Lynn and latest government guidance where the focus is on supporting and enabling the community led organisations in priority neighbourhoods to engage and empower the communities in decision making in the areas which they serve and support
- The Trust is embedding the Marmot principles and emerging recommendations through its charitable work and objectives, therefore supporting the wider system change required to reduce inequalities and improve the life changes for residents.

4 Financial Implications

- 4.1 The transfer of the day to day running costs of the SLCC, will be passed through to the Trust. The lease and proposed Service Level Agreement will, in short, transfer the day-to-day running operational costs of the centre, currently met by Special Expenses. There is no negative financial impact on the budget from this proposal.
- 4.2 The responsibility for the ongoing internal redecoration and operational liabilities associated with SLCC will be the Trusts responsibility under the terms of the lease, thereby reducing the Councils liabilities.

5 Personnel Implications

- 5.1 Not applicable to this report.

6 Environmental Considerations

- 6.1 Not applicable to this report.

7 Statutory Considerations

- 7.1 The 15-year lease will be prepared by officers which will meet the best value consideration under section 123 of the Local Government Act 1972, and the related General Disposal Consent (England) 2003 The Local Government Act.

8 Equality Impact Assessment (EIA)

- 9.1 Initial assessment indicates that the proposal is likely to have a positive impact by enabling expanded support for vulnerable groups and maintaining community access. A full EIA will be completed prior to finalising the lease.

9 Risk Management Implications

- 9.1 Due Diligence of the proposal has been undertaken by finance and legal officers from the council. The key areas of risk resulting from the due diligence.
- **Operational Risk:** Mitigated by the Trust's experience and strong governance. Provisions will be included in the lease and supporting documents

to ensure community access is retained and ability to take back the SLCC should any provisions not be complied with.

- **Financial Risk:** Reduced Council liabilities; lease terms will include safeguards in particular to ensure the ongoing maintenance and upkeep of the centre undertaken, with annual monitoring.
- **Reputational Risk:** Positive partnership working enhances community confidence in ensuring valuable community assets are utilised to their full potential for the benefit of the community.
- **Asset Risk:** Condition surveys and maintenance responsibilities will be clearly defined in the lease and monitored through annual reporting. Step in rights will also be retained by the Council should it have reason to do so.

10 Declarations of Interest / Dispensations Granted

10.1 Not applicable to this report.

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	Community Centres				
Is this a new or existing policy/ service/function? (tick as appropriate)	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 proposal is to lease the South Lynn Community Centre to the Purfleet Trust to provide a base for their services which support vulnerable people and retain community use and access to the facilities.				
Who has been consulted as part of the development of the policy/service/function? – new only (identify stakeholders consulted with)	Cabinet, ward members, tenants, appropriate council departments.				
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.</p> <p>NB. Equality neutral means no negative impact on any group.</p> <p>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</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 proposal will enable the Purfleet Trust to expand their services that support low income and vulnerable residents.

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	This will provide benefit to the community through increased service provision and activities that support residents health and wellbeing through advice, low cost food, referral support and pathways to training and employment.
<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:
		Actions agreed by EWG member:
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes / No	Please provide brief summary:
Assessment completed by: Name	Jemma Curtis	
Job title	Regeneration Programmes Manager	
Date completed	05/03/2026	
Reviewed by EWG member		Date

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



Stage 2 – Full Equality Impact Assessment Form

Text below in red is for guidance when completing the form

Title of the Equality Impact Assessment report:

South Lynn Community Centre

1. What is the service area(s) and who is the lead officer?

- Assistant Director for Leisure & Culture / Assistant Director for Property
- Lead Officer – Jemma Curtis, Regeneration Programmes Manager
- What is the current position/service/policy – Community Centres

2. What change are you proposing?

Proposal to move the Purfleet Trust to the South Lynn Community Centre. This will enable the Purfleet Trust to deliver the following services;

1. Delivering wellbeing, training and support programmes
2. Providing community outreach and engagement activities
3. Delivering their “house to home” service
4. Hosting partner organisations offering complementary service
5. Maintaining availability and access for community groups

This proposal has arisen through discussions with Purfleet Trust who are currently a tenant at another BCKLWN owned site.

Cabinet level decision

3. How will this change help the Council achieve its Corporate Strategy priorities (and therefore your Directorate/service objectives)?

Support our communities



4. What is your evidence of need for change?

No. This is a response to local issues/conditions.

Their current site at Southgates is in a poor condition and not suitable in terms of their employee/volunteer welfare. Options were considered with Purfleet Trust and resulted in the South Lynn Community Centre (SLCC) being identified as the preferred location to relocate while enabling a wider range of services and support for the local community.

The evidence of need is based on;

Quantitative data;

- Existing SLCC community usage - currently operated by Alive team but use by residents and the south Lynn community is limited.
- South Lynn is the second most deprived ward in West Norfolk, with below average life expectancy, higher ration of deaths caused by deprivation, higher percent of low birth weight babies, 33% of children n relative low income families (above average), 38% of children eligible for free school meals, below average attainment score, above average levels of 16-24 year olds with no qualifications
- Purfleet Trust has customer and client data through the Purfleet Pantry that indicates predominantly South Lynn community client base. Their community engagement through the pantry has identified additional services and support required for low income households, that can be delivered at the SLCC

Qualitative data;

- This proposal will support implementation of recommendations arising from the year 1 Marmot Place [starting-well-kings-lynn-and-west-norfolk-year-1-report.pdf](#) Specifically;
 - o Ensure support for families, babies, children and young people is available across King's Lynn and West Norfolk with proportionately more offered where needed
 - o Build families' capacity to have control of their lives and make positive changes
 - o Mitigate the impacts of poverty
 - o Improve mental health for children and young people and their families
 - o Empower families and communities
 - o Strengthen partnerships for health equity
- Responds to needs identified in the consultation and engagement undertaken in 2025 in the development of the Pride in Place 10 year vision and regeneration plan. [Have Your Say – Vision King's Lynn](#)



5. Does this change deliver improved value for money and/or release efficiency savings?

Yes – the community will have access to a greater range of support and active programming at the community centre to support wellbeing, community cohesion and support those that are most affected by deprivation.

There will be a reduction in costs of the council running the centre which are currently met through special expenses.

The modest cost savings through the change in how the centre is operated will result in a significantly better service to meet the needs of the community.

Through salary and operational centre costs

As above in Q4

6. What geographical area does this proposal cover?

The proposal relates to South Lynn area but referrals and support offered by Purfleet Trust can be accessed by residents from across King's Lynn & West Norfolk where eligible.

As above in Q4.



7. What is the impact of your proposal?

Outputs: Increase in community activities, support programmes and participation in South Lynn

Levels of South Lynn resident receiving support and access in low cost food, increase in well being and referrals to other agencies for support i.e. on employment and skills, mental health.

Better visibility and access to support and services at a local level.

Reduction in deprivation levels and health inequalities.

This will be a key area for Purfleet Trust to engage and target high priority

The SLCC will be available for community use and hire 7 days a week.



8. What data have you used to support your assessment of the impact of your proposal?

In addition to the quantitative and qualitative data in Q4, the business case provided by Purfleet Trust details their plans further which outlines the potential beneficial impact of the proposal;

1. Opportunity to safeguard this valuable provision but also will enable it to be expanded and enhanced in with its own priorities. The new premises will also enable the Trust to strengthen the existing social supermarket offer while introducing a wider range of community focussed activities i.e. expansion of cookery classes, budget friendly shopping workshops, and other practical skills programmes designed to help residents make healthier, more sustainable choices.
2. The increased space and improved facilities at SLCC also create the potential to establish a community café, offering a welcoming social hub that promotes inclusion, reduces isolation and encourages community cohesion.
3. The Trust will secure the long-term future of the Purfleet Pantry, broaden its impact, and maximise the value of a council owned asset for the benefit of the wider community.

9. What consultation has been undertaken/will need to be undertaken will stakeholders/groups directly or indirectly impacted by the proposals and how do you intend to use this information to inform the decision?

Consultation on the proposal has been undertaken with ward members and KLAC.

Purfleet Trust has engaged their stakeholders and existing tenants of SLCC on the proposal; this has informed how existing users can be incorporated into the centre operation going forward.



10. Are there any implications for other service areas?

Alive – who manage the SLCC currently. Due to recent decrease in bookings at SLCC, it is envisaged that current levels of staffing would not be required.

11. What impact (either positive or negative will this change have on different groups of the population?

There is a positive income for low income household and particular protected characteristics groups are affected more than others, as identified in the marmot data, i.e. those with disabilities, age and pregnancy and maternity.

The SLCC is fully accessible and meets the requirements of the Equalities Act.

12. Other staff involved in Assessment (including Corporate Equality Group Representatives), and comments from Equality Working Group reps

Joanne Stanton

Ashley Easter

Alison Bingham

Nicola Rigby



REPORT TO CABINET

Part Open and Part 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:			
		Other Members consulted:			
Lead Officer: Duncan Hall E-mail: Duncan.hall@west-norfolk.gov.uk Direct Dial: 01553 616445		Other Officers consulted: CEO, S151, Monitoring Officer, Project Officer, Cultural Officer, Regeneration Programmes Manager, Principle Project Manager, Assistant Director Regeneration, Housing and Place, Strategic Finance Business Partner (Projects).			
Financial Implications YES	Policy/ Personnel Implications YES	Statutory Implications YES/NO	Equality Impact Assessment YES/NO If YES: Pre- screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is paragraph 3.					

Date of meeting: 23rd April 2026

CUSTOM HOUSE REFURBISHMENT

Summary

This report seeks Cabinet approval to proceed with letting the contract for refurbishment works to the Custom House, a key element of the Riverfront Regeneration Town Deal Project.

The Custom House works seek to deliver sensitive refurbishment and restoration of the Grade I listed building and surrounding quayside. This will include new accessibility interventions such as a platform lift and accessible toilet, increased and upgraded toilets, kitchenette facilities, office spaces, compliant fire escape route, and enhancements to Purfleet Quay including power connections and upgraded lighting. A sensitive programme of structural repairs and refurbishment to the building are also proposed. These interventions will allow the currently underutilised building to be brought back into flexible use in line with the Business Case and aims of the Town Deal Board.

This report also provides an update on the preferred option of the Business Plan and proposed operating model for the Custom House.

The recommended option set out in the report will ensure the scheme can progress in accordance with the revised Town Deal timeframes and provides

confirmation of the cost to deliver the works, in line with the vision in the Town Investment Plan.

Recommendation

Cabinet Resolves:

1. To proceed with the Custom House element of the Riverfront Regeneration project based on the RIBA Stage 4 design.
2. Delegate authority to the Assistant Director for Regeneration, Housing and Place to award the contract to deliver the Custom House Project (“the Main Contract”) to the successful tenderer, as identified through the completed procurement process within the approved budget as authorised.
3. Delegate authority to the Assistant Director for Regeneration, Housing and Place in consultation with the Portfolio Holder to approve material changes to the scope of the project and/or variations to the Main Contract that are within the approved budget and in accordance with the Local Assurance Framework for this project.

Reason for Decision

To approve the letting of the contract for Custom House works, which will allow the works to be completed in line with Towns Fund timescales and support the Council’s corporate strategy policy to promote growth & prosperity.

1. Background

- 1.1. The Riverfront Regeneration is one of a number of projects agreed to proceed by the King’s Lynn Town Board (now called the Neighborhood Board) under the Town Deal for King’s Lynn. Achieving this growth through enhancing the cultural offer forms one of the key components of the Town Investment Plan (2021). The Towns Fund Programme seeks to enhance visitor appeal for the town centre and additionally help reactivate underutilised valuable heritage assets.
- 1.2. The proposed works to the **Custom House** and **Purfleet Quay** are integral components of the broader **Riverfront Regeneration Project**. This initiative seeks to promote long-term economic, social, and environmental sustainability along King’s Lynn’s historic waterfront through a strategic, phased programme of renewal. The programme consists of the following key workstreams:

1.2.1. **South Quay: Provision of Dryside Facilities** - Development is currently underway to provide Dryside facilities for visitors at the South Quay. This phase is on schedule for completion in July 2026.

1.2.2. **The Custom House: Refurbishment** - The project aims to revitalise the Custom House, ensuring this landmark heritage asset is open and accessible to the public. The regeneration will enable the building to support a more diverse and flexible range of uses than its currently allows.

1.3. The Custom House is a Grade I listed building of national importance. The site is in private ownership, with the Council holding a long-term full repairing and insuring lease on the building. The building owner has been engaged throughout the project and is supportive of the plans. A process to vary the existing lease- granting permission via a license for the proposed works without the obligation to re-instate is ongoing and is expected to be concluded in time to let the works contract. Contracts will not be entered into until this lease variation has been completed.

2. REFURBISHMENT WORKS

2.1 The Custom House refurbishment works include:

- Installation of a platform lift to the first floor.
- Creation of an accessible toilet on the ground floor.
- Removal of modern concrete flood defense that blocks view of the historic south door and replacement with drop in flood defense (this element is subject to agreement from the Environmental Agency).
- Re-positioning of cleaner's cupboard and sluice sink.
- Removal of unused 1990's built in furniture and broken interpretation cabinets.
- A new compliant fire escape route to the front door from the upper floors.
- Creation of a new storage space on the first floor.
- Upgraded and increased toilets on the second floor.
- Refurbishment of the two offices spaces on the second floor.
- A new kitchenette on the second floor.
- Upgrade of the electric, lighting, heating, security and fire alarm systems.
- Repairs to stonework.
- Repairs to windows and doors.
- Roof and cupola repairs.
- Structural repairs.
- Repairs and re-decoration throughout.
- New electrical provision on Purfleet Quay to allow pop up activities.
- Upgrades to the lighting along Purfleet Quay.

2.2 The works have been carefully designed to ensure that as much historic fabric as possible is retained while still delivering interventions that will allow the building to function as a flexible, accessible space open to the public.

3. PROCUREMENT

- 3.1. A compliant procurement process is being undertaken for the appointment of a contractor to deliver the Custom House restoration works, in accordance with the Public Contracts Regulations 2015 and the Council's Contract Standing Orders (2025).
- 3.2. At the Invitation to Tender (ITT) stage, bidders were required to provide detailed proposals, including method statements, heritage conservation techniques, approach to risk management, programme, quality assurance, social value commitments, and a fully priced cost submission. Clarification questions were managed throughout the process to ensure consistency, transparency, and equal treatment of all participants.
- 3.3. Tenders will be evaluated in accordance with the pre-published criteria, using a quality/price evaluation model designed to secure Best Value. The evaluation panel will include officers from Procurement, Project Delivery and the Design Team.
- 3.4. Following evaluation and moderation, a preferred bidder will be identified, based on quality, heritage methodology, price, and overall deliverability of the required works. Due diligence checks, including financial standing assessments and verification of technical references, will be completed to confirm that the preferred contractor is capable of delivering the project.
- 3.5. Subject to Cabinet approval, the Council will award and execute the works contract in line with the project programme. The JCT Intermediate Building Contract will be administered by Pulse Consult Ltd, who provide project management and contract administration services for the wider project.

4. BUSINESS PLAN - UPDATE

- 4.1. In September 2022 Cabinet asked that an update was brought to a future meeting setting out the proposed business plan for the Custom House. This report sets out the Custom House business plan and the approved preferred operating model option. **See Appendix 1, 2, 3 & 4- EXEMPT**
- 4.2. The Custom House refurbishment is a cornerstone of the Riverfront Regeneration Project, prioritising cultural revitalisation and accessibility over commercial profit. The project secures the building's future while fundamentally transforming accessibility. The installation of a platform lift and accessible toilet will, for the first time, remove long-standing physical barriers to this historic landmark.
- 4.3. The vision transforms the Custom House into an upgraded, accessible cultural facility. Featuring a 'cafe-lite' on the ground floor, with space for art exhibitions and occasional public and private hire. Additionally, the plan envisions the first floor dedicated to high-quality interpretation detailing King's Lynn's heritage, focusing on periods of history which have been designed to be complementary to other heritage sites within the borough.

- 4.4. The projected footfall assumes the inclusion of a first-floor interpretive experience; while the current project scope delivers the essential infrastructure, repairs and amenities, the full visitor experience and its associated attendance targets will be realised as supplementary funding is secured to complete the interpretive experience.
- 4.5. This preferred option was endorsed by the Riverfront Regeneration Project Board and the King's Lynn Neighbourhood Board in May 2025.
- 4.6. The Borough Council currently incurs annual operational and maintenance costs for the building— see **exempt information 17.3** for further details. The Business Plan projects a modest annual income to cover existing running costs and provide a surplus. However, it must be noted that this financial model remains subject to:
- Lease Negotiations: As part of the licence for the work, a rent review discussion is taking place with the building owner. While this will impact the specific figures within the Business Plan (which used current rental values at the time of writing), the existing lease contains covenants limiting percentage increases which will lessen the impact. For details **see exempt item 17.1**
 - Funding Requirements: Delivery of the full income-generating model is dependent on securing the additional capital funding required for the first-floor interpretation experience. These funding options are currently being explored.
- 4.7. An updated Economic Case for the programme shows a Benefit-Cost Ratio (BCR) of 1.5, within acceptable 'value for money' limits. The BCR accounts for outputs related to the wider Riverfront Regeneration project, including the creation of the Dryside Facilities. See **Appendix 5 FEI Custom House Economic Case EXEMPT**.
- 4.8. Development of the operating model is ongoing. Officers will progress the operational framework and identify the most appropriate delivery mechanism, whether managed internally or through an external partner. This work will ensure the final model aligns with original business case assumptions— specifically that no additional revenue costs are incurred beyond the existing budgetary baseline.

5. OPTIONS CONSIDERED

- 5.1. CUSTOM HOUSE REFURBISHMENT (RECOMMENDED) - Cabinet is recommended to approve the contract award for the Custom House works. This option is recommended as it achieves the following:
- Compliance & Safety: Mitigates significant legal and safety risks by bringing the building into full fire safety and regulatory compliance.
 - Accessibility & Inclusion: Delivers essential improvements to ensure the site is accessible to all users, meeting statutory equality objectives.

- Heritage Preservation: Safeguards a Grade I listed asset of national importance, addressing priority repairs to prevent escalating maintenance liabilities.
- Economic & Cultural Growth: Unlocks flexible spaces for cultural, community, and commercial activities, fulfilling the aims of the Town's Cultural and Heritage Strategy.
- Financial Security: Secures external Town Deal investment by ensuring delivery before the March 2028 deadline, protecting the Council's reputation with national funders.

5.2. Alternative Options - Alternative "interventionist" designs were rejected by statutory and community stakeholders. The recommended approach provides the optimal balance: sensitive interventions and repairs to preserve the historic fabric while creating a sustainable accessible space for current and future use.

Failure to progress would leave the Council with long-term financial liabilities for an underutilised, non-compliant building and result in the loss of secured external funding.

6. Project Programme

6.1. Subject to Cabinet decisions taken in this report, and the successful completion of the re-negotiation of the lease arrangements (see exempt item 16.1), the key dates and programme for the Custom House element of the project are set out below:

Tender Return Deadline	Monday 30th March 2026, 12:00 noon
Anticipated interviews dates (if required)	w/c 13th April 2026
Anticipated Contract Award	6th May 2026
Anticipated Contract Period	May 2026 to April 2027

Appendix 6 Riverfront Regeneration, Custom House Project Chronology

7. Governance Arrangements

7.1. The governance of the Towns Fund Riverfront Regeneration project operates within a robust, multi-layered governance framework, centred on:

- King's Lynn Neighbourhood Board – strategic oversight, approvals & direction,
- BCKLWN (Accountable Body & Lead Authority) – financial accountability, officer support, project delivery
- Programme Boards / Sub-groups – operational oversight and reporting
- Senior Responsible Officer & Council Delivery Teams – implementation and monitoring
- Consultation & engagement mechanisms – informing design and future use

7.2. All processes are governed by the published Local Assurance Framework and latest government guidance.

8. Policy Implications

The project aligns with the following corporate policies.

- The Riverfront Regeneration Project aligns with the following policies:
- BCKLWN Corporate Strategy 2023-2027
- King's Lynn Town Investment Plan (2020)
- Borough Council of King's Lynn and West Norfolk Local Plan Review (2016-36)
- King's Lynn Public Realm Action Plan
- West Norfolk Tourism Development Plan (TDP) (2022-2026)
- BCKLWN Climate Change Strategy and Action Plan (2021-24)
- BCKLWN King's Lynn Riverfront Delivery Plan (2017)
- BCKLWN St Margaret's Area Conservation Area Character Statement (revised 2008)
- Cultural and Heritage Strategy for King's Lynn (2025)

9. Financial Implications

9.1. The total projected cost for the Town Deal Riverfront Regeneration programme is £3.23m. Following the approval of an additional £0.35m in February 2026 to align the budget with forecasted expenditure, the project is now fully funded.

9.2. Funding Composition - The £3.23m budget is comprised of the following secured funding streams:

Funding Source	Amount
Town Deal Funding	£2.77m
Internal BCKLWN Funding	£0.35m
Other Grants	£0.11m
Total Project Budget	£3.23m

Please see table below with forecasted costs, funding and cashflow timings:

Riverfront Project Actuals, Forecast & Funding				
Description	Actuals to Feb-26	Forecast Mar-26	Forecast 26-27	Works Total
Main Works	£1,124,140	£116,372	£1,689,882	£2,930,394
Client Contingency	£0	£0	£300,000	£300,000
Capital Works	£1,124,140	£116,372	£1,989,882	£3,230,394
Townsfund Funding	£1,124,140	£116,372	£1,533,431	£2,773,943
BCKLWN Funding			£350,000	£350,000
Other			£106,451	£106,451
Funding	£1,124,140	£116,372	£1,989,882	£3,230,394

10. Personnel Implications

- 10.1. The delivery team, comprising both internal staff and external professional services, is fully in place. This integrated team—including project management, cost consultancy, and architectural design—is funded through the project budget to support the upcoming construction phases.
- 10.2. A newly appointed Heritage Volunteer Coordinator will recruit a cohort of volunteers for the Council's heritage sites. This will include the Custom House, providing the necessary support to facilitate the building's opening and operation.

11. Environmental Considerations

- 11.1. One of the primary objectives of the Towns Fund is to promote clean growth investment to deliver decarbonisation, improved air quality, health benefits and stimulate economic growth. The Towns Fund business case sought to address these issues with further consideration given to these themes during the development of the detailed design of the Custom House project, within the constraints of the listed building. This includes an upgrade of the current heating and electrical system.

12. Statutory Considerations

- 12.1. The project has complied with the necessary requirements of the Local Planning Authority for Listed Building Consent.
- 12.2. The listed building application received approval in December 2025. The listed buildings consent had a number of conditions, that will be discharged ahead of start on site or the full site opening date.
- 12.3. The development of the RIBA Stage 4 Design complies with the latest regulations, to ensure the recommended option complies with Fire and Building

Regulations and also includes major access improvements across the site for the public and staff, within the constraints of the listed building. Currently access to the Custom House do not meet the latest building regulations and are prohibitive to a range of wheelchair and pushchair users and those with mobility issues.

13. Equality Impact Assessment (EIA)

(Pre screening report template attached)

14. Risk Management Implications

- 14.1. Effective risk management is an essential component of the delivery of the Riverfront Regeneration project and is embedded within the wider King's Lynn Town Deal governance framework. The Town Deal Local Assurance Framework (LAF) sets out explicit requirements for risk monitoring, reporting, and escalation across all Towns Fund projects, including Riverfront Regeneration.

Appendix 7 Riverfront Regeneration Risk Register EXEMPT

15. Declarations of Interest / Dispensations Granted

- 15.1. None

16. Background Papers

Local Assurance Framework

King's Lynn Town Deal- Riverfront Regeneration Business Case 2022 [riverfront regeneration towns fund business case final 290922](#)

Town Deal Cabinet Report, 24 August 2021

Town Deal Update Cabinet Report 8 June 2022

Culture and Heritage Strategy 2025 [Culture | Culture | Borough Council of King's Lynn & West Norfolk](#)

King's Lynn Town Deal Board papers available on www.visionkingslynn.com

Town Investment Plan [King's Lynn Town Investment Plan - February 2021](#)

Appendices list:

- Appendix 1: FEI Custom House Business plan and Options Appraisal EXEMPT**
- Appendix 2: FEI Custom House Business plan Financial Assumptions EXEMPT**
- Appendix 3: FEI Custom House Catering Report Turpin Smale EXEMPT**
- Appendix 4: FEI Custom House Income and Expenditure Options EXEMPT**
- Appendix 5: FEI Custom House Economic Case EXEMPT**
- Appendix 6: Riverfront Regeneration Custom House Project Chronology**
- Appendix 7: Riverfront Regeneration Risk Register EXEMPT**

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: Riverfront Regeneration Town Deal Project				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New		Existing	X	
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 letting of contract for works at the Custom House as part of the wider Riverfront Regeneration Project as part of the Town Deal and approval of the business plan to operate the building.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	King's Lynn Neighbourhood Board				
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 letting of the contract for works at the Custom House will include installation of accessibility improvements. A platform lift to the first floor and an accessible toilet will be sensitively installed, this will have a positive impact on members of the public and staff with mobility issues and disabilities who will be able to visit the building and attend events.					

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	No, this proposal is not likely to affect or damage relations between certain equality communities.
3. Could this policy/service be perceived as impacting on communities differently?	No	No, the proposal can be seen as a positive to all communities who visit the Custom House.
<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:
		Actions agreed by EWG member:
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	<p>Please provide brief summary:</p> <p>The works are not specifically designed to tackle evidence of disadvantage or potential discrimination, but will have a positive impact in terms of the accessibility for those with disabilities.</p>
Assessment completed by:		
Name	Abigail Rawlings	
Job title	Project Officer	
Date completed	27.02.2026	
Reviewed by EWG member		Date

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

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