



Corporate Performance Panel

Agenda

**Wednesday, 2nd September, 2026
at 4.30 pm**

in the

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



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

Monday 24th August 2026

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 2nd September, 2026 at 4.30 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

2. Minutes (Pages 5 - 12)

To approve the minutes from the Corporate Performance Panel held on 20th July 2026.

3. Declarations of Interest (Page 13)

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 any item or simply observing the meeting from the public seating area.

4. Urgent Business Under Standing Order 7

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

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

6. Chair's Correspondence (if any)

7. Call Ins (if any)

8. Signing of the Scrutiny and Audit Relationship Protocol (Pages 14 - 21)

For the Chair to sign the Scrutiny and Audit Relationship Protocol.

**9. Cabinet Report - Business Improvement District - Business Plan
(Pages 22 - 77)**

**10. Cabinet Report - Corporate Performance Monitoring Quarter 1
(Pages 78 - 105)**

11. Cabinet Report - Budget Monitoring Quarter 1 (Pages 106 - 133)

**12. Cabinet Report – Future Swimming Provision for West Norfolk
(Pages 134 - 148)**

13. Panel Work Programme (Pages 149 - 153)

14. Shareholder Committee Work Programme (Pages 154 - 158)

15. Cabinet Forward Decisions List (Pages 159 - 166)

16. Exclusion of the Press and Public

To consider passing the following resolution:

“That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on

the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”.

17. Exempt - Cabinet Report - Future Swimming Provision for West Norfolk
(Pages 167 - 213)

18. Date of Next Meeting

To note that the next meeting of the Corporate Performance Panel is scheduled to take place on 6th October 2026 at 4:30pm

To:

Corporate Performance Panel: S Bearshaw, J Bhondi, P Bland, R Blunt (Chair), F Bone, A Dickinson, B Jones, J Kirk, B Long (Vice-Chair), S Nash, D Sayers and Mrs V Spikings

Portfolio Holders:

Councillor S Ring, Portfolio Holder for Business and Deputy Leader
Councillor A Beales, Leader of the Council
Councillor C Morley, Portfolio Holder for Finance

Officers

Duncan Hall, Assistant Director for Regeneration, Housing and Place
Jemma Curtis, Regeneration Programmes Manager
Debbie Ess, Senior Corporate Governance Officer
Carl Holland, Assistant Director for Finance and Deputy Section 151 Officer
Siobhan Cleeve, Interim Assistant Director of Leisure and Culture
Emma Hodds, Chief of Staff and Monitoring Officer
Honor Howell, Strategic Advisor to the Chief Executive and Leader

By Invitation

Vicky Etheridge, BID Manager

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

**Minutes from the Meeting of the Corporate Performance Panel held on
Monday, 20th July, 2026 at 5.00 pm in the Council Chamber, Town Hall,
Saturday Market Place, King's Lynn PE30 5DQ**

PRESENT: Councillors R Blunt (Chair), S Bearshaw, P Bland, J Kirk,
B Long (Vice - Chair), D Sayers and Mrs V Spikings

BY INVITATION:

Councillor A Moore for item 10.

PORTFOLIO HOLDERS:

Councillor A Beales, Leader of the Council

Councillor S Ring, Deputy Leader and Portfolio Holder for Business

Councillor C Morley, Portfolio Holder for Finance

PRESENT UNDER STANDING ORDER 34:

Councillor A Ryves, Under Standing Order 34a

Councillor F Bone, Under Standing Order 34b on Teams.

OFFICERS PRESENT:

Debbie Ess, Senior Corporate Governance Officer

Honor Howell, Strategic Advisor to the Chief Executive and Leader

Carl Holland, Assistant Director for Finance and Deputy Section 151 Officer

Siobhan Cleeve, Interim Assistant Director of Leisure and Culture

Kate Blakemore, Chief Executive

Stuart Ashworth, Assistant Director of Environment and Planning
and Planning

CP18 **APOLOGIES**

Apologies for absence were received from Councillors Bhondi,
Dickinson, Jones and Nash.

CP19 **MINUTES**

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

CP20 **DECLARATIONS OF INTEREST**

There were no declarations of Interest.

CP21 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

CP22 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Ryves was present under Standing Order 34a.

Councillor Bone was present under Standing Order 34b.

CP23 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

CP24 **CALL INS (IF ANY)**

There were no call-ins to consider.

CP25 **CABINET REPORT - FULL YEAR PERFORMANCE MANAGEMENT REPORT**

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

The Senior Corporate Governance Officer introduced the full year performance management report, highlighting improved project delivery and key achievements.

The Senior Corporate Governance Officer reported that 78% of current projects were on track, with only 22% experiencing minor issues or delays, marking a 5% improvement over the previous year. Key actions achieved included the implementation of the communications engagement service development plan, a new engagement framework, approval of community infrastructure levy governance, and the launch of new corporate values.

In response to a question from Councillor Bearshaw, the Senior Corporate Governance Officer clarified that three projects were on hold: the devolution programme due to external factors and two within the corporate governance team, which were paused due to resource shortages pending ongoing recruitment efforts.

The Chair, Councillor Blunt, enquired about the car parking strategy, and Portfolio Holder, Councillor Ring explained that the strategy was on hold to align with the evolving master plan, ensuring the car parking strategy was informed by and coordinated with broader development plans.

The Vice – Chair, Councillor Long raised concerns about the delivery pace of affordable homes (KPI 1.10), to which the Leader, Councillor Beales explained that while delivery was impacted due to construction

cycles and market conditions, the overall provision of affordable homes was above target, with delays being mitigated by transferring homes to West Norfolk Housing Company and leveraging grant funding. Financial impacts from a slowing market were being managed through rent-to-rent strategies and careful monitoring of cash flow.

Following further questions from the Chair and Vice – Chair, the Panel discussed future development sites, with West Winch identified as a likely area for new council-led housing, potentially with the council acting as an anchor tenant to support market confidence. The impact of new government funding for social and affordable homes was noted as a positive factor for future delivery.

RESOLVED: The Panel supported the recommendation to Cabinet

Cabinet resolves to:

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

CP26

**CORPORATE PERFORMANCE MONITORING 2026/2027
TARGET SETTING**

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

The Senior Corporate Governance Officer presented the proposed performance indicators and targets for 2026-2027.

The Chair, Councillor Blunt questioned the process of target setting and asked why some targets were set lower than the previous year. She explained that targets were set based on the previous year's data, resource considerations, and consultation with the corporate leadership team and portfolio holders.

In response to the Chair, the Assistant Director for Finance and Deputy Section 151 Officer explained some targets were set lower than previous achievements due to external factors, such as government policy changes affecting council tax and business rates.

Panel members debated the value of 'monitor only' KPIs, particularly for issues like fly tipping and homelessness. Councillor Long suggested that setting explicit targets, rather than just monitoring, would better highlight trends and trigger policy responses, while the Senior Corporate Governance Officer noted that some indicators were difficult to control directly but still provided valuable trend data.

In response to Councillor Bearshaw on including a KPI on Children's Care Homes and provisions for activities/open spaces to be added in the Local Plan. The Assistant Director for Environment and Planning

explained this was too specific to be added as a KPI however highlighted the Local Housing Need Assessment that was being undertaken, and it was agreed that the issue could be discussed in this context at the Local Plan Task Group.

Under Standing Order 34a, Councillor Ryves commented on KPI 5 to be added - % of Invoices with a valid PO raised in advance of invoice date and questioned if a 100% target was realistic. In addition, he questioned how KPI 6 and 7: Deliver an increase of 3.5% (£250k), in social value from the leisure and community activity service and % of residents achieving a measurable health improvement through physical activities and cultural interventions were to be measured. The interim Assistant Director for Leisure and Culture explained the methodologies, such as the use of DCMS-approved algorithms and participant-led well-being scores.

Portfolio Holder, Councillor Morley commented on KPI 7 be added and suggested waiting to see the objectives for the Marmot Programme. He added KPI 8-10 were useful information for Members. In response to Councillor Ryves, he added an analysis identified where purchase orders had not been raised and purchasing options.

The Panel agreed to request that related KPI's 8, 9, 10, 11 be fully monitored with targets, rather than as 'monitor only', and to review the impact of these changes in future reports. The Panel also supported the inclusion of previous data and trigger points for key indicators to better inform policy and resource allocation.

RESOLVED: The Panel reviewed and noted the Council's proposed key performance indicators and targets for 2026-2027. Performance against these indicators will be reported quarterly through the Performance Management Report.

The Panel agreed that related KPI's 8, 9, 10, 11 be fully monitored with targets, rather than as 'monitor only', and to review the impact of these changes in future reports

CP27

NOTICE OF MOTION (2/26) REVIEW OF CONSULTANT EXPENDITURE RELATING TO THE LYNNSPORT PROPOSAL

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

The Strategic Advisor to the Chief Executive and Leader introduced the report on the use of external consultants for the Lynnsport and St James proposal, detailing the procurement process, project options, and financial controls. She outlined that consultants were appointed through a compliant mini-competition within an established construction framework, with Cabinet and Council approval at each stage. The process included interviews, evaluation of team composition, and

adherence to procurement regulations, ensuring transparency and proper governance.

The initial feasibility study, conducted with Sport England, considered four options for leisure facility investment, including standalone and integrated pool solutions at Lynnsport, replacement of the Oasis Centre, and redevelopment of Downham Market facilities. The preferred approach was a phased redevelopment, balancing strategic priorities and funding constraints.

The cost to progress Lynnsport to RIBA Stage 3 was £1.4 million, with consultant fees for stages 2 and 3 totalling £168,000. A review by the Section 151 officer highlighted borrowing constraints for refurbishment versus new build, leading to a reassessment of affordability and a decision to pause the project.

Councillor Moore, who put forward the motion to Full Council asked the Panel to consider the motion and the report from officers. He highlighted his own experience in the industry and referred to the briefing note sent to provide further information to the Panel. He commented he felt the report from officers did not respond to the notice of motion.

In response to the Vice – Chair, Councillor Long, the Strategic Advisor to the Chief Executive and Leader referred to the initial report which considered a standalone building linked to Lynnsport however there was issues with the location. She highlighted starting from scratch was considered to avoid the redirection of the highway however there was significant impacts of starting from scratch.

Councillor Moore raised concerns about the timing and depth of staff and stakeholder engagement, suggesting earlier involvement could have mitigated costs and improved project outcomes.

The Strategic Advisor to the Chief Executive and Leader acknowledged that while formal consultation required concrete plans, earlier and broader engagement would be a key learning point for future projects. The interim Assistant Director for Leisure and Culture commented the consultation was with customers then with staff. She added the proposals had met business aspirations but not met the aspirations of the customers and staff. She added all staff comments were logged

In response to Councillor Long, Portfolio Holder, Councillor Ring explained the response from the public including the West Norfolk Swimming Club was to have an 8 lane pool but not 50 metres due to the cost of maintaining the pool.

In response to a question from Councillor Ryves, the Strategic Advisor to the Chief Executive and Leader explained the expected project cost

of £45 million had been reported in July 2025 in the reports to Cabinet and Council. Portfolio Holder, Councillor Morley highlighted the expected project cost was paragraph 5.2 in the Cabinet report.

The Vice – Chair, Councillor Long question if the money already spent on the consultants was well spent. The Portfolio Holder, Councillor Ring referred to the Masterplan and commented this was an example of previous consultant work being used. He added it was important to get the project right and the pivot of the project was better. Although the Lynnsport project was paused, the work completed to RIBA Stage 3 provided valuable technical knowledge, structural assessments, and an evidence base for future decision-making regarding leisure facility investment and refurbishment.

The Strategic Advisor to the Chief Executive and Leader highlighted the significant social benefit and value. The interim Assistant Director for Leisure and Culture explained the financial impact from a deficit to a surplus and the social value including removal of physical barriers.

The Panel made no recommendations to Full Council; however, it fulfilled the recommendations contained within Notice of Motion 2/26.

RESOLVED: The Corporate Performance Panel reviewed the decision making and governance process relating to the use of external consultants in the development of the Lynnsport and St James Pool proposal

The Corporate Performance Panel considered whether appropriate affordability check and financial controls had been applied at an early stage.

The Panel had a break from 6:50pm to 6:56pm where Councillors Ring, Moore, Ryves and Beales left the meeting.

CP28

CABINET REPORT - REVENUE OUTTURN REPORT 2025/2026

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

The Assistant Director for Finance and Deputy Section 151 Officer presented the Revenue Outturn Report for 2025/2026. He outlined details of the major differences between actual costs/income compared to the revised estimates for 2025/2026 reported in the January 2026 financial monitoring.

Portfolio Holder Councillor Morley commented on the beneficial result of Quarter 3 but had hoped to have had more reserve however there was additional spend. He added finance staff needed to work further with colleagues to estimate spend.

The Vice – Chair, Councillor Long referred to budget setting and the Internal Drainage Board. He commented the reserves fund had moved in the right direction and needed to be in the best position.

Councillor Bearshaw questioned the forecasting and unexpected spend compared to last year. The Assistant Director for Finance and Deputy Section 151 Officer explained revenue was reported throughout the year and explained there was more detail to estimate on budget such as impact on weather for car parking and enforcement action.

RESOLVED: The Panel supported the recommendations to Cabinet.

Cabinet resolves to:

1. Approve the draft revenue outturn position for 2025/2026 (section 2).
2. Review and agree the new transfers to the Change Management Reserve as stated in para 2.3.
3. Review and agree the amendments to the Earmarked Reserves Policy (Section 4).

CP29

CABINET REPORT - CAPITAL OUTTURN REPORT 2025/2026

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

The Assistant Director for Finance and Deputy Section 151 Officer presented the report on the Capital Outturn for 2025/2026 and outlined amendments and rephasing of budgets to the programme for 2025/2030. The capital programme outturn for 2025/2026 totalled £39,560,687 against a revised budget of £42,280,070. Following determination of the outturn for 2025/2026, a total of £3,386,370 was rephased to future years. Useable capital receipts generated in the year from housing, land and property sales totalled £6,696,916.

The Vice – Chair, Councillor Long referred to page 87 and questioned the need for consideration of leasing vehicles to reduce risk or replacement of vehicles.

The Portfolio Holder, Councillor Morley commented on the vehicle replacement strategy and the need for optimising the fleet. He commented this was an action point for Councillor de Whalley as Portfolio Holder.

Councillor Bearshaw thanked Officers for the report and questioned the risk of projects. The Portfolio Holder, Councillor Morley explained the risk was shown in the receipts. The Assistant Director for Finance and Deputy Section 151 Officer highlighted the purpose of the Member Major Projects Board which looked at risk, challenge and assurance of the projects.

The Panel agreed to add an additional recommendation for Cabinet to consider exploring the option of funding the acquisition or leasing of vehicles for the Council over the next two years.

RESOLVED: The Panel supported the recommendations to Cabinet and added the following additional recommendation:

Cabinet to consider exploring the option of funding the acquisition or leasing of vehicles for the Council over the next two years.

Cabinet resolves to:

1. Note the outturn of the capital programme for 2025/2026 of £39,560,687 including Exempt Schemes;
2. Note the revised capital programme for future years
3. Note the financing arrangements for the 2025/2026 capital programme;
4. Note the commencement of spend by moving projects from tier 3 to tier 2 (section 10)

CP30 **PANEL WORK PROGRAMME, CABINET FORWARD DECISIONS LIST AND SHAREHOLDER COMMITTEE WORK PROGRAMME**

RESOLVED: The Panel Work Programme, Cabinet Forward Decision List and the Shareholder Committee Work Programme was noted.

CP31 **DATE OF NEXT MEETING**

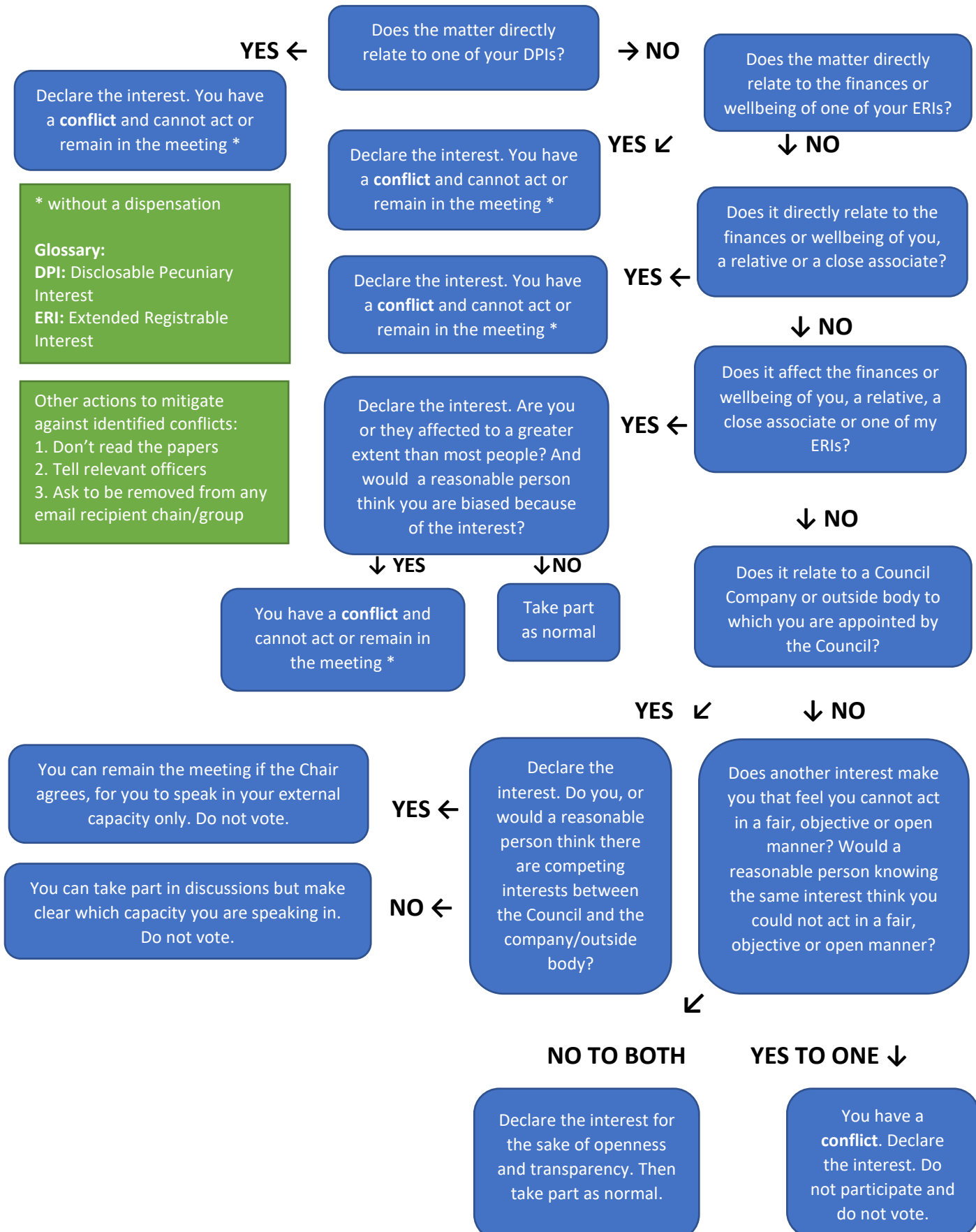
The next meeting of the Corporate Performance Panel was scheduled to take place on 2nd September 2026 at 4:30pm in the Town Hall Saturday Market Place.

The meeting closed at 7.31 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



Scrutiny and Audit Relationship Protocol

Borough Council of
King's Lynn &
West Norfolk



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1. Introduction

The Scrutiny and Audit Relationship Protocol sets out a clear framework for how oversight, assurance, and accountability functions will work together in a constructive, transparent, and coordinated way. Its purpose is to strengthen governance by defining roles, promoting effective communication, and ensuring that scrutiny and audit activity is both independent and complementary. By establishing shared expectations and principles, the protocol supports a culture of openness, continuous improvement, and collective responsibility for high-quality decision-making across the organisation.

The Protocol is not a formal part of the Council's governance arrangements, and it is not specified in the Council's Constitution.

2. Purpose of the Protocol

The general purpose of this protocol is to set out how the Chairs of the Policy Review and Development Panels and the Audit Committee will work together to complement the functions of their respective Committees.

In more specific terms, the protocol seeks to: -

- 2.1 Work in cooperation with the Scrutiny and Executive Protocol.
- 2.2 Establish a positive framework for audit and scrutiny to work effectively.
- 2.3 Maximise collaboration of Chairs of both Scrutiny and Audit.
- 2.4 Promote and uphold mutual respect and trust between Scrutiny Members, Audit Committee Members, and officers, creating an open environment that supports constructive and challenging debate.
- 2.5 Support the respective roles of scrutiny and audit in enhancing the governance framework and holding the Executive to account through proportionate and focused performance and policy review
- 2.6 Ensure that scrutiny and audit committees add value and impact in the implementation of the corporate objectives, risk management and other areas of mutual interest.
- 2.7 Outline the clear parameters of cooperation between the Committees.

3. Audit Function

The Audit Committee terms of reference, functions, roles and responsibilities are set out in the [Council's Constitution](#).

The Audit Committee's function is financial assurance, risk oversight, internal control evaluation. The Audit Committee's core purpose is to provide independent assurance and a strong strategic focus on the effectiveness of the Council's governance framework for, risk management, and internal control arrangements. This oversight supports effective internal challenge and reinforces public accountability by ensuring that appropriate systems and controls are in place.

3.1 The Audit Committee's function include;

- 3.1.1 Providing independent assurance on the governance framework for risk management, internal control, internal and external audit, wholly owned companies and significant partnerships/collaborations, arrangements for audit and assurances, and financial reporting.
- 3.1.2 Overseeing the internal audit function and monitoring implementation of audit recommendations.

- 3.1.3 Reviewing, approving and signing the annual governance statement and financial statements including statement of accounts.
- 3.1.4 Supporting ethical standards and counter-fraud arrangements
- 3.1.5 Members of the Committee shall show unbiased attitudes fostering a constructive relationship with auditors, the executive and management to provide effective challenge where appropriate.
- 3.1.6 Audit Committee considers the adequacy of the Council's risk management framework to seek assurance that the Council can manage its key risks, exposure and mitigations effectively.

3.2 Audit Committee's function **does not** include;

- 3.2.1 Direct management or approval of budgets. Instead, only making recommendations to executive officers regarding budget considerations related to the internal audit function.
- 3.2.2 Oversee operational activities or performance of specific service delivery areas, which remain the responsibility of the Cabinet, boards, or panels, except where that activity is a function of the governance framework.
- 3.2.3 Review of operational complaints or performance specific to services which falls into the remit of the Scrutiny function.

4. Scrutiny Function

Scrutiny Panels terms of reference, functions, roles and responsibilities are set out in the [Council's Constitution](#).

The Scrutiny's function is to act as a critical-friend to the executive, influencing policy review and development, performance monitoring and decision-making through evidence based recommendations and transparency; including holding the executive to account for policy decisions and service performance. The Scrutiny Panels examine the potential impact of decisions on outcomes, value for money, and stakeholders. The responsibility of the Scrutiny Panel is to make recommendations to Cabinet or Council.

4.1 Scrutiny Panel's function include;

- 4.1.1 Scrutinise matters affecting the Borough or Local People
- 4.1.2 Review the performance of the Council specifically in relation to its policy objectives, performance targets or services

- 4.1.3 Post implementation reviews of major projects and significant policy changes and the introduction of new policies.
 - 4.1.4 Undertake in-year monitoring of the Medium-Term Financial Plan, including identification of risks and challenge of key assumptions
 - 4.1.5 Support setting of the medium-term financial strategy through critical examination of assumptions and ensuring alignment to corporate objectives and priorities.
 - 4.1.6 Question members of the Cabinet and senior officers about their decisions and performance
 - 4.1.7 Review the performance of other public bodies in the area
 - 4.1.8 Make reports and/or recommendations to the full Council and/or the Cabinet in connection with the discharge of any of their functions.
 - 4.1.9 Where a Scrutiny identifies a potential risk this will be communicated to the Council's Risk Management Team and recorded in the Scrutiny Action Log. The potential risk will be considered and a response provided to the relevant Scrutiny Panel. Cabinet will be kept informed of risks identified by Scrutiny Panels.
- 4.2 Scrutiny's function **does not** include;
- 4.2.1 Internal audit activity or revisit assurance work already undertaken by the Audit Committee.
 - 4.2.2 Scrutiny does not assess the adequacy or effectiveness of internal control, governance, or risk management arrangements.
 - 4.2.3 does not monitor audit recommendations, direct audit work, or review audit plans.
 - 4.2.4 Does not approve the Annual Governance Statement, Statement of Accounts, or other statutory financial reporting.
 - 4.2.5 Reviews and challenges budget does not hold responsibility for budget approval or financial management but reviews and challenges budget assumptions.
 - 4.2.6 Investigating fraud, whistleblowing, or counter-fraud matters as these areas fall within the remit of the Audit Committee and the Council's governance framework.
 - 4.2.7 Scrutiny must not influence or direct the work of internal or external auditors.

- 4.2.8 Overlap with the Audit Committee, Cabinet, or other Panels unless a formal referral is made, and can raise Governance Framework issues to the Audit Committee through recommendations (see section 7)

5. Difference in Scrutiny and Audit Functions

Audit focuses on systems and controls, while scrutiny focuses on policy and outcomes

5.1 The different roles of the Audit Committee and the Scrutiny Panels can be summarised as:

<u>Audit Committee Function</u>	<u>Scrutiny Panels Function</u>
The Audit Committee has consideration of:	The Scrutiny Panels has consideration of:
• Audit provides assurance on the robustness of the underlying financial systems, controls, and reporting • Internal Controls • Risk Management • Fraud and Whistleblowing • Internal and External Audit Reports • Annual Governance Statement • Financial Statements • Reviewing and considering if the Council have the correct procedures in place and are following those procedures	• Scrutiny provides challenge on financial assumptions and policy choices • Scrutiny of Executive Decisions. • Monitoring and Scrutinising Service Performance • Monitoring Complaints Performance Data • Scrutiny of Budget assumptions and proposals • Policy Development and Review • Considers improvements and scrutinises Council's Policies to ensure the best outcome for the Borough

5.1.5 The Audit Committee's work programme is driven largely by statute, and the governance and financial reporting cycle. The Scrutiny work programme is driven by Policy development and review and a regular reflect on performance towards statutory obligations and corporate objectives. Where clarity is required then advice on the interpretation and application of this protocol will be given by the Monitoring Officer.

5.1.6 This Scrutiny and Audit Relationship Protocol capture the working arrangements relating to work programme planning, meetings for the Chairs of the Scrutiny Panels and Audit Committee, risk management, opportunities for joint working,

5.1.7 The Protocol should be read in conjunction with [other sections of the Constitution](#) of the Borough Council of King's Lynn and West Norfolk.

6. Principles for Effective Working

6.1 Mutual Respect and Independence

- Both bodies operate independently but complement each other.
- Neither body should duplicate the other's work or undermine its statutory purpose.
- The Audit Committee must remain non-political, as emphasised by CIPFA.
- The Chair of the Audit Committee and the Chair of the Scrutiny Panels shall meet sixth monthly of the municipal year to discuss matters of mutual interest.
- At each Joint Chair's and Vice – Chair meeting there shall be a standing agenda item entitled "Items for referral Scrutiny / Audit"

6.2 Transparency and Information Sharing

- Relevant reports (e.g., internal audit reports, risk registers, governance updates) will be shared with Scrutiny where they support policy or performance review.
- Scrutiny review findings relevant to governance or risk will be shared with the Audit Committee.
- The Chair of the Audit Committee may invite comment(s) from the Chairs of the Scrutiny Panels on the external auditor's findings on value for money.
- The Chair of the Scrutiny Panel may also invite comments from Audit on certain aspects of financial scrutiny and the budget implementation.

6.3 Avoiding Duplication

- Work programmes will be coordinated annually to avoid overlap.
- Scrutiny will not re-perform assurance work already undertaken by internal audit or the Audit Committee.
- The Audit Committee will not scrutinise policy decisions or service performance unless they relate to governance or risk.

7. Operational Arrangements

7.1 Work Programme Alignment

- Chairs (or vice-chairs) of both bodies will meet at least twice yearly to discuss:
 - Forward plans
 - Emerging risks
 - Areas of potential overlap
 - Opportunities for joint work

7.2 Sharing of Reports

- Internal audit annual plans, progress reports, and the annual opinion will be made available to the Chair of Scrutiny through Modern.gov along with reports which the Deputy Section 151 Officer and Monitoring Officer deem appropriate.
- Scrutiny review reports will be shared with the Chair of Audit Committee where they highlight governance, risk, or control issues through Modern.gov along with reports which the Deputy Section 151 Officer and Monitoring Officer deem appropriate.

7.3 Referral Mechanisms

7.3.1 Scrutiny may refer to the Audit Committee when:

- A review identifies systemic governance weaknesses.
- There is evidence of risk management failure.
- Concerns arise about the adequacy of internal controls.

7.3.2 The Audit Committee may refer to Scrutiny when:

- Audit findings indicate poor performance or policy implementation.
- A service area requires deeper policy or operational review.
- Value-for-money concerns relate to service delivery rather than governance.

7.3.3

In the event of the Audit Committee identifying an issue to refer to a Scrutiny Panel, or a Scrutiny Panel identifying an issue to refer to Audit Committee, the issue, the reasons for referral and the purpose must be clearly understood and specified in the minutes. The referral will be considered by the Chair of the relevant Committee/Panel for inclusion in the work programme. All referrals will include a clear rationale and desired outcome. Acceptance or rejection of referrals, with reasons, will be formally recorded.

8 Joint Working Opportunities

Where appropriate, the two bodies may collaborate on:

- Risk-based thematic reviews
- Governance-related performance issues
- Pre-decision scrutiny of major governance changes
- Training and development sessions

9 Review

The Scrutiny and Audit Relation Protocol will be reviewed annually and signed off by the Audit Chair and Panel Chairs at the beginning of each Municipal Year.

9.1 Monitoring

- The Audit Committee will monitor implementation of internal and external audit recommendations.
- Scrutiny may request updates where recommendations relate to service performance or policy outcomes.

9.2 Accountability

- Directors and service leads remain accountable to both bodies for responding to recommendations within their respective remits including sharing or reports.
- Democratic Services Officers are responsible for administering the Scrutiny and Audits Chair's meetings along with joint working arrangements, training and development sessions and joint working arrangements.

Signed: July 2026

Chair of the Audit Committee.....

Chair of the Corporate Performance Panel.....

Chair of the Environment and Community Panel.....

Chair of the Regeneration and Development Panel.....

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	2 nd September 2026		
TITLE:	BID Ballot 2027-2032		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Deputy Leader and Business, Councillor Simon Ring		
REPORT AUTHOR:	Duncan Hall, Assistant Director for Regeneration, Housing and Place		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

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



REPORT TO CABINET

DATE OF MEETING	8 th September 2026
REPORT TITLE	BID Ballot 2027-2032
LEAD MEMBER	Cllr Simon Ring E-mail: cllr.Simon.Ring@West-Norfolk.gov.uk
LEAD OFFICER	Lead Officer: Duncan Hall E-mail: duncan.hall@west-norfolk.gov.uk
CONSULTEES	Internal departments including Revenues & Benefits, Finance and Electoral Services.
WARDS AFFECTED	St Margaret's & St Nicholas

KEY DECISION	NO
DECISION MAKER	Cabinet
IS THE REPORT OPEN OR EXEMPT	OPEN

FINANCIAL IMPLICATIONS	YES
HR IMPLICATIONS	NO
POLICY IMPLICATIONS	YES
STATUTORY IMPLICATIONS	YES
RISK MANAGEMENT IMPLICATIONS	YES
ENVIRONMENTAL IMPLICATIONS	NO
EQUALITY IMPACT ASSESSMENT COMPLETED	N/A

SUMMARY OF REPORT

Discover King's Lynn has been in operation since 2017 as King's Lynn Business Improvement District (BID) and has become an established business led organisation supporting the vitality and viability of the town centre. During the current BID term (2022-2027), Discover King's Lynn has delivered a wide range of initiatives including: town centre events, Christmas markets and entertainment, Street Rangers, business support services, marketing campaigns and town centre enhancement projects. These activities have supported efforts to increase footfall, strengthen business collaboration and promote King's Lynn as a visitor and business destination.

The proposed BID Business Plan for 2027-2032 builds on these achievements and focuses on three priorities:

- Championing King's Lynn through events and marketing,
- Supporting Businesses and Strengthening Community,
- Championing King's Lynn as the voice of town centre businesses.

The renewal of the BID requires the Borough Council to support the BID renewal process and the delivery of the proposed BID Business Plan. The BID renewal comes at a significant time as Norfolk prepares for Local Government Reorganisation. The continuation of a successful BID will provide continuity, local leadership and a strong business voice to help ensure King's Lynn town centre remains a priority for future investment, regeneration and economic development.

The Council also fulfils its statutory role as billing authority for the BID and is responsible for the administration, collection and recovery of the BID levy. The Council is also responsible for running the election process for the BID renewal ballot.

RECOMMENDATIONS

Recommendation to Cabinet

Cabinet is recommended to:

- a) Endorse the Discover King's Lynn BID Business Plan 2027-2032.
- b) Endorse the holding of a BID renewal ballot in accordance with the Business Improvement Districts (England) Regulations 2004.
- c). Support the Borough Council to vote in favour of the BID renewal for all eligible properties within the BID area for which the Council is liable for the payment of the BID levy.
- d) Delegate authority to the Chief Executive, in consultation with the Deputy Leader, to undertake all actions necessary to facilitate the BID renewal process.
- e) Continue to work collaboratively with Discover King's Lynn to support the successful delivery of the BID Business Plan and wider town centre regeneration objectives.

REASON FOR DECISION

To enable the Council to formally support the continuation of the King's Lynn Business Improvement District for the period 2027 - 2032 and to secure continued private sector investment in King's Lynn town centre and assist delivery of the Council's corporate priorities relating to economic growth, regeneration, business engagement and place-making.

CORPORATE STRATEGY

How does this proposal support our Corporate Priorities [Our priorities | Corporate Strategy 2023 - 2027 | Borough Council of King's Lynn & West Norfolk](#)

Promote growth and prosperity to benefit West Norfolk

The BID supports economic growth by increasing footfall, attracting visitors, promoting local businesses, supporting the evening economy and delivering initiatives that encourage investment within King's Lynn town centre. The BID acts as a key delivery partner in delivering the West

	Norfolk Economic Strategy Action Plan and the Pride in Place Programme.
Protect our Environment	The BID supports initiatives that improve the appearance of the town centre, encourage sustainable travel, promote local shopping and strengthen the long-term sustainability of King's Lynn as a thriving commercial centre.
Efficient and effective delivery of our services	The BID supports, enhances and complements the service delivery of the Council including Economic Development and Commercial Services through joint partnership working on business support, public realm and event programming that strengthen the long-term sustainability of King's Lynn as a thriving commercial centre.
Support our communities	The BID contributes to a vibrant and welcoming town centre that serves residents, visitors and businesses. Through events, animation, cultural activities and public realm initiatives, it helps foster civic pride and community engagement.

REPORT DETAIL

1. Introduction

Discover King's Lynn is the Business Improvement District (BID) for King's Lynn town centre. The BID has operated since April 2017 and currently represents businesses across approximately 667 hereditaments within the King's Lynn town centre. It is governed by King's Lynn BID Ltd, a not-for-profit company led by a Board drawn from local businesses.

The current BID term concludes in March 2027, and a renewal ballot is due to take place on 12 November 2026. If approved, the BID will continue for a further five-year period until March 2032.

2. Background

2.2 Since 2022, Discover King's Lynn has delivered a significant programme of activity designed to support businesses, improve the visitor experience and increase town centre footfall. Key activities delivered include:

- More than 20 Merchants' Markets.
- Annual Christmas Markets and Christmas Street entertainment.
- Annual Halloween and Easter events delivered in partnership with the Vancouver Quarter.
- The creation of the Discover King's Lynn App, achieving over 4,000 downloads since launch.
- Growth in social media engagement to more than 15,000 followers.
- Delivery of the Street Ranger service, providing business support, crime prevention and welfare assistance.
- Support for Shopwatch, Pubwatch and the DISC information sharing system.
- Delivery of subsidised business training and networking opportunities.
- Investment in Christmas lighting, hanging baskets and public realm improvements.

- Proving strong representation on behalf of the businesses in the town centre at local, regional and national level, including at the King's Lynn Neighbourhood Board.

2.3 During this 5-year term, annual town centre footfall recovered to approximately 94% of pre-pandemic levels, with Easter footfall in April 2026 exceeding equivalent 2019 levels. The BID has also secured over £100,000 of additional external funding to support delivery of town centre initiatives.

3. Proposal

3.1 The proposed BID Business Plan 2027-2032 (attached at Appendix 1) has been developed following extensive consultation with businesses. Survey responses demonstrated strong support for the continuation of core BID services, particularly the Street Ranger service, town centre events, business support activity and advocacy on behalf of businesses.

3.2 The Business Plan is structured around three priorities:

Championing King's Lynn through events and marketing to increase footfall, dwell time and visitor spend.

Supporting Business and Strengthening Community through business support, networking, training, crime reduction initiatives and town centre safety measures.

Championing King's Lynn as the Voice of Business by representing business interests and advocating for improvements to the town centre environment and economy.

3.3 The next stage if approved, is to run a BID ballot in accordance with the Business Improvement Districts (England) Regulations and administered by the Council in its role as Ballot Holder. The process includes verification of the eligible hereditament list, appointment of an independent ballot service provider, issues and management of ballot papers, maintenance of statutory notices, handling replacement ballot requests, ballot verification and declaration of the result. Delivery of the ballot will require resource from the electoral services team to together with support from the Revenues and Benefits team and finance.

3.4 A specialist ballot company will print, distribute and count ballot papers, whilst officers will oversee the statutory process, engage with businesses, manage stakeholder communications and ensure compliance with legislative requirements.

3.5 The Borough Council has worked closely with Discover King's Lynn since the BID was established in 2017. The BID is an important strategic partner that supports the town centre through events, business engagement and initiatives which help improve the vitality and attractiveness of King's Lynn.

3.6 If the ballot is successful, the Council will continue to work with the BID throughout the 2027-2032 term. This will include regular liaison between officers and the BID team, partnership working on town centre projects and ongoing engagement through programmes such as the Economic Strategy Action Plan and the Pride in Place Programme. This will help ensure that BID activity complements the Council's wider strategic priorities for economic growth, regeneration and supporting town centre businesses.

3.7 If approved, the BID renewal ballot will take place on 12 November 2026. The new BID term will commence on 1 April 2027 and continue until 31 March 2032.

4. Options Considered

4.1 Option 1 – Support the BID Renewal Ballot (Preferred option)

This option secures continued private sector investment into King's Lynn, provides continuity of delivery and supports the Borough Council's regeneration and economic growth objectives.

4.2 Option 2 – Vote against the BID renewal (Least Preferred option)

Under this option, the BID would cease operation following the end of the current term. This would remove a significant source of town centre investment, reduce partnership working opportunities and weaken coordinated business-led place promotion activity.

4.3 Option 3 – Abstain

This would result in the Council not influencing the outcome despite being a significant stakeholder and levy payer within the BID area.

5. Financial Implications

5.1 The Borough Council will continue to be liable for BID levy payments in respect of hereditaments (individual properties subject to tax) it occupies within the BID area. Based on current estimates, the Council's annual BID levy liability for 2027/28 is approximately £25,900. This reflects the levy payable on Council properties located within the BID area and is not an additional discretionary funding contribution. The cost will be met from existing service budgets.. Under the proposed BID arrangements, the levy rate will increase from 1.5% to 1.9% of rateable value for eligible properties, generating anticipated annual BID income of approximately £222,000 (based on a 97.5% collection rate). This will support a five-year investment programme valued at over £1.1 million.

5.2 The proposed increase in the levy rate from 1.5% to 1.9% reflects the introduction of a £7,500 rateable value threshold, which removes smaller hereditaments from the levy-paying base. The revised rate is intended to maintain overall BID income at a level sufficient to continue delivering services and activities rather than generate significant additional income.

5.3 In addition to its role as a levy payer, the Borough Council is responsible for the administration, billing, collection and recovery of the BID levy in accordance with the Business Improvement District Regulations. This function is delivered through existing Revenues and Benefits resources and supports the effective operation of the BID. The Council recovers the costs associated with this activity from the BID company through the arrangements set out within the Operating Agreement

6. HR Implications

6.1 The resources required from the Revenues and Benefits service is managed from within existing resources, as is the resources required from the electoral services team to run the BID ballot. However, there is currently long-term sickness within the Electoral Services team and plans are being made to ensure that this knowledge gap can be filled and does not adversely impact on the BID ballot process.

7. Policy Implications

7.1 The proposed BID renewal directly supports delivery of the Council's Corporate Strategy, the West Norfolk Economic Strategy Action Plan, and the King's Lynn Pride in Place Regeneration Plan and wider regeneration ambitions for the town centre.

7.2 The BID is well placed to support delivery of several priorities within the West Norfolk Economic Strategy Action Plan and the King's Lynn Pride in Place Programme through its programme of events, marketing, business engagement and advocacy activity. Many of the priorities set out within the West Norfolk Economic Strategy Action Plan, particularly those relating to thriving towns, business growth, visitor economy development and town centre vitality, are supported by BID-led initiatives including events, marketing campaigns, place promotion and advocacy on behalf of businesses.

7.3 The BID will not only be a key external partner, but also undoubtedly be a vehicle for the success of the King's Lynn Pride in Place programme. The vision statement and strategic objectives of creating a vibrant town centre, increasing footfall, supporting local small and medium sized businesses, improving perceptions of the town centre and encouraging investment are shared priorities across both initiatives.

7.4 The success of both the Pride in Place programme and the West Norfolk Economic Strategy will depend not only on public investment, but on the active participation and support of local businesses. The BID provides the established mechanism for securing that engagement. A successful BID renewal will ensure there is a dedicated organisation with the capacity, relationships and local knowledge needed to help deliver the ambitions of both programmes and maximise their long-term impact on King's Lynn town centre. The BID provides an established mechanism for business engagement and collaboration which complements the work of the Council and other partners. Through its relationships with levy payers, local businesses and stakeholders, the BID brings valuable knowledge, connections and delivery capacity that can help maximise the impact of wider regeneration and economic development initiatives.

8. Climate Change and Environmental Implications and considerations

8.1 The BID will continue to work with the Borough Council and other partners where opportunities arise to support environmental improvements and contribute to the wider objectives of the Borough Council's Climate Change Strategy.

9. Statutory and Legal Implications

9.1 The Legislation:

In England and Wales, BIDs are underpinned by the Local Government Act 2003 and specific statutory regulations such as The Business Improvement Districts (England) Regulations 2004, which dictate how districts operate, ballot, and are dissolved.

9.2 The Ballot Process:

To establish a BID, a business plan must pass a democratic ballot. The proposal is approved if a simple majority of those who vote are in favor, and those businesses also represent more than 50% of the total rateable value of the valid votes cast.

9.3 Mandatory Levy:

Once established, all eligible businesses within the geographic boundary are legally required to pay the BID levy, which is collected by the local billing authority alongside standard business rates.

As the billing authority, the Borough Council is responsible for administering the BID levy, including the billing, collection and recovery of payments from eligible hereditaments within the BID area. These functions are undertaken in accordance with the Operating Agreement between the Council and King's Lynn BID Ltd.

9.4 Term Limit:

BIDs generally operate in fixed terms of up to five years, after which a renewal ballot must be held to continue.

10. Local Government Reorganisation (LGR) Implications

The proposed BID term (2027-2032) will span a period of significant change in local governance as Norfolk moves through Local Government Reorganisation.

Whilst the future arrangements for local government are still being developed, periods of organisational change can create uncertainty for businesses and stakeholders. A renewed BID would provide continuity during this transition period through its established relationships with businesses, partners and public sector organisations.

The BID provides an independent, business-led forum through which town centre businesses can work collectively and engage with emerging local and regional structures. This continuity will help ensure that the interests of King's Lynn town

centre continue to be represented and that momentum is maintained on town centre initiatives and business engagement activities.

A successful BID renewal would therefore provide a stable platform for collaboration and partnership working during a period of change and uncertainty.

11. Evidence of benefit from business community

11.1 *“The King’s Lynn BID has been instrumental in supporting local businesses and promoting the town as a destination for residents and visitors alike. Through events, marketing and business engagement, it has helped strengthen the town centre and local economy. Continuing the BID for a further five years will provide the focus and momentum needed to build on this success, attract more visitors and support the long-term prosperity of King’s Lynn.”*

David Kneeshaw, General Manager, Dukes Head Hotel

11.2 *“Running a small business can be very lonely, having the BID on hand to provide business support and advice is invaluable.”*

Nicky Crown, Owner, Whatahoot.

11.3 *“We have a high detection rate when it comes to retail crime in King’s Lynn. There is no doubt in my mind that the Street Rangers, and our partnership with BID and businesses, contributes to this.”*

Howard Elvidge, Local Policing Inspector

11.4 *“The BID has played a significant role in that success. Its ability to advocate for businesses, secure investment, coordinate initiatives and work in genuine partnership with organisations such as the Vancouver Quarter has strengthened the town’s offer and enhanced its reputation. The continued collaboration between the BID, businesses and stakeholders gives me great confidence that King’s Lynn is well placed to build on this positive momentum for many years to come.”*

Alistair Cox, Manager, Vancouver Quarter

12. Health and Safety Implications

NONE.

13. Equality Impact Assessment

13.1

The proposal is considered to be equality neutral. The renewal of the BID will continue to support activities and initiatives that are accessible to residents, visitors

and businesses across the town centre. No disproportionate negative impacts on any protected group or disadvantaged community have been identified.

14. Risk Management Implications

14.1 If the BID ballot is unsuccessful:

- Dedicated investment into town centre events, marketing and business support activities would cease.
- The Street Ranger service and associated business crime reduction initiatives would be at risk.
- Businesses would lose an established mechanism for collective representation and advocacy at the King's Lynn Neighbourhood Board and at other regional and national levels.
- Opportunities to attract additional funding and influence future regeneration priorities may be reduced.
- As Local Government Reorganisation progresses, King's Lynn would have fewer dedicated mechanisms to champion and deliver town centre interests and support initiatives.

15. Conclusion

15.1 Over the current BID term, Discover King's Lynn has become an established voice for town centre businesses and an important partner in delivering town centre initiatives, events and business engagement activities. In addition, key external partner in delivering the strategic ambitions of the West Norfolk Economic Strategy Action Plan and the Pride in Place Programme, among others. The BID provides King's Lynn with an independent, business-led champion at a time when Local Government Reorganisation could otherwise distract focus on the town centre.

15.2 The Borough Council's support to the Renewal of the BID will ensure that businesses continue to have a powerful collective voice and a locally accountable champion capable of advocating for town centre renewal, investment, supporting regeneration and maintaining King's Lynn's position as the economic heart of West Norfolk.

LIST OF APPENDICES

Appendix 1 - [Draft BID proposal 2027-2032 for Cabinet.pdf](#)

LIST OF BACKGROUND PAPERS

BID Proposal 2027 – 2032 for R&D Panel. Link here: [Draft BID proposal 2027-2032 for Cabinet.pdf](#)

PRE SCREENING EQUALITY IMPACT ASSESSMENT

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

Name of policy/service/function

BID Ballot 2027 - 2032

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.

To enable the Council to formally support the continuation of the King's Lynn Business Improvement District for the period 2027 - 2032 and to secure continued private sector investment in King's Lynn town centre and assist delivery of the Council's corporate priorities relating to economic growth, regeneration, business engagement and place-making.

The BID is constrained by the statutory obligations and legislation:

The Legislation:

In England and Wales, BIDs are underpinned by the Local Government Act 2003 and specific statutory regulations such as The Business Improvement Districts (England) Regulations 2004, which dictate how districts operate, ballot, and are dissolved.

The Ballot Process:

To establish a BID, a business plan must pass a democratic ballot. The proposal is approved if a simple majority of those who vote are in favor, and those businesses also represent more than 50% of the total rateable value of the valid votes cast.

Mandatory Levy:

Once established, all eligible businesses within the geographic boundary are legally required to pay the BID levy, which is collected by the local billing authority alongside standard business rates.

As the billing authority, the Borough Council is responsible for administering the BID levy, including the billing, collection and recovery of payments from eligible hereditaments within the BID area. These functions are undertaken in accordance with the Operating Agreement between the Council and King's Lynn BID Ltd.

	Term Limit: BIDs generally operate in fixed terms of up to five years, after which a renewal ballot must be held to continue.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	The proposed BID Business Plan 2027-2032 has been developed following extensive consultation with businesses. Survey responses demonstrated strong support for the continuation of core BID services, particularly the Street Ranger service, town centre events, business support activity and advocacy on behalf of businesses.				
Question	Answer				
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? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group. <i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i> <i>*For more information on health inequalities please visit The King's Fund</i>		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 (e.g. low income, caring responsibilities)	X			
Please provide a brief explanation of the answers above: The King's Lynn BID Ballot is expected to have overall neutral equality impacts, particularly for groups experiencing disadvantage or poorer outcomes.					

No negative impacts have been identified here.

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.	N/A
3. Could this policy/service be perceived as impacting on communities differently?	No.	N/A
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: Decision agreed by EWG member:		
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	N/A	Actions: N/A
		Actions agreed by EWG member:
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No.	Please provide brief summary: N/A
Assessment completed by:	Walton Mabuto	
Job title	Economic Growth Officer	
Date completed	24/07/2026	
Reviewed by EWG member	 Alison Demonty	Date 24/07/2026
✓ Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)		

Revision 7

Discover King's Lynn / King's Lynn BID Ltd

Draft Proposal 2027-2032

A BID proposal is a document submitted to the Council by the BID proposer along with a formal letter of request to hold a ballot, as required by The BID Regulations 2004. The Regulations also stipulate the information to be included within the proposal. In brief, it comprises a business plan, plus additional information that has been used to inform the content and direction of the business plan.

This document forms the basis of what will be submitted to Cabinet for the meeting on 8 September. It is a draft document as the business plan will not be finally signed off by levy payers until 15 September.

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About Discover King's Lynn

King's Lynn BID Ltd, trading as Discover King's Lynn, is the Business Improvement District for King's Lynn Town Centre. The BID began operation on 1 April 2017, following a successful ballot in the autumn of 2016. King's Lynn BID Ltd is a company limited by guarantee, Co Number 10722907. It is not-for-profit, and is overseen by a Board of non-executive, unpaid Directors. It employs a small team of staff to deliver its services.

Discover King's Lynn is a Town Centre retail BID. In 2017 our aim was "To create a vibrant town centre we can all be proud of, where businesses prosper, our communities thrive and for visitors, a true destination of choice." Almost ten years later that aim is still relevant and is reflected in local strategies like the West Norfolk Economic Strategy and King's Lynn Pride in Place Plan.

The Discover King's Lynn boundary 2017-2027 can be found at Appendix 2, broadly speaking it can be described as including the area from the Riverfront to the Railway Station, and from the northern end of Tuesday Market Place to Boal Quay car park. This area includes 667 hereditaments, that is 667 premises with a rateable value on the national non-domestic ratings list.

About the King's Lynn BID Ltd Board

The composition of the Board aims to reflect the make-up of the Town Centre in terms of sectors, national versus independents and different geographical zones. The Board's role is to monitor the implementation of the Business Plan, hold the team to account and be accountable to our levy payers. The Board are responsible for ensuring compliance with company legislation.

Our current Board Members are;

Sharon Edwards, Chair. Sharon is a Partner at Mapus-Smith and Lemmon and is the only remaining founding member of King's Lynn BID Ltd. Sharon is passionate about supporting independent businesses and providing opportunities for young people.

Jenny Richards, Vice-Chair. Jenny is the owner of Prontaprint Norfolk, based in St James Street. Jenny is an advocate for female entrepreneurs and encouraging greater business collaboration in the Town.

Ian Cooper, Owner / Director, Cooper & Elms, Tower Street. Ian is an ardent supporter of the Town and small business.

Julie Easter, Partner / Director, Kenneth Bush Solicitors. Julie champions staff wellbeing and supports staff recruitment and performance management

Ewa Arthur, General Manager, Poco Lounge. Part of the Lounges Group, Ewa brings a valuable food and drink perspective, as well as active business / community engagement.

Sarah Haynes, Manager, Boots. A Board member since 2017 and an active participant of schemes pre-dating BID such as the Healthy High Street. Sarah brings the national retailer perspective to the Board.

John Harrison, Owner / Director, Youngsters World and B&J Models and DIY Shop, Norfolk Street. A board member since 2017, John has been instrumental in setting up and supporting the Street Ranger service. It was John's idea to purchase the 6 defibrillators, which now also hold bleed kits.

We will be looking to recruit additional board members following a successful ballot outcome.

The Discover King's Lynn Team

The Discover team is currently made up of 4.4 FTE posts; a Manager, Marketing Executive, 2 Street Rangers and an Events & Office Administrator. According to the British BIDs Annual Survey 2025, the median number of staff directly employed by BIDs is 2.1. However 80% of BIDs also use contractors instead of directly employing staff.

Vicky Etheridge, BID Manager since April 2018, provides direction and overall responsibility for day-to-day delivery of the business plan including managing the team, delivery of events and campaigns. Vicky leads on relationship management with stakeholders, and advocacy of the town centre and business. In this capacity Vicky Chairs King's Lynn Neighbourhood Board.

Ellise Riesner is our marketing executive. Ellise joined the team straight from graduating from CWA in 2024 with a distinction in Level 3 Business & Marketing. Ellise creates our marketing plans and marketing content for social media and the Discover King's Lynn App.

Jess Marshall and Harry Downey are our most recent street rangers. Both hold a current SIA door supervisor licence, which has given them a good level of training in conflict management, deescalation techniques and dynamic risk assessment. Their role is three-fold;

- to deter shoplifting and anti-social behaviour and support businesses who have experienced theft or ASB to report the crime and retrieve stock,
- to support the administration of the DISC information sharing system and the shopwatch and Pubwatch groups to use this system effectively.
- to provide a welcoming and friendly presence, including responding to first aid and welfare calls.

Becks Stevens is our events and office administrator. Her role is to take on the admin related to running events, from invoicing to booking acts, checking insurance and chasing payments.

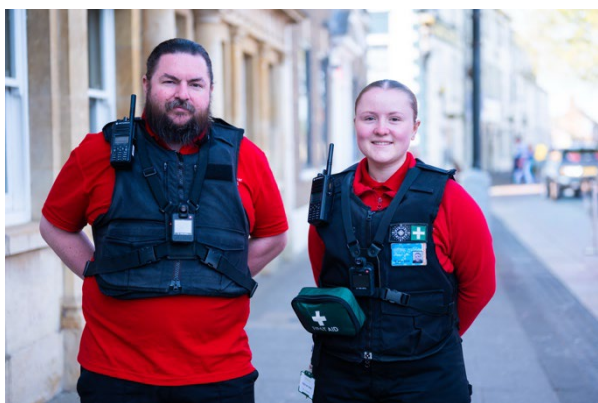
What we have delivered 2022-2026 - Highlights

Priority 1 - To Shout about King's Lynn Town Centre & all that it has to offer



- Over 20 Merchant's Markets
- Annual Christmas Markets, footfall has grown year on year.
- Annual Christmas Street entertainment running every weekend from end November.
- Annual Halloween and Easter events with the Vancouver Quarter. Footfall has increased year on year - April 2026 exceeded April 2019 footfall, October 2025 achieved 97% of October 2019 footfall.
- Annual grant to Festival Too
- Recollect - new Retro market event on Saturday Market Place
- Christmas lights for Norfolk Street, St James' Street and Tower Street.
- Discover King's Lynn App, 4,033 downloads since launch at end of March 2025. Quote from user; "I think it's a good and quick way of keeping up with events in King's Lynn. I use it all the time."
- Social Media followers have increased 75% since 2021, to over 15,000

Priority 2 - To Support & Strengthen Business



- Average of 3 first aid incidents dealt with per week.
- Average of 1 welfare incident a day.
- 66 radio link handsets loaned to businesses.
- DISC secure information sharing and reporting system for shopwatch and Pubwatch. Training to use DISC.
- Over 20 subsidised courses provided for businesses including 1st aid, mental health awareness, fire marshal and marketing.
- The Place Pop-Up Shop supported 132 enterprises, 60 events and 16 entrepreneurs.
- Fortnightly eshots and monthly catch-ups.

Priority 3 - A Voice for Business & The Town Centre Economy



- Member of Town Board since 2019, Chair since 2024 -. influenced Pride in Place Plan, Masterplan, West Norfolk Economic Strategy, STARS project that will include improvements to Baxter's Plain.
- Hosted employment round table with Minister for Employment and local MP, December 2022.
- Encouraged Council to take enforcement action on vacant premises.

Priority 4 - To Create Pride in our Town Centre



- Bunting and festoon lighting around the Town from 2019-2024
- Hanging baskets x 130 since 2021
- New Christmas Lights for St James' Street, Norfolk Street and Tower Street
- Art in the Streets UK SPF Project.

Impact of activities

In our 2022-2027 Business Plan we set a number of success criteria to measure impact. On reflection, many or all of these criteria will be influenced by significant factors beyond the control or influence of the BID.

Priority 1 - To shout about King's Lynn Town Centre and all that it has to offer

Impact measure: closing the gap on 2019 footfall figures

Update: Using data from the Vancouver Quarter footfall counters, the town centre has regained around 93.7% of its 2019 annual footfall. Industry benchmarking from Springboard shows that many UK market towns remain around 8–15% below their pre-pandemic footfall, with shopping habits permanently altered by home working and online retail.

Impact measure: an uplift in footfall during holiday season and around events

Update: April 2026 footfall actually exceeded April 2019 by around 1,600 visits (+0.3%). This suggests that Easter activity is now performing at, or slightly above, pre-pandemic levels. Similarly, the impact of Halloween on October 2025 footfall shows recovery to 97% of the equivalent month in 2019. Finally Christmas, footfall figures for November and December 2025 reached approximately 94.4% of pre-pandemic Christmas footfall.

Impact measure: double the number of website traffic and social media followers by the end of the 2nd term.

Update: Total Facebook Followers - 10,211, total Instagram Followers - 5,763 = 74% increase since 2022. We have made several changes to our website during this period and haven't been able to consistently record website traffic.

Priority 2 - To Support & Strengthen Business

Impact measure: Reduction in retail crime and in the value of goods stolen

Update:

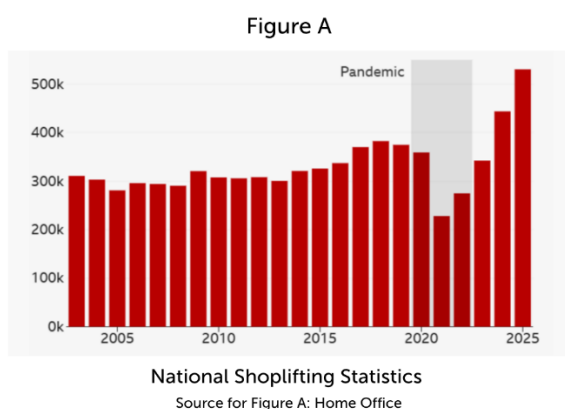
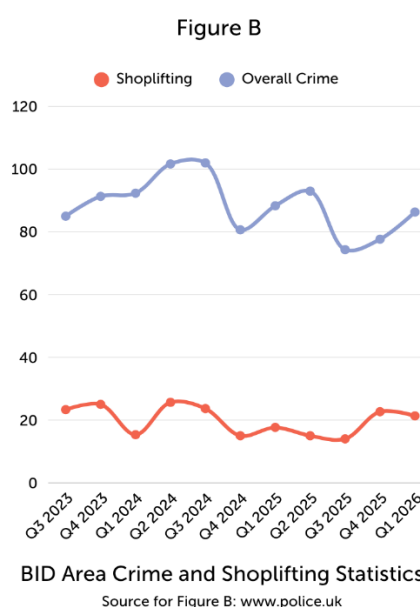


Figure A demonstrates a significant increase in shoplifting offences in the UK, over the last 3 years. However, as demonstrated in Figure B, crime rates and shoplifting offences have remained consistent over the same time period.



Impact measure: Reduction in number of empty premises

Update: Using the Civic Society surveys from 2018-2025 which count the total number of units, their usages and occupancy, the total number of vacant units remains around the same at 12.6%, slightly below the national average. The type and size of units has changed noticeably in the last year with more larger, retail units remaining vacant.

Priority 3 - A voice for business & the Town Centre economy

Impact measure: Leverage of funding from public sector sources for BID projects.

Update: During this Business Plan term we have secured an additional £101,777 in funding from government sources.

Impact measure: Business satisfaction with BID advocacy and representation

Update: Feedback from recent consultation, and a desire for us to continue this work would suggest a high level of satisfaction.

“The advocacy Vicky provides for the town centre to local government - from championing the local businesses on the neighbourhood board (where residents are represented by elected members) through to working directly with officers for the better of the business community is invaluable.”

Priority 4 - To create pride in our Town Centre

- Impact measure: reduction in empty premises = see above.

- Impact measure: improved business satisfaction with the appearance of the Town Centre

Update: We have not undertaken to ask businesses this question. However, looking at feedback from recent consumer surveys for the Pride in Place Plan and Masterplan, it would suggest that satisfaction has not improved and in some instances might have declined due to long-term empty premises such as Debenhams and the Post Office.

Contextual Background

Numbers on their own tell part of the story. In the 4 years since our last ballot, we have continued to see significant changes in the Town Centre. Big national brands like Wilkinsons and the Body Shop have gone into administration, and Cancer Research, British Heart Foundation and the YMCA have closed retail branches. Meanwhile High Street giant Primark, who has resisted on-line shopping, introduced a click and collect service in 2025, a strategy that has boosted footfall into stores for other retailers.

Elsewhere, the former Argos and multi-storey car park has been turned into a state-of-the-art Library, and early anecdotal feedback suggests it has boosted footfall to local shops nearby.

The night-time economy has seen some of the biggest changes in recent years. It is harder to get footfall figures for the nighttime economy, from conversations with venue owners and managers, there is no longer “one good night”. Neither a Friday nor a Saturday night guarantees good footfall and sales, venues are having to work harder to attract customers and reduce opening hours and costs.

Plans and Strategies

King’s Lynn is not alone in experiencing these changes. The impact of the 2008 economic crash was felt in town centres across the country in the form of higher vacancy rates and lower footfall. 2010 saw the first expert review commissioned by the Government and

undertaken by Mary Portas. That review highlighted out-of-town retail, on-line shopping and poor shopping experiences as some of key reasons for the decline. Since 2010 there have been a number of policies and initiatives focusing on High Streets, including the 2019 High Streets Task Force and subsequent Towns Fund.

COVID intensified the pressure on high streets and town centres which were so visibly affected by multiple lockdowns and restrictions, precipitating those trends that had started long before; declining footfall, an increase in on-line and out of town shopping. COVID also highlighted new opportunities for town centres, providing a reminder of the important social and cultural role that town centres play in communities. This dynamic gave focus to subsequent policies such as Build Back Better High Streets 2021 and the 2025 Pride in Place Strategy.

As the Centre for Cities sets out in its 2025 review of high streets performance across the UK, town and city centres need to be viewed in the context of the wider economy¹.

The West Norfolk Economic Vision & Strategy 2045 includes town centres as one of five priorities. “Thriving Towns” sets out a vision for town centres that are vibrant both day and night because they offer a diverse mix of services and facilities, and more people are encouraged to live there. A focus on wider economic growth, as well as growing and diversifying the town centre economy will have a positive impact on town centre usage and perceptions. The Action Plan goes on to list the BID as a delivery partner in two actions related to thriving towns; supporting the High Streets Rental Auction process and the delivery of events and activities to animate the town centre and enliven the atmosphere.

The King’s Lynn Pride in Place Plan 2025 shares a vision that any BID would sign up to and support. “King’s Lynn will be a successful and inclusive town for everyone, with flourishing communities and new opportunities for people to live, work and visit. It will be easy to travel in to and throughout the town, with a healthy, safe, and welcoming environment. Improved facilities, leisure, experiences and culture for people of all ages.”

Of the eight strategic priorities in the Pride in Place Plan, One, Three, Five and Six are particularly relevant to our role as a BID, focussing on Town Centre Revitalisation, Employment and Skills, Transport Connectivity and Safer Streets respectively.

About BIDs, The National Context

According to the British BIDs Spring Report 2026, there are now 352 BIDs across the UK contributing £184,971,060 per annum. The average BID has 450 hereditaments and an annual levy worth £526,983. The number of BIDs has been growing steadily over the last 10 years but is now starting to slow down. 249 of the 352 BIDs are focussed on Town or City Centres delivering services from street cleaning to Christmas lighting, ambassadors and rangers, events and marketing. When it comes to ballot, the average turnout is 43% and failure rate at ballot is relatively low at 8% p.a.

¹ Checking Out: Centre for Cities, The varying performance of High Streets across the country. 10 July 2025.

There are 4 BIDs in Norfolk; Norwich, Great Yarmouth town centre, Great Yarmouth tourism BID and King's Lynn.

BIDs are increasingly seen as an important stakeholder in place-shaping and are referenced in recent Government policies including the Towns Fund in 2019 and in the current Pride in Place Strategy. The Pride in Place Strategy states that it will look to strengthen the BID model by legislating to allow property owner BIDs to operate across the country, not just in London. The aim of this would be to encourage and enable landlords to play a more active role in the places where they own property, working with BIDs and local authorities to create thriving high streets. The Strategy also refers to reforming BID voting procedures and making all BIDs more accountable and transparent.

The BID Ballot Process

The BID ballot process is set out in the 2004 BID Regulations. As per the Regulations, agreement must be sought by the BID proposer (the BID) from the Local Authority to hold a ballot. This must be done through a formal proposal document, including a business plan. The contents page of this document mirrors the requirements set out in the Regulations. BID ballots must be postal ballots and run for a minimum of 28 calendar days. As required, a letter has been sent to the Secretary of State a minimum of 84 days prior to the ballot, on 20 May 2026. A copy of this letter can be found at Appendix 1.

Key dates in the King's Lynn BID ballot timetable 2026

Notification of ballot	1 October 2026
Ballot papers issued	No later than 13 October
Ballot Day	12 November 2026
Ballot results announced	13 November 2026

Every eligible hereditament receives 1 vote, if a business or organisation has more than 1 hereditament, they will have more than 1 vote. For a ballot to be successful, the ballot must be won on two counts – both a majority by number of votes; and a majority by rateable value of those that turnout to vote. There is no turnout threshold required.

SWOT Analysis Discover King's Lynn 2027-2032

In the process of undertaking this SWOT, we have looked at national, regional and local plans and strategies, including the West Norfolk Economic Strategy and Action Plan, The Norfolk Growth Plan, Pride in Place Plan, Pride in Place Strategy and West Norfolk Cultural and Heritage Strategy. We have also talked with businesses and stakeholders.

STRENGTHS	WEAKNESSES
10 years of BID - delivering tangible benefits • Street Rangers • DISC, 60+ radio link radios, shopwatch and Pubwatch schemes. • Support services for businesses e.g. 1st aid training, fire marshal training, marketing training and resources. • Business Week • COVID support and information, stickers and sanitiser • Defibrillators and stab kits x 6 • Events - monthly markets, Easter & Halloween, Summer family activities, Christmas street entertainment, Christmas markets, Santas Workshop, Lantern parade, street food fair, open air film nights, Recollect Retro Market. • Trails - Christmas window competition, • Getting businesses to connect - pancake day, sports day, monthly meet ups • Well respected by other stakeholders - Local Authorities, Police, NCC, Norfolk Chambers. • Christmas lights for indie streets. • Hanging baskets, bunting and lights. • A trusted "voice" for business and the town centre - role on Neighbourhood Board. • Marketing campaigns and digital presence - Cocktail Week, Taste of the Town, Business Spotlights, Meet the Street, KL trends, • Discover King's Lynn App, 4000+ followers • Improved footfall, especially linked to key events.	• Large levy payer base but low rateable values, means it is hard to raise the revenue needed to operate at the level we would like and is expected. • Inflation, NI costs and lower collection rates mean our income has dropped in real terms. • Perception that we have a bigger budget than we actually do! • Remaining confusion amongst some levy payers over who does / is responsible for what e.g. events, radios, bunting - is it BID, Council or Vancouver Quarter. See consultation feedback. • B2B comms can be inconsistent - mailchimp open rate and engagement has declined, issue with list and also spam filters. • Business apathy - patchy engagement at meetings, face to face most effective, although relies on seeing the right person - especially in nationals / larger businesses. • NTE and lack of transport

OPPORTUNITIES	THREATS
• LGR - bigger local authority • with even more challenges, possibly more remote / distanced - opportunity for BID to step up in terms of being a voice for business, highlighting issues. • Possible new Town Council for KL • Devolution - using our voice for business and the Town. • PIPP and capital funding opportunities to encourage change, repurposing, new investment. • Investment in St George's Guildhall - impact on tourism and footfall, raise profile. • KL Masterplan - development and investment opportunities. • Historic England investment interest in KL Town Centre. • Borough Council has adopted a high street rental auction approach for the lower high street -potential catalyst for change. • New Library and BIPC resource - location for business meet ups and training. • Current Govt policy is supportive of BIDs and recognises role in place-shaping. • BID community is growing across the UK. • National strategies focus on High Streets and BIDs - PIPS and forthcoming High Street Strategy	• LGR and Devolution - relationship management and development of new relationships as personnel change. • Relationship with potential new Town Council for King's Lynn - will need to establish a constructive and mutually beneficial relationship. • Rising fuel costs. • Increased transport costs due to rising fuel costs, plus increased parking fees - negative impact on footfall and spend. • Political and economic uncertainty. • Change in Govt 2029 • Businesses don't understand that LGR will affect them and therefore why they need BID as an advocate. • Perception that we are responsible for, or able to do more than we actually can - eg vis-à-vis Debenhams. • Number of national retailers at risk of administration - TG Jones, New Look, River Island impact of their closures.

Consultation

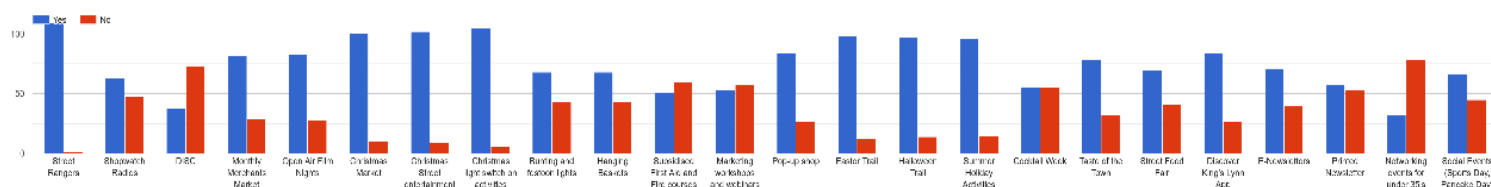
Talking with businesses, getting feedback, sharing information and understanding their challenges is an integral part of being a BID. In 2021 we were fortunate to be able to take the opportunity left by multiple lockdowns to connect with more businesses, more regularly. People wanted to connect, catch up, and collaborate. Over the last 18 months in particular, that sentiment has faded, small business owners are working harder than ever to attract and retain custom, and many national retailers have had their staffing budgets slashed meaning it's hard to get away from the business to network / meet.

That means we've had to work harder and smarter, visiting people in their premises, or catching up at events, using on-line surveys and WhatsApp, taking time in Shopwatch and Pubwatch meetings.

We undertook an online and face to face survey from November 2025 - January 2026 in which we asked businesses which of our services they valued, and which they would like to see continue. We had a 20% response rate based on the current number of hereditaments in the BID area. The survey showed strong support for our street ranger service and core events such as Christmas, Halloween and Easter.

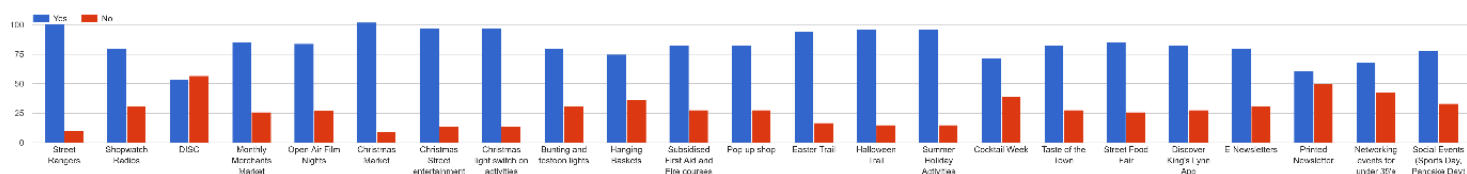
Awareness of activities

Did you know Discover Kings Lynn delivered these services?



Importance of services to business user

Is it important to you that Discover King's Lynn continues with this?



48 respondents also provided comments, which highlighted the on-going debate about car parking; "Enter into more dialogue with the Council about free car parking."

A confusion over who does what; "The Council provide us with radios." "I thought the Vancouver Quarter did all of this."

An enthusiasm for the Street Rangers; "STREET RANGERS!". "Street Rangers provide a safe space in town, supporting people in a non-judgemental way."

A full copy of the survey and the collated responses are at Appendix 3.

We used the responses from the survey to identify the most valued services / activities and took these to levy payers in a series of consultation meetings in April. At those meetings we asked participants to further prioritise activities using the traffic light system (see Appendix 4) We also invited participants to suggest new or different areas for action. "Buy & sort Debenhams!" And car parking issues were raised again.

In May we held our annual meeting and used some of the time to talk about the business plan for 2027-2032. Taking the feedback from earlier meetings we drew up a draft list of priorities and suggested some possible actions. We also talked through the SWOT analysis.

Slide presented and discussed at the Open Meeting in May

In June we held 2 further consultation events on the draft priorities and have another planned for the end of July. We will supplement this by distributing a printed and digital

summary of the business plan and will ask for feedback either online or face to face, by going in to see business.

Alongside this we have held conversations with some of our largest levy payers, both over the phone and in person where possible, and have sent out fortnightly eshots and whatsapp messages.

Draft Business Plan 2027-2032

Our Aim & Values

As a business community we want King's Lynn to be a thriving place, both day and night, a place that both businesses and the community are proud to be a part of. As a BID our aim is to play an integral part in creating that town centre; a place with atmosphere, a diversity of businesses and services, where people dwell, businesses and the community collaborate and which radiates a renewed sense of pride.

We will continue to be guided by our values.

- Ambitious - we will set our sights high
- Transparent - always open to scrutiny
- Creative - Exploring new and different ways to deliver our goals
- Collaborative - working with others to deliver the best outcomes
- Accessible - Contactable, inclusive, always listening
- Flexible - responsive and adaptable
- Sustainable - putting sustainability at the heart of our decision-making
- Accountable - to our levy payers - this is Your BID.
- Additionality - we will add value not duplicate services and activities.

Rationale

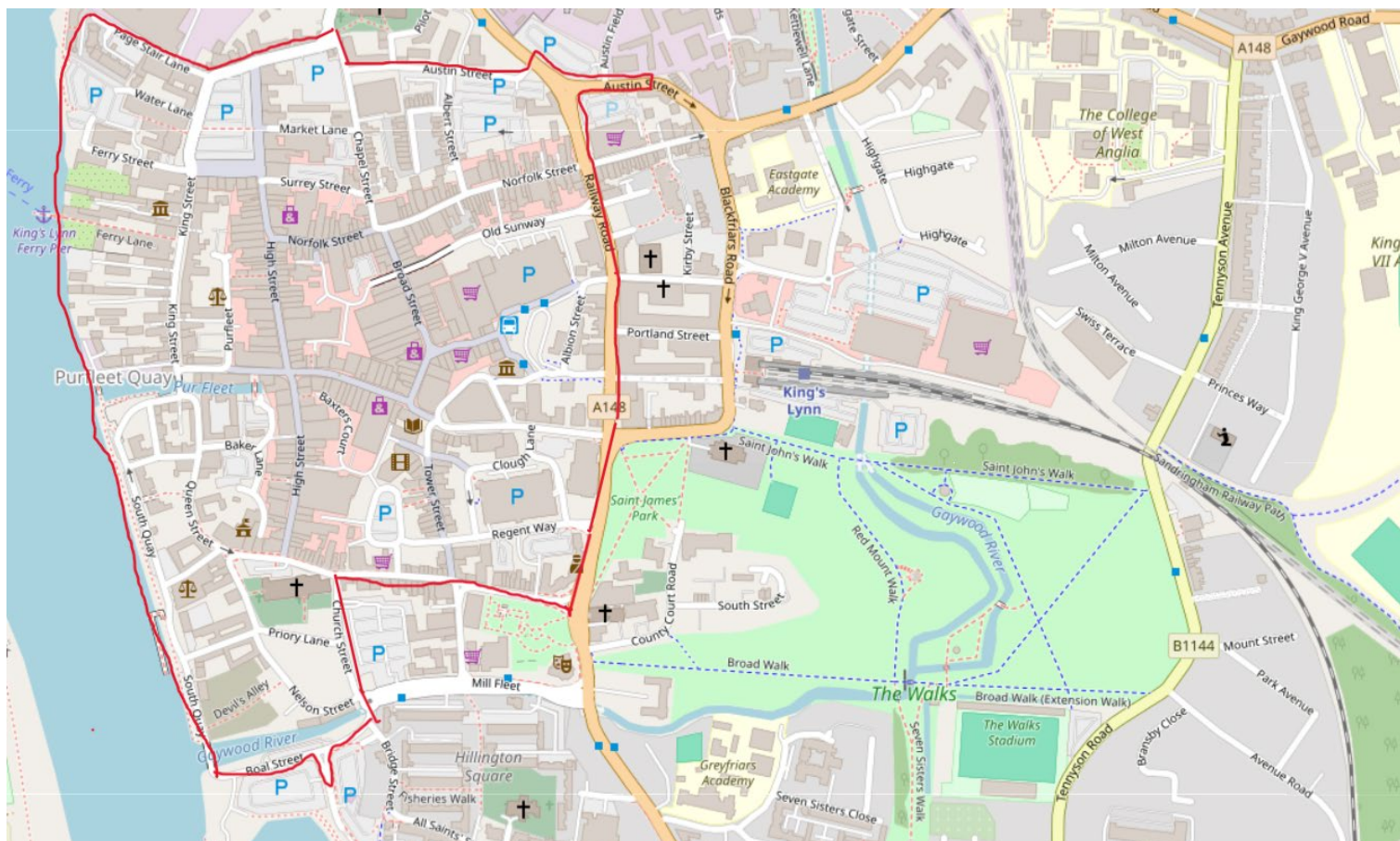
Our Town Centre is evolving; responding to changes in consumer behaviour and wider economic pressures that are impacting retail, and consumer confidence. Local plans and strategies also point to the need to strengthen our local economy by raising skill levels to support business growth. At the same time new and different usages are needed for empty properties so that the town centre economy diversifies and continues to be relevant for our community and wider catchment area.

There is a role for a BID to help progress, develop and deliver short, medium and long term goals for King's Lynn Town Centre. In the short term it's about continuing to promote the Town to the immediate community and wider audience - highlighting the hidden gems, the services, the events, the things that set the Town apart. For the medium to long term, advocating for the town centre and its businesses, understanding their needs and ensuring they are heard, will help shape and direct future investment and policies.

The focus and priorities within this business plan are a continuation of what we have delivered in the last 5 year term. From feedback we know that is what is wanted, footfall data and local plans also suggest that is what is needed.

Some of the detail of what we deliver and how, will change and evolve as we go through the next 5 years. We have resisted providing detailed actions in this plan, other than where a line of activity has been highlighted as a clear priority.

The changes we are proposing relate to our boundary and financial rules. The former is a very slight change to remove part of a street that falls the other side of a significant carriageway, the latter is to introduce a formal threshold, as is the practice in many BIDs. Full details can be found in our rules. These changes have been made to enhance the efficiency and day to day operation of the BID.



List of Streets in BID Area 2027-2032

Albert Avenue
 Albert Street
 Albion Street
 Austin Street
 Baker Lane
 Baxters Court
 Baxters Plain
 Blackfriars Street*
 Boal Quay
 Boal Street
 Broad Street
 Burtons Court
 Chapel Street
 Church Street
 Clough Lane
 College Lane
 Common Staithe Quay
 Ferry Lane
 Ferry Street
 Granary Court
 Hardings Way*
 High Street
 King Staithe Lane
 King Street

Market Lane
 Nelson Street
 New Conduit Street
 Norfolk Street*
 Old Market Street
 Old School Court
 Oldsunway
 Paige Stair Lane*
 Paradise Lane
 Paradise Parade
 Paradise Place
 Paradise Road
 Paradise Street
 Priory Lane
 Purfleet Quay
 Purfleet Street
 Queen Street
 Railway Road
 Regent Place
 Regent Way
 Saturday Market Place
 Sedgeford Lane
 South Clough Lane

South Quay
 Stonegate Street
 St Dominic Square
 St James Court
 St James Road
 St James Street
 St Margarets Lane
 St Margarets Place
 St Nicholas Street
 Surrey Street Surrey
 Yard Thoresby
 College Tower Place*
 Tower Street
 Trenowath Place
 Tuesday Market Place
 Union Lane
 Vancouver Centre
 Water Lane
 White Lion Court

Priorities

Our priorities for the next term reflect what businesses have told us are their priorities, and what they have valued the most from BID over the last 9 years. They reflect where we are now; building on what's worked to showcase the Town and position ourselves to shape investment and services from new local and regional bodies as they emerge over the next 5 years.

We understand that there is the potential for significant change and uncertainty over the course of the next term, with local government re-organisation due by 2028 and a general election in 2029. We have therefore provided detail on things that we know we will deliver regardless of that change, and less detail in areas that might be more susceptible to it.

1. Championing King's Lynn - Showcasing the best of the Town through events and marketing

This priority will focus on actions such as delivering a year round event programme in collaboration with others. We will aim to stimulate footfall and enhance dwell time, and add to the atmosphere and offer of the Town. We will build on those events that have had the biggest impact in terms of footfall and sales, and, if budget allows, will seek to introduce a small events grant fund to encourage others to put on new events.

We will use marketing campaigns to showcase what makes us proud and unique, be that our heritage, businesses or people.

The 3 most popular actions as suggested by businesses:

1. Christmas Market and Street Entertainment
2. Family events - Halloween & Easter
3. Monthly Markets

2. Supporting Business, Strengthening Community - Supporting businesses to thrive.

This priority will focus on those activities that support businesses to be even more effective, encourage collaboration and involvement. From training to networking, to working with the Police and Council to make the town a safe and welcoming place.

The 3 most popular actions as suggested by businesses:

1. Street Ranger service
2. Free Radios & DISC information sharing system for Shopwatch and Pubwatch.
3. Subsidised courses on a broad range of topics including 1st aid, fire marshal, marketing.

3. Championing King's Lynn - The voice for the Town Centre, and Town Centre businesses

This priority will concentrate on those activities that enable businesses to carry on doing business, knowing that we're here to act on their behalf and support. We know from the last 10 years of operation that the day-to-day offers of support matter as much as the big gestures, this priority is also about continuing to provide that contact point for business

enquiries; signposting to a person or organisation, helping to resolve a niggling issue and everything in between.

The most popular actions as suggested by businesses

1. Advocating on behalf of businesses and the Town
2. Addressing issues such as car parking fees and neglected premises.

Finances - Budget 2027-2032

Our levy rate and the amount that levy payers have paid on an annual basis has not changed in 10 years since 1 April 2017. The BID Board has taken a number of decisions that affect how and who will be charged a levy, in order to continue to generate sufficient income to provide more and better quality events, activities and services. These decisions are based on the consultation feedback on the demand for services, and our SWOT analysis looking at the local and national context.

Levy threshold introduced

Since 2017, businesses with a rateable value of <£7,500 have paid £100 p.a. this applied to over 200 hereditaments. The BID Board has decided to reduce the number of hereditaments that contribute a levy to the BID. At 667 and with a levy worth just over £220,000 the proportion of hereditaments to levy was disproportionate and hard to manage effectively. By introducing a threshold at which those premises with a national non-domestic rateable value of <£7,500 will not pay a levy, our hereditament numbers fall to 408, making a more efficient and manageable model. It also brings our BID model more in line with national practice.

Change in levy rate

Reducing the number of hereditaments, also reduces our available income. Combined with a drop in levy due to the 2026 Business Rates revaluation, the BID Board has taken the decision to increase the rate at which the levy is charged from 1.5% to 1.9% which generates an annual income of £228,800

Inflation

Given inflationary pressures over the 10 years that BID has been operating, the Board has included the option to add inflation year on year, capped at 2%. The Board will make a decision every January, based on inflationary trends. Inflation has not been modelled on the budget at this stage.

The allocation of funds across the budget reflects priorities and experience of costs. We organise and oversee all events in-house, as well as our marketing activity. Staffing costs are included in each budget line as appropriate. The staffing modelled will be reviewed on securing a successful ballot outcome, to ensure we have the most efficient model for delivery.

The cashflow is based on a 97% collection rate.

Cashflow 2027-2032

Year	1	2	3	4	5
Income					
Levy	221, 936	221, 936	221, 936	221, 936	221, 936
Additional Income	5,000	5,000	5,000	5,000	5,000
Reserves	12,000				
Total Income	238,936	226,936	226,936	226,936	226,936
Expenditure					
1. Championing the Town - Events & Marketing	90,000	90,000	90,000	90,000	90,000
2. Supporting Business	58,500	58,500	58,500	58,500	58,500
3. Championing the Town - A Voice for Business	34,000	34,000	34,000	34,000	34,000
4. Operational costs	39,500	40,000	40,500	41,000	41,500
5. Council Charge	2,300	2,300	2,300	2,300	2,300
Retained reserves					20,180
Total Expenditure	224,300	224,800	225,300	225,800	246,480

BID Rules

In developing the rules that will apply, consideration has been given to the British BIDs Industry Guidance for Business Plan Criteria, updated 2024.

BID Levy

The BID Levy for the five-year period of the BID will be initially calculated based on the property's Rateable Value (RV) as shown in the 2026 Rating List at the BID start date of 1 April 2027. The 2026 Non-Domestic Rating list will be used for the duration of the five-year BID term from 1st April 2027 - 31st March 2032 (subject to the exceptions below). No adjustments will be made for any exemptions or reliefs, or any changes to rateable value for an existing property as a result of any Government revaluations that might take place over the period 1.4.2027 and 31.3.2032. The levy will be updated on an ongoing basis for any changes to the 2026 rateable value.

Exceptions

Any change of use or physical change to a property or hereditament including inter alia, new construction, merger, subdivision, extensions, and refurbishment where the hereditament

has no entry in the 2026 list but enters a subsequent ratings list during the BID term. In these cases the rateable value from the subsequent rating list will be used.

The BID levy will have to be paid by a new ratepayer occupying an existing or new rateable property within the BID area up until the end of the five-year term on 31st March 2032, even if they did not vote on the business plan. Likewise, any new rateable property created during the lifetime of the BID will be obliged to pay the levy.

Properties deleted from the Rating List will no longer have to pay the BID Levy from the date they are deleted.

Our levy rates have not changed in 10 years. Until the end of this current term, 2022-2027 the levy has been charged at 1.5% of rateable value and the 2017 NDR list has been used. We have not applied inflation.

During the last 10-year period inflation on goods and services has risen significantly, as have costs relating to employment. These increases have affected our operation as a BID, and have had an impact on our reserves. It is therefore after much consideration that we are proposing to increase our levy rate to 1.9% for properties with a rateable value of over £7,500. Properties with a rateable value of less than £7,500 will not be charged a levy and will not be eligible to vote in the forthcoming ballot.

We will introduce a Friends of the BID scheme for those businesses with a rateable value of less than £7,500 who may wish to continue to benefit from BID services.

From Year 2 onwards, the BID Board will meet every January to decide whether to apply an inflationary rate of no more than 2% (rounded) for the following financial year. By way of explanation, the starting levy rate of 1.9% in Year 1 would become 1.94% in Year 2.

The BID Levy will be charged annually in advance for each chargeable period to be April to March each year. The levy will be a daily charge. The BID levy is paid by the current ratepayer.

If the ratepayer changes during the five-year BID term the new ratepayer will be liable to pay the levy from the date of occupation.

The owners of untenanted properties will be liable for payment of the levy, with no void period.

Charitable organisations that are subject to relief on their business rates liability and are used for retail, leisure, and hospitality purposes will contribute at the same rate as all other non-domestic ratepayers within the BID boundary. Charitable organisations that are subject to relief on their business rates liability and with premises that are not used for retail, leisure or hospitality purposes, will receive a 50% discount on the levy payable for that property.

VAT will not be charged on the levy.

The Borough Council of King's Lynn & West Norfolk will be responsible for the administration and collection of the levy and will charge an annual fee. The fee is shown in the budget table.

A draft operating agreement with the Borough Council of King's Lynn & West Norfolk can be found at Appendix 6 this is based on current practice.

The Ballot

The Borough Council of King's Lynn & West Norfolk will send those responsible for properties or hereditaments to be subject to the new BID a ballot paper before 16 October 2026. Each property or hereditament subject to the BID will be entitled to one vote in respect of the proposal in a 28-day postal ballot which will commence on 16 October 2026, and close at 5pm on 12 November 2026. Ballot papers received after 5pm on 12 November 2026 will not be counted.

For the proposal to be successful at ballot the result will need to meet, as a minimum, two independent criteria which are: (a) of those ballots returned by the close, those voting in favour must exceed those voting against it, and (b) of those ballot papers returned by the close, the total rateable value of those properties or hereditaments which vote in favour, must exceed the total of those voting against.

The result of the ballot will be announced on Friday 13 November 2026.

If successful at ballot, the new BID will commence delivery of services on 1 April 2027 and will continue for a period of five calendar years to 31 March 2032.

Governance

The new BID will be managed by King's Lynn BID Ltd (the Company), a not for profit

organisation, limited by guarantee.

Existing governance arrangements will apply. The Board will continue to have responsibility for financial arrangements, contractual obligations, human resources, standards and compliance. The Board will be made up of primarily appointed representatives of levy payers with additional expertise as required. We will invite a representative from those businesses in premises with a rateable value of less than £7,500 to have a non-voting position on the Board.

Providing that the BID is meeting its overall objectives, the Board shall have the ability to vary service delivery and expenditure allocation according to the changing demands of levy payers. However, any change to the BID boundary or to the levy rate proposals would require an alteration ballot.

All levy payers will receive an annual billing statement, including an update on delivery and review of outcomes and targets. As previously, we will hold an annual meeting for levy payers to report progress against the Business Plan and determine priorities for the forthcoming year.

Appendix 1 - Letter to Secretary of State of intention to hold a ballot

The Rt Hon Steve Reed MP
Secretary of State
Ministry of Housing, Communities & Local Government
Fry Block, South East 2nd Floor
2 Marsham Street
London
SW1P 4DF

Mrs S Edwards,
Discover King's Lynn (King's Lynn BID Ltd)
C/o Mapus-Smith & Lemmon
48, King Street
King's Lynn
Norfolk PE30 1HE

19 May 2026

Dear Minister,

Discover King's Lynn (King's Lynn BID Ltd) – Intention to Hold a Ballot

As per the BID Regulations (2004) please accept this letter as being more than the 84 days notification required of the intention of requesting the billing authority to put the BID renewal proposal to ballot.

Name of BID: Discover King's Lynn (King's Lynn BID Ltd)

Name of Billing Authority: Borough Council of King's Lynn & West Norfolk

Contact Details:

Kate Blakemore
Borough Council of King's Lynn &
West Norfolk
King's Court,
Chapel Street
King's Lynn PE30 1EX

Timeline: Proposed day of ballot 12 November 2026 with proposed start date of 1st April 2027.

If you have any questions, please contact me at the above address. In the meantime, I look forward to receiving your confirmation that you have been properly notified, as required by the Regulations.

Yours sincerely,

Sharon Edwards

Sharon Edwards
Chair, Discover King's Lynn
se@mapus.co.uk T: 01553 774761 / 07919932136

Appendix 2 - The Discover King's Lynn boundary 2017-2027 (the green map)



Appendix 3 - Survey with businesses 2025/26

[illegible]

140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000	1001	1002	1003	1004	1005	1006	1007	1008	1009	1010	1011	1012	1013	1014	1015	1016	1017	1018	1019	1020	1021	1022	1023	1024	1025	1026	1027	1028	1029	1030	1031	1032	1033	1034	1035	1036	1037	1038	1039	1040	1041	1042	1043	1044	1045	1046	1047	1048	1049	1050	1051	1052	1053	1054	1055	1056	1057	1058	1059	1060	1061	1062	1063	1064	1065	1066	1067	1068	1069	1070	1071	1072	1073	1074	1075	1076	1077	1078	1079	1080	1081	1082	1083	1084	1085	1086	1087	1088	1089	1090	1091	1092	1093	1094	1095	1096	1097	1098	1099	1100	1101	1102	1103	1104	1105	1106	1107	1108	1109	1110	1111	1112	1113	1114	1115	1116	1117	1118	1119	1120	1121	1122	1123	1124	1125	1126	1127	1128	1129	1130	1131	1132	1133	1134	1135	1136	1137	1138	1139	1140	1141	1142	1143	1144	1145	1146	1147	1148	1149	1150	1151	1152	1153	1154	1155	1156	1157	1158	1159	1160	1161	1162	1163	1164	1165	1166	1167	1168	1169	1170	1171	1172	1173	1174	1175	1176	1177	1178	1179	1180	1181	1182	1183	1184	1185	1186	1187	1188	1189	1190	1191	1192	1193	1194	1195	1196	1197	1198	1199	1200	1201	1202	1203	1204	1205	1206	1207	1208	1209	1210	1211	1212	1213	1214	1215	1216	1217	1218	1219	1220	1221	1222	1223	1224	1225	1226	1227	1228	1229	1230	1231	1232	1233	1234	1235	1236	1237	1238	1239	1240	1241	1242	1243	1244	1245	1246	1247	1248	1249	1250	1251	1252	1253	1254	1255	1256	1257	1258	1259	1260	1261	1262	1263	1264	1265	1266	1267	1268	1269	1270	1271	1272	1273	1274	1275	1276	1277	1278	1279	1280	1281	1282	1283	1284	1285	1286	1287	1288	1289	1290	1291	1292	1293	1294	1295	1296	1297	1298	1299	1300	1301	1302	1303	1304	1305	1306	1307	1308	1309	1310	1311	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Appendix 4 - Traffic light consultation exercise



Your Priorities (taken from What Matters to you Most Survey 2026)

Priorities in Order

1. Street Rangers

2. Christmas Market

3. Christmas Street Entertainment

3 = Christmas Light Switch On Activities

4 = Halloween, Easter, Summer Holiday Activities

5 = Merchant's Markets, Open Air Film Nights

6. Discover King's Lynn App

7. = Pop Up Shop opportunities, Taste of the Town, Street Food Fair

8. Subsidised courses - 1st aid, fire, marketing

9. = Social events, Festoon & Lights

10. Hanging baskets

Less Important But Still More "Yes than No"

- Cocktail Week

- Printed newsletter

- Networking for under 35s.

Other Suggestions Provided

- Visitor map boards

Expected this would be council matter

- Business networking / meeting opportunities

- More dialogue with the Council about parking

The Council need to listen to the local thought on social media !!

- Keep up the advocacy work on behalf of the Town Centre

- A day to celebrate different cultures

Purely a council matter.

- More sharing of footfall data

Everyone walks around in circles so footfall data is pointless.

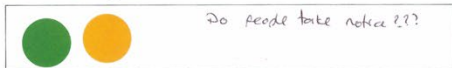
Buy and sort Debenham's.



Your Priorities (taken from What Matters to you Most Survey 2026)

Priorities in Order

1. Street Rangers



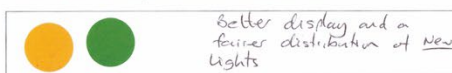
2. Christmas Market



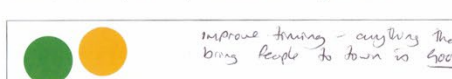
3. Christmas Street Entertainment



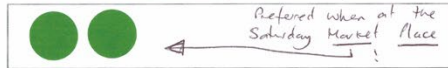
3. = Christmas Light Switch On Activities



4 = Halloween, Easter, Summer Holiday Activities



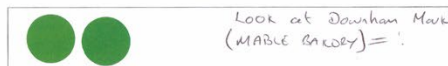
5 = Merchant's Markets, Open Air Film Nights



6. Discover King's Lynn App



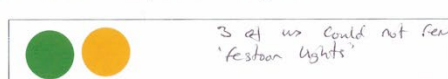
7. = Pop Up Shop opportunities, Taste of the Town, Street Food Fair



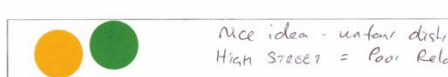
8. Subsidised courses - 1st aid, fire, marketing



9. = Social events, Festoon & Lights



10. Hanging baskets



Less Important But Still More "Yes than No"

- Cocktail Week



- Printed newsletter



- Networking for under 35s.

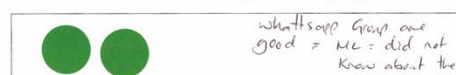


Other Suggestions Provided

- Visitor map boards



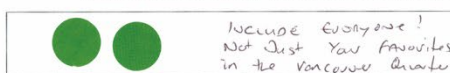
- Business networking / meeting opportunities



- More dialogue with the Council about parking



- Keep up the advocacy work on behalf of the Town Centre



- A day to celebrate different cultures



- More sharing of footfall data



Appendix 5

List of hereditaments with rateable value

count_reference	property_reference	property_address	property_add1	property_add2	property_add3	property_add4	rateable_value_2017	levy_charge	rateable_value_2026	New Charge
000018	NN00000020130228	Car Park (east) Albert Street & Car Park (west) Austin Street Albert Street Kings Lynn	Car Park (east) Albert Street & Car Park (west) Austin Street	Albert Street	Kings Lynn	Norfolk	69500	1042.5	65,000	1235.0
000018	NN00000020340151	Car Park (east) Austin Street Kings Lynn Norfolk PE30 1DZ	Car Park (east)	Austin Street	Kings Lynn	Norfolk	29000	435	38,750	736
000018	NN00000020430019	Public Conveniences Baker Lane Kings Lynn Norfolk PE30 1LL	Public Conveniences	Baker Lane	Kings Lynn	Norfolk	8900	133.5	10,250	194.8
000018	NN00000020431001	Car Park North Baker Lane Kings Lynn Norfolk PE30 1HY	Car Park North	Baker Lane	Kings Lynn	Norfolk	30000	450	37,500	713
000018	NN00000020431002	Car Park South Baker Lane Kings Lynn Norfolk PE30 1HY	Car Park South	Baker Lane	Kings Lynn	Norfolk	34500	517.5	43,250	821.8
000018	NN00000020780326	St James Swimming Pool Blackfriars Street Kings Lynn Norfolk PE30 1NN	St James Swimming Pool	Blackfriars Street	Kings Lynn	Norfolk	56500	847.5	38,000	1862.0
000018	NN00000020780383	Car Park At St James Swimming Pool	Car Park At St James Swimming Pool	Blackfriars Street	Kings Lynn	Norfolk	25000	375	43,750	831
000018	NN00000020840048	Carpark, Boal Quay Boal Street Kings Lynn Norfolk PE30 5AA	Carpark, Boal Quay	Boal Street	Kings Lynn	Norfolk	54000	810	72,000	1368
000018	NN00000021290355	Car Park Chapel Street Kings Lynn Norfolk PE30 1EG	Car Park	Chapel Street	Kings Lynn	Norfolk	28000	420	46,250	879
000018	NN00000021291003	Pt Gnd 1st Flr 2nd Flr & 3rd Flr Kings Court Chapel Street Kings Lynn Norfolk PE30 1LJ	Pt Gnd 1st Flr 2nd Flr & 3rd Flr	Kings Court	Kings Lynn	Norfolk	137000	2055	122,000	2318
000018	NN00000021510001	St James Car Park Clough Lane Kings Lynn Norfolk PE30 1BT	St James Car Park	Clough Lane	Kings Lynn	Norfolk	188000	2820	201,000	3819
000018	NN00000021580036	Car Park Common Staithe Quay Kings Lynn Norfolk PE30 1LL	Car Park	Common Staithe Quay	Kings Lynn	Norfolk	38500	577.5	43,000	817.0
000018	NN00000022470012	Public Convenience Ferry Street Kings Lynn Norfolk PE30 1LJ	Public Convenience	Ferry Street	Kings Lynn	Norfolk	9200	138	10,750	204
000018	NN0000002423024B	Tourist Information Centre Customs House Purfleet Quay Kings Lynn Norfolk PE30 1LJ	Tourist Information Centre	Customs House	Kings Lynn	Norfolk	16000	240	17,000	323
000018	NN00000024230467	Crofters Coffee House 1 & Riverside Restaurant 15 St Georges Courtyard Kings Lynn Norfolk PE30 1LJ	Crofters Coffee House 1 & Riverside Restaurant 15 St Georges Courtyard Kings Lynn Norfolk PE30 1LJ	Riverside Restaurant 15	Kings Lynn	Norfolk	32000	480	35,000	665
000018	NN00000024231071	White Barn 12 St Georges Courtyard Kings Lynn Norfolk PE30 1LJ	White Barn	12 St Georges Courtyard	Kings Lynn	Norfolk		148.5	11,000	209.0
000018	NN00000024231103	Guildhall Of St George 1 St Georges Courtyard Kings Lynn Norfolk PE30 1EU	Guildhall Of St George	1 St Georges Courtyard	Kings Lynn	Norfolk	20000	300	20,500	390
000018	NN0000002520162	10 Norfolk Street Kings Lynn Norfolk PE30 1AR	10 Norfolk Street	Kings Lynn	Norfolk	Norfolk	22500	337.5	15,750	299.3
000018	NN00000025411001	Car Park - Old Cattle Market Old Sunway Kings Lynn Norfolk PE30 1DN	Car Park - Old Cattle Market	Old Sunway	Kings Lynn	Norfolk	95000	1425	103,000	1957
000018	NN00000026930101	Car Park St James Court Kings Lynn Norfolk PE30 1EH	Car Park	St James Court	Kings Lynn	Norfolk	42500	637.5	67,000	1273.0
000018	NN00000027350127	Town Hall Saturday Market Place Kings Lynn Norfolk PE30 5DQ	Town Hall	Saturday Market Place	Kings Lynn	Norfolk	53500	802.5	47,000	893.0
000018	NN00000027350131	Car Park Saturday Market Place Kings Lynn Norfolk PE30 5DQ	Car Park	Saturday Market Place	Kings Lynn	Norfolk	18000	270	41,250	784
000018	NN00000027871001	Pontoon At River Ouse South Quay Kings Lynn Norfolk PE30 5DT	Pontoons At River Ouse	South Quay	Kings Lynn	Norfolk	12250	183.75	12,250	232.75
000018	NN00000028130001	Car Park Surrey Street Kings Lynn Norfolk PE30 1EG	Car Park	Surrey Street	Kings Lynn	Norfolk	10750	161.25	24,250	460.75
000018	NN00000028130002	Car Park, Surrey Yard Surrey Street Kings Lynn Norfolk PE30 1EH	Car Park, Surrey Yard	Surrey Street	Kings Lynn	Norfolk	6100	100	13,750	261
000018	NN00000028450272	Corn Exchange 20 Tuesday Market Place Kings Lynn Norfolk PE30 1JW	Corn Exchange	20 Tuesday Market Place	Kings Lynn	Norfolk	84000	1260	79,500	1511
000018	NN00000028450408	Car Park Tuesday Market Place Kings Lynn Norfolk PE30 1JJ	Car Park	Tuesday Market Place	Kings Lynn	Norfolk	163000	2445	280,000	5320
000018	NN00000028610012	Bus Station Old Market Street Kings Lynn Norfolk PE30 1NL	Bus Station	Old Market Street	Kings Lynn	Norfolk	64000	960	93,500	1777
000045	NN00000020340043	Priory House Austin Street Kings Lynn Norfolk PE30 1QH	Priory House	Austin Street	Kings Lynn	Norfolk	106000	1590	119,000	2261
000045	NN00000026141001	Plot 1 At 46 Queen Street Kings Lynn Norfolk PE30 1HT	Plot 1 At	46 Queen Street	Kings Lynn	Norfolk	16250	243.75	18,000	342.00
000063	NN00000020340121	Juniper House 21 Austin Street Kings Lynn Norfolk PE30 1DZ	Juniper House	21 Austin Street	Kings Lynn	Norfolk	131000	1965	111,000	2109
000152	NN00000020780063	Blackfriars Chambers Blackfriars Street Kings Lynn Norfolk PE30 1NY	Blackfriars Chambers	Blackfriars Street	Kings Lynn	Norfolk	23000	345	21,750	413
000199	NN0000002078010A	12-16 Blackfriars Street Kings Lynn Norfolk PE30 1NN	12-16 Blackfriars Street	Kings Lynn	Norfolk	Norfolk	11750	176.25	12,750	242.25
000205	NN00000028410326	28 Tower Street Kings Lynn Norfolk PE30 1EJ	28 Tower Street	Kings Lynn	Norfolk	Norfolk	10000	150	11,250	214
000241	NN00000020780222	8 Blackfriars Street Kings Lynn Norfolk PE30 1NN	8 Blackfriars Street	Kings Lynn	Norfolk	Norfolk	9600	144	10,000	190
000288	NN00000020780345	20-24 Blackfriars Street Kings Lynn Norfolk PE30 1NN	20-24 Blackfriars Street	Kings Lynn	Norfolk	Norfolk	25250	378.75	25,000	475.00
000288	NN00000026360027	Kwik Fit Regent Way Kings Lynn Norfolk PE30 5BZ	Kwik Fit	Regent Way	Kings Lynn	Norfolk	57500	862.5	61,000	1159.0

9900288	NND0000002693037B	33-39 St James Street Kings Lynn Norfolk PE30 5BZ	33-39 St James Street	Kings Lynn	Norfolk	16000	240	17,250	328
9900303	NND00000020780379	30-32 Blackfriars Street Kings Lynn Norfolk PE30 1NN	30-32 Blackfriars Street	Kings Lynn	Norfolk	6800	100	10,250	195
9900321	NND00000020920002	19 Broad Street KINGS LYNN Norfolk PE30 1DP	19 Broad Street	KINGS LYNN	Norfolk	49000	735	39,750	755
9900330	NND00000020920003	17 Broad Street Kings Lynn Norfolk PE30 1DP	17 Broad Street	Kings Lynn	Norfolk	72000	1080	58,500	1112
9900395	NND00000020920008	9 Broad Street KINGS LYNN Norfolk PE30 1DP	9 Broad Street	KINGS LYNN	Norfolk	29750	446.25	24,000	456.00
9900401	NND00000020920009	11 Broad Street Kings Lynn Norfolk PE30 1DP	11 Broad Street	Kings Lynn	Norfolk	23000	345	18,500	352
9900410	NND00000020920010	1 Broad Street KINGS LYNN Norfolk PE30 1DP	1 Broad Street	KINGS LYNN	Norfolk	37000	555	40,000	760
9900410	NND00000023530584	48 High Street Kings Lynn Norfolk PE30 1BE	48 High Street	Kings Lynn	Norfolk	34000	510	26,750	508
9900439	NND00000020920015	16 Broad Street Kings Lynn Norfolk PE30 1DP	16 Broad Street	Kings Lynn	Norfolk	21500	322.5	20,750	394.3
9900448	NND00000020920016	18 Broad Street Kings Lynn Norfolk PE30 1DP	18 Broad Street	Kings Lynn	Norfolk	23750	356.25	19,000	361.00
9900448	NND00000023531144	93 High Street Kings Lynn Norfolk PE30 1BL	93 High Street	Kings Lynn	Norfolk	32750	491.25	25,750	489.25
9900466	NND00000020920019	13 Broad Street Kings Lynn Norfolk PE30 1DP	13 Broad Street	Kings Lynn	Norfolk	152000	2280	88,000	1672
9900537	NND00000020920035	26-28 Broad Street Kings Lynn Norfolk PE30 1DP	26-28	Broad Street	Kings Lynn	43500	652.5	34,750	660.3
9900564	NND00000020920365	36 Broad Street Kings Lynn Norfolk PE30 1DP	36 Broad Street	Kings Lynn	Norfolk	22250	333.75	18,000	342.00
9900582	NND00000020920416	41-43 Broad Street Kings Lynn Norfolk PE30 1DP	41-43 Broad Street	Kings Lynn	Norfolk	34250	513.75	28,500	541.50
9900635	NND00000020920558	15a Norfolk Street Kings Lynn Norfolk PE30 1AN	15a Norfolk Street	Kings Lynn	Norfolk	29500	442.5	23,750	451.3
9900671	NND00000020921004	22-24 Broad Street Kings Lynn Norfolk PE30 1DP	22-24 Broad Street	Kings Lynn	Norfolk	40250	603.75	32,250	612.75
9900715	NND00000021290247	Listergate House 80 Chapel Street Kings Lynn Norfolk PE30 1EF	Listergate House	80 Chapel Street	Kings Lynn	12750	191.25	15,000	285.00
9900724	NND00000021290251	78 Chapel Street Kings Lynn Norfolk PE30 1EF	78 Chapel Street	Kings Lynn	Norfolk	9900	148.5	11,750	223.3
9900789	NND00000021420015	Car Park Church Street Kings Lynn Norfolk PE30 5EB	Car Park	Church Street	Kings Lynn	98000	1470	105,000	1995
9900798	NND00000021420017	Hand Car Wash Site Private Car Park Church Street Kings Lynn Norfolk PE30 5EB	Hand Car Wash Site	Private Car Park	Church Street	5000	100	11,000	209
9900869	NND00000021580017	Ferry Street Amateur Boxing Club Common Slathe Quay Kings Lynn Norfolk PE30 1L	Ferry Street Amateur Boxing Club	Common Slathe Quay	Kings Lynn	5500	100	10,000	190
9900869	NND00000021580021	Kings Lynn Conservancy Board Common Slathe Quay KINGS LYNN Norfolk PE30 1L	Kings Lynn Conservancy Board	Common Slathe Quay	Norfolk	17000	255	19,000	361
9900902	NND00000023531008	103 High Street Kings Lynn Norfolk PE30 1BW	103 High Street	Kings Lynn	Norfolk	21250	318.75	21,750	413.25
9900902	NND00000023531286	Nikki Morganti 103A High Street Kings Lynn Norfolk PE30 1BW	Nikki Morganti	103A High Street	Kings Lynn	18000	270	18,500	352
9900949	NND00000023531661	100 High Street Kings Lynn Norfolk PE30 1BW	100 High Street	Kings Lynn	Norfolk	19000	285	19,500	371
9900967	NND00000023530009	Gateway Church 99C High Street Kings Lynn Norfolk PE30 1BW	Gateway Church	99C High Street	Norfolk	7600	114	7,800	148
9901031	NND00000023530118	10-16 High Street Kings Lynn Norfolk PE30 1BZ	10-16 High Street	Kings Lynn	Norfolk	115000	1725	73,000	1387
9901069	NND0000002353018A	17a High Street Kings Lynn Norfolk PE30 1BP	17a High Street	Kings Lynn	Norfolk	12000	180	11,250	214
9901078	NND00000023530207	18-19 High Street Kings Lynn Norfolk PE30 1BP	18-19 High Street	Kings Lynn	Norfolk	33500	502.5	31,500	598.5
9901087	NND00000023530283	24-25 High Street Kings Lynn Norfolk PE30 1BP	24-25 High Street	Kings Lynn	Norfolk	29000	435	29,750	565
9901120	NND00000023530461	38-39 High Street Kings Lynn Norfolk PE30 1BJ	38-39 High Street	Kings Lynn	Norfolk	47250	708.75	37,000	703.00
9901149	NND00000023530476	40-42 High Street Kings Lynn Norfolk PE30 1BJ	40-42 High Street	Kings Lynn	Norfolk	234000	3510	134,000	2546
9901176	NND0000002522147B	7 Norfolk Street Kings Lynn Norfolk PE30 1AR	7 Norfolk Street	Kings Lynn	Norfolk	89000	1335	60,000	1140
9901200	NND00000026800336	15 St Dominics Square Kings Lynn Norfolk PE30 1DT	15 St Dominics Square	Kings Lynn	Norfolk	9100	136.5	7,700	146.3
9901238	NND00000023530654	54 High Street Kings Lynn Norfolk PE30 1BE	54 High Street	Kings Lynn	Norfolk	26500	397.5	20,750	394.3
9901247	NND00000023530692	57-60 High Street Kings Lynn Norfolk PE30 1AY	57-60 High Street	Kings Lynn	Norfolk	262500	3837.5	150,000	2850.0
9901274	NND00000023530758	63 High Street Kings Lynn Norfolk PE30 1AY	63 High Street	Kings Lynn	Norfolk	47500	712.5	37,000	703.0

9901292	NND00000023530813	70 High Street Kings Lynn Norfolk PE30 1AY	70 High Street	Kings Lynn	Norfolk	Norfolk	29000	435	24,250	461
9901318	NND00000023530832	Halifax 72 High Street Kings Lynn Norfolk PE30 1AY	Halifax	72 High Street	Kings Lynn	Norfolk	46000	690	36,250	689
9901336	NND00000023530885	76-77 High Street Kings Lynn Norfolk PE30 1BB	76-77 High Street	Kings Lynn	Norfolk	Norfolk	54000	810	42,750	812
9901345	NND00000023530936	Ground Floor 78 High Street Kings Lynn Norfolk PE30 1BB	Ground Floor	78 High Street	Kings Lynn	Norfolk	21250	318.75	16,750	318.25
9901363	NND00000023531159	Store 89 94-96 High Street Kings Lynn Norfolk PE30 1DD	Store 89	94-96 High Street	Kings Lynn	Norfolk	151000	2265	80,500	1530
9901363	NND00000023531939	Store 3120 34-35 High Street Kings Lynn Norfolk PE30 1DD	Store 3120	34-35 High Street	Kings Lynn	Norfolk	36250	543.75	28,500	541.50
9901372	NND00000023530616	51 High Street Kings Lynn Norfolk PE30 1BE	51 High Street	Kings Lynn	Norfolk	Norfolk	39000	585	30,500	580
9901381	NND00000023530974	Library Court 81C High Street Kings Lynn Norfolk PE30 1BB	Library Court	81C High Street	Kings Lynn	Norfolk	4850	100	8,100	154
9901434	NND00000023531036	84 High Street Kings Lynn Norfolk PE30 1BL	84 High Street	Kings Lynn	Norfolk	Norfolk	45750	686.25	35,750	679.25
9901443	NND0000002353104B	85 High Street Kings Lynn Norfolk PE30 1BL	85 High Street	Kings Lynn	Norfolk	Norfolk	66000	990	52,000	988
9901470	NND00000023531248	101 High Street Kings Lynn Norfolk PE30 1BW	101 High Street	Kings Lynn	Norfolk	Norfolk	15500	232.5	16,000	304.0
9901514	NND00000023531318	104 High Street Kings Lynn Norfolk PE30 1DA	104 High Street	Kings Lynn	Norfolk	Norfolk	16500	247.5	15,500	294.5
9901523	NND00000023531337	105 High Street Kings Lynn Norfolk PE30 1DA	105 High Street	Kings Lynn	Norfolk	Norfolk	14250	213.75	13,500	256.50
9901550	NND00000023531375	108 High Street Kings Lynn Norfolk PE30 1DA	108 High Street	Kings Lynn	Norfolk	Norfolk	10500	157.5	9,800	186.2
9901588	NND00000023531411	Osborne House 111 High Street Kings Lynn Norfolk PE30 1DD	Osborne House	111 High Street	Kings Lynn	Norfolk	10000	150	10,250	195
9901612	NND00000025220177	12 Norfolk Street Kings Lynn Norfolk PE30 1AR	12 Norfolk Street	Kings Lynn	Norfolk	Norfolk	47250	708.75	33,250	631.75
9901695	NND00000028410398	Ladbroke 5 Tower Street Kings Lynn Norfolk PE30 1EJ	Ladbroke 5 Tower Street	5 Tower Street	Kings Lynn	Norfolk	12500	187.5	15,000	285.0
9901701	NND00000023531727	67 High Street Kings Lynn Norfolk PE30 1AY	67 High Street	Kings Lynn	Norfolk	Norfolk	19250	288.75	15,000	285.00
9901775	NND00000023531958	65 High Street Kings Lynn Norfolk PE30 1AY	65 High Street	Kings Lynn	Norfolk	Norfolk	37750	566.25	33,500	636.50
9901784	NND00000023531962	6-7 High Street Kings Lynn Norfolk PE30 1BX	6-7 High Street	Kings Lynn	Norfolk	Norfolk	36250	543.75	39,250	745.75
9901793	NND00000023531977	20 High Street Kings Lynn Norfolk PE30 1BP	20 High Street	Kings Lynn	Norfolk	Norfolk	30000	450	28,250	537
9901828	NND00000023531996	23 High Street Kings Lynn Norfolk PE30 1BP	23 High Street	Kings Lynn	Norfolk	Norfolk	49000	735	50,500	960
9901846	NND00000023532062	112-113 High Street Kings Lynn Norfolk PE30 1DD	112-113 High Street	Kings Lynn	Norfolk	Norfolk	20250	303.75	20,750	394.25
9901873	NND00000024200033	The Granary Antique Centre King Staithe Lane Kings Lynn Norfolk PE30 1LZ	The Granary Antique Centre	King Staithe Lane	Kings Lynn	Norfolk	7400	100	9,600	182
9901971	NND00000024230022	4 King Street Kings Lynn Norfolk PE30 1ES	4 King Street	Kings Lynn	Norfolk	Norfolk	9200	138	8,900	169
9901980	NND00000028450319	23 Tuesday Market Place Kings Lynn Norfolk PE30 1JJ	23 Tuesday Market Place	Kings Lynn	Norfolk	Norfolk	35750	536.25	43,750	831.25
9902046	NND00000024230876	48 King Street Kings Lynn Norfolk PE30 1HE	48 King Street	Kings Lynn	Norfolk	Norfolk	28250	423.75	22,500	427.50
9902082	NND00000024230113	Gym 9A King Street Kings Lynn Norfolk PE30 1ET	Gym	9A King Street	Kings Lynn	Norfolk	19000	285	18,500	352
9902091	NND00000024231045	Ashton Shaw 11 King Street Kings Lynn Norfolk PE30 1ET	Ashton Shaw	11 King Street	Kings Lynn	Norfolk	25500	382.5	20,750	394.3
9902108	NND00000024230236	Norfolk Museum Service Ackmans Yard King Street Kings Lynn Norfolk PE30 1HW	Norfolk Museum Service	Ackmans Yard	Kings Lynn	Norfolk	7700	115.5	14,500	275.5
9902126	NND00000024230225	Evershed House 23-25 King Street Kings Lynn Norfolk PE30 1DU	Evershed House	23-25 King Street	Kings Lynn	Norfolk	35250	528.75	28,250	536.75
9902126	NND00000025140112	11-13 New Conduit Street Kings Lynn Norfolk PE30 1DG	11-13 New Conduit Street	Kings Lynn	Norfolk	Norfolk	29000	435	25,500	485
9902153	NND00000024230556	Globe Hotel King Street Kings Lynn Norfolk PE30 1EZ	Globe Hotel	King Street	Kings Lynn	Norfolk	140000	2100	180,000	3420
9902180	NND0000002423065A	18-20 King Street Kings Lynn Norfolk PE30 1ES	18-20 King Street	Kings Lynn	Norfolk	Norfolk	19750	296.25	16,250	308.75
9902206	NND00000024230698	22-26 King Street Kings Lynn Norfolk PE30 1HJ	22-26 King Street	Kings Lynn	Norfolk	Norfolk	59500	892.5	50,500	959.5
9902215	NND00000024230753	28-32 King Street Kings Lynn Norfolk PE30 1HQ	28-32 King Street	Kings Lynn	Norfolk	Norfolk	33000	495	26,750	508
9902224	NND00000024230791	36-38 King Street Kings Lynn Norfolk PE30 1ES	36-38 King Street	Kings Lynn	Norfolk	Norfolk	14250	213.75	13,500	256.50
9902251	NND00000024230946	2 King Street Kings Lynn Norfolk PE30 1ES	2 King Street	Kings Lynn	Norfolk	Norfolk	8900	133.5	10,500	199.5

9902304	NN000000021290321	42 Chapel Street Kings Lynn Norfolk PE30 1EF	42 Chapel Street	Kings Lynn	Norfolk		13750	206.25	15,750	299.25
9902313	NN000000024231101	40 King Street Kings Lynn Norfolk PE30 1ES	40 King Street	Kings Lynn	Norfolk		18000	270	17,250	328
9902340	NN000000024771001	B & M Bargains Old Market Street Kings Lynn Norfolk PE30 1NL	B & M Bargains	Old Market Street	Norfolk		72500	1087.5	62,000	1178.0
9902369	NN000000025120212	The Granaries 21A Nelson Street Kings Lynn Norfolk PE30 5DY	The Granaries	21A Nelson Street	Norfolk		4150	100	8,300	158
9902402	NN000000025120227	The Granaries 21C Nelson Street Kings Lynn Norfolk PE30 5DY	The Granaries	21C Nelson Street	Norfolk		4450	100	8,300	169
9902449	NN000000025140005	17 New Conduit Street Kings Lynn Norfolk PE30 1DE	17 New Conduit Street	Kings Lynn	Norfolk		33500	502.5	34,250	650.8
9902467	NN000000025140009	19 New Conduit Street Kings Lynn Norfolk PE30 1DE	19 New Conduit Street	Kings Lynn	Norfolk		13500	202.5	13,500	256.5
9902494	NN000000025140014	26 New Conduit Street Kings Lynn Norfolk PE30 1DL	26 New Conduit Street	Kings Lynn	Norfolk		28500	427.5	29,000	551.0
9902500	NN000000025140015	21 New Conduit Street Kings Lynn Norfolk PE30 1DE	21 New Conduit Street	Kings Lynn	Norfolk		54000	810	55,000	1045
9902529	NN00000002845006B	4 Tuesday Market Place Kings Lynn Norfolk PE30 1YY	4 Tuesday Market Place	Kings Lynn	Norfolk		40000	600	35,250	670
9902538	NN000000025140019	8-12 New Conduit Street Kings Lynn Norfolk PE30 1DL	8-12 New Conduit Street	Kings Lynn	Norfolk		37500	562.5	33,750	641.3
9902556	NN000000025140057	5 New Conduit Street Kings Lynn Norfolk PE30 1DE	5 New Conduit Street	Kings Lynn	Norfolk		11000	165	9,000	171
9902565	NN000000025140095	9 New Conduit Street Kings Lynn Norfolk PE30 1DE	9 New Conduit Street	Kings Lynn	Norfolk		33250	498.75	28,250	536.75
9902574	NN00000002514015B	15 New Conduit Street Kings Lynn Norfolk PE30 1DE	15 New Conduit Street	Kings Lynn	Norfolk		48500	727.5	38,750	736.3
9902583	NN000000025140165	16-18 New Conduit Street Kings Lynn Norfolk PE30 1DL	16-18 New Conduit Street	Kings Lynn	Norfolk		32750	491.25	33,250	631.75
9902609	NN000000026801005	17 St Dominics Square Kings Lynn Norfolk PE30 1DT	17 St Dominics Square	Kings Lynn	Norfolk		22750	341.25	19,250	365.75
9902627	NN000000025220004	140 Norfolk Street Kings Lynn Norfolk PE30 1AU	140 Norfolk Street	Kings Lynn	Norfolk		25750	386.25	16,250	308.75
9902663	NN000000025220105	5 Norfolk Street Kings Lynn Norfolk PE30 1AR	5 Norfolk Street	Kings Lynn	Norfolk		28500	427.5	16,000	304.0
9902716	NN000000025220181	13 Norfolk Street Kings Lynn Norfolk PE30 1AR	13 Norfolk Street	Kings Lynn	Norfolk		22500	337.5	15,750	299.3
9902725	NN000000025220196	14 Norfolk Street Kings Lynn Norfolk PE30 1AR	14 Norfolk Street	Kings Lynn	Norfolk		54500	817.5	38,000	722.0
9902734	NN000000025220213	16 Norfolk Street Kings Lynn Norfolk PE30 1AN	16 Norfolk Street	Kings Lynn	Norfolk		20750	311.25	24,750	470.25
9902743	NN000000025140076	7 New Conduit Street Kings Lynn Norfolk PE30 1DE	7 New Conduit Street	Kings Lynn	Norfolk		11500	172.5	9,800	186.2
9902752	NN000000025220232	18 Norfolk Street Kings Lynn Norfolk PE30 1AN	18 Norfolk Street	Kings Lynn	Norfolk		7800	117	9,400	179
9902761	NN000000025220247	19-20 Norfolk Street Kings Lynn Norfolk PE30 1AN	19-20 Norfolk Street	Kings Lynn	Norfolk		32750	491.25	39,750	755.25
9902888	NN000000020920524	38 Broad Street Kings Lynn Norfolk PE30 1DP	38 Broad Street	Kings Lynn	Norfolk		46250	693.75	38,500	731.50
9902888	NN000000026231006	17-19 Railway Road Kings Lynn Norfolk PE30 1NF	17-19 Railway Road	Kings Lynn	Norfolk		13250	198.75	15,000	285.00
9902912	NN000000025221010	36 Norfolk Street Kings Lynn Norfolk PE30 1AH	36 Norfolk Street	Kings Lynn	Norfolk		9500	127.5	11,750	223.3
9903112	NN000000025220904	21 Norfolk Street Kings Lynn Norfolk PE30 1AN	21 Norfolk Street	Kings Lynn	Norfolk		9600	144	11,500	219
9903159	NN000000025220961	96 Norfolk Street Kings Lynn Norfolk PE30 1AQ	96 Norfolk Street	Kings Lynn	Norfolk		7700	115.5	8,100	153.9
9903186	NN000000023530635	53a High Street Kings Lynn Norfolk PE30 1BE	53a High Street	Kings Lynn	Norfolk		15500	232.5	12,000	228.0
9903266	NN00000002353201A	68 High Street Kings Lynn Norfolk PE30 1AY	68 High Street	Kings Lynn	Norfolk		14000	210	18,000	342
9903275	NN000000025221146	112-114 Norfolk Street Kings Lynn Norfolk PE30 1AQ	112-114 Norfolk Street	Kings Lynn	Norfolk		32500	487.5	44,750	850.3
9903275	NN000000025221165	116 Norfolk Street Kings Lynn Norfolk PE30 1AP	116 Norfolk Street	Kings Lynn	Norfolk		5900	100	9,500	181
9903328	NN000000025221199	119 Norfolk Street KINGS LYNN Norfolk PE30 1AP	119 Norfolk Street	KINGS LYNN	Norfolk		10000	150	16,000	304
9903364	NN000000025221269	125 Norfolk Street Kings Lynn Norfolk PE30 1AP	125 Norfolk Street	Kings Lynn	Norfolk		13500	202.5	16,000	304.0
9903391	NN000000025221292	128-132 Norfolk Street Kings Lynn Norfolk PE30 1AP	128-132 Norfolk Street	Kings Lynn	Norfolk		52500	787.5	52,500	997.5
9903408	NN000000025221305	133 Norfolk Street Kings Lynn Norfolk PE30 1AU	133 Norfolk Street	Kings Lynn	Norfolk		14750	221.25	10,250	194.75
9903435	NN000000025221343	137-138 Norfolk Street Kings Lynn Norfolk PE30 1AU	137-138 Norfolk Street	Kings Lynn	Norfolk		56500	847.5	35,750	679.3

9903444	NN00000025221358	139 Norfolk Street Kings Lynn Norfolk PE30 1AU	139 Norfolk Street	Kings Lynn	Norfolk	19500	292.5	12,250	232.8
9903453	NN00000029201004	6 Broad Street Kings Lynn Norfolk PE30 1DP	6 Broad Street	Kings Lynn	Norfolk	65500	982.5	52,000	988.0
9903462	NN00000025221966	143 Norfolk Street Kings Lynn Norfolk PE30 1AU	143 Norfolk Street	Kings Lynn	Norfolk	34500	517.5	19,750	375.3
9903506	NN00000023531026	Gnd Fir At 82 High Street Kings Lynn Norfolk PE30 1DD	Gnd Fir At	82 High Street	Kings Lynn	58000	870	42,750	812
9903524	NN00000025221502	23 Norfolk Street Kings Lynn Norfolk PE30 1AN	23 Norfolk Street	Kings Lynn	Norfolk	8500	127.5	13,250	251.8
9903533	NN00000025221517	8 Norfolk Street Kings Lynn Norfolk PE30 1AR	8 Norfolk Street	Kings Lynn	Norfolk	28750	431.25	18,250	346.75
9903551	NN00000025221837	Van Pelt 108 Norfolk Street Kings Lynn Norfolk PE30 1AQ	Van Pelt	108 Norfolk Street	Kings Lynn	5900	100	8,300	158
9903598	NN00000025221678	104 Norfolk Street Kings Lynn Norfolk PE30 1AQ	104 Norfolk Street	Kings Lynn	Norfolk	9100	136.5	9,600	182.4
9903640	NN0000002522188A	3 Norfolk Street Kings Lynn Norfolk PE30 1AR	3 Norfolk Street	Kings Lynn	Norfolk	38250	573.75	21,750	413.25
9903669	NN00000025221911	141 Norfolk Street Kings Lynn Norfolk PE30 1AU	141 Norfolk Street	Kings Lynn	Norfolk	33500	502.5	21,250	403.8
9903687	NN00000025610037	The Mallings Q Club Page Stair Lane Kings Lynn Norfolk PE30 1NQ	The Mallings Q Club	Page Stair Lane	Kings Lynn	40500	607.5	40,500	769.5
9903702	NN00000026080013	Norfolk Probation Service Purfleet Quay Kings Lynn Norfolk PE30 1HP	Norfolk Probation Service	Purfleet Quay	Kings Lynn	42500	637.5	37,750	717.3
9903711	NN00000026080047	9 Purfleet Quay Kings Lynn Norfolk PE30 1HP	9 Purfleet Quay	Kings Lynn	Norfolk	7100	100	11,750	223
9903720	NN00000026090015	Limes House 23 Purfleet Street Kings Lynn Norfolk PE30 1ER	Limes House	23 Purfleet Street	Norfolk	10750	161.25	12,250	232.75
9903767	NN00000026090138	17 Purfleet Street Kings Lynn Norfolk PE30 1ER	17 Purfleet Street	Kings Lynn	Norfolk	6900	100	8,400	160
9903794	NN00000026090195	Limes House 21-22 Purfleet Street Kings Lynn Norfolk PE30 1ER	Limes House	21-22 Purfleet Street	Kings Lynn	16500	247.5	20,250	384.8
9903800	NN00000028451024	17 Tuesday Market Place Kings Lynn Norfolk PE30 1JN	17 Tuesday Market Place	Kings Lynn	Norfolk	14750	221.25	17,750	337.25
9903829	NN00000026091001	10-12 Purfleet Street Kings Lynn Norfolk PE30 1ER	10-12 Purfleet Street	Kings Lynn	Norfolk	25750	386.25	25,250	479.75
9903838	NN00000026091002	Car Park (private) Purfleet Street Kings Lynn Norfolk PE30 1ER	Car Park (privae)	Purfleet Street	Kings Lynn	21000	315	16,750	318
9903954	NN00000026230247	26a Railway Road Kings Lynn Norfolk PE30 1NF	26a Railway Road	Kings Lynn	Norfolk	6500	100	10,250	195
9904029	NN00000026930351	18 St James Street Kings Lynn Norfolk PE30 5DA	18 St James Street	Kings Lynn	Norfolk	7700	115.5	8,600	163.4
9904074	NN00000026800001	7 St Dominics Square Kings Lynn Norfolk PE30 1DT	7 St Dominics Square	Kings Lynn	Norfolk	26000	390	67,000	1273
9904163	NN00000026801004	11 St Dominics Square Kings Lynn Norfolk PE30 1DT	11 St Dominics Square	Kings Lynn	Norfolk	250000	3750	262,500	4988
9904225	NN00000026930046	19 St James Street Kings Lynn Norfolk PE30 5DA	19 St James Street	Kings Lynn	Norfolk	11500	172.5	12,250	232.8
9904388	NN00000026930309	10-12 St James Street Kings Lynn Norfolk PE30 5DA	10-12 St James Street	Kings Lynn	Norfolk	8200	123	9,300	188
9904501	NN00000026930474	Gala Bingo Theatre Royal St James Street Kings Lynn Norfolk PE30 5BZ	Gala Bingo	Theatre Royal	Kings Lynn	32750	491.25	34,650	658.35
9904548	NN00000026931004	13 St James Street Kings Lynn Norfolk PE30 5DA	13 St James Street	Kings Lynn	Norfolk	15500	232.5	18,500	351.5
9904557	NN0000002841042A	12 Tower Street Kings Lynn Norfolk PE30 1EJ	12 Tower Street	Kings Lynn	Norfolk	6200	100	7,700	146
9904575	NN0000002702001B	Kings Lynn Sea Cadet Corps St Margarets Lane Kings Lynn Norfolk PE30 5DS	Kings Lynn Sea Cadet Corps	St Margarets Lane	Kings Lynn	8400	126	11,500	219
9904593	NN00000027030012	Kings Lynn Crown Court St Margarets Place Kings Lynn Norfolk PE30 5DW	Kings Lynn Crown Court	St Margarets Place	Kings Lynn	56500	847.5	84,000	1596.0
9904555	NN00000027031023	Hamburg Suite 4 Hanse House South Quay Kings Lynn Norfolk PE30 5GN	Hamburg Suite	4 Hanse House	Kings Lynn	8700	130.5	11,500	216.5
9904682	NN00000027335001	1 Saturday Market Place Kings Lynn Norfolk PE30 5DQ	1 Saturday Market Place	Kings Lynn	Norfolk	39000	585	43,250	822
9904708	NN00000027350038	3 Saturday Market Place Kings Lynn Norfolk PE30 5DQ	3 Saturday Market Place	Kings Lynn	Norfolk	9100	136.5	9,400	178.6
9904744	NN00000028411005	Majestic Cinema Tower Street Kings Lynn Norfolk PE30 1EJ	Majestic Cinema	Tower Street	Kings Lynn	40000	600	33,500	637
9904753	NN00000027770054	Giles Bros Clough Lane Kings Lynn Norfolk PE30 1BT	Giles Bros	Clough Lane	Kings Lynn	8900	133.5	13,500	256.5
9904762	NN00000027771001	52a South Clough Lane Kings Lynn Norfolk PE30 1BT	52a South Clough Lane	Kings Lynn	Norfolk	23000	345	25,000	475
9904780	NN00000027871007	Conference Room Marriotts Warehouse South Quay Kings Lynn Norfolk PE30 5DT	Conference Room	Marriotts Warehouse	Kings Lynn	15000	225	15,000	285
9904833	NN00000028410011	1-3 Tower Street Kings Lynn Norfolk PE30 1EJ	1-3 Tower Street	Kings Lynn	Norfolk	19000	285	20,250	385

9904842	NN00000028411003	Pastimes 7-8 Tower Street Kings Lynn Norfolk PE30 1EJ	Pastimes	7-8 Tower Street	Kings Lynn	Norfolk	10000	150	12,000	228
9904931	NN0000002841019B	8 Tower Street Kings Lynn Norfolk PE30 1EJ	8 Tower Street	Kings Lynn	Norfolk		7000	100	8,900	167
9904969	NN00000028410237	16 Tower Street Kings Lynn Norfolk PE30 1EJ	16 Tower Street	Kings Lynn	Norfolk		11750	176.25	13,000	247.00
9905042	NN00000028410379	30 Tower Street Kings Lynn Norfolk PE30 1EJ	30 Tower Street	Kings Lynn	Norfolk		10000	150	11,250	214
9905051	NN00000028410383	30A Tower Street Kings Lynn Norfolk PE30 1EJ	30A Tower Street	Kings Lynn	Norfolk		10250	153.75	11,250	213.75
9905089	NN00000026030049	Esquire Limes House 24 Purfleet Street Kings Lynn Norfolk PE30 1ER	Esquire	Limes House	24 Purfleet Street	Kings Lynn	10500	157.5	12,000	228.0
9905104	NN00000028410449	36 Tower Street Kings Lynn Norfolk PE30 1EJ	36 Tower Street	Kings Lynn	Norfolk		7200	100	8,000	152
9905178	NN00000028450004	Maze Media 20A Tuesday Market Place Kings Lynn Norfolk PE30 1JW	Maze Media	20A Tuesday Market Place	Kings Lynn	Norfolk	17750	266.25	21,750	413.25
9905187	NN00000027061004	14 St Nicholas Street Kings Lynn Norfolk PE30 1LY	14 St Nicholas Street	Kings Lynn	Norfolk		20250	303.75	25,750	489.25
9905220	NN00000028450018	1-3 Tuesday Market Place Kings Lynn Norfolk PE30 1JU	1-3 Tuesday Market Place	Kings Lynn	Norfolk		49500	742.5	46,250	878.8
9905294	NN0000002845008A	Dukes Head Hotel 5-6 Tuesday Market Place Kings Lynn Norfolk PE30 1JS	Dukes Head Hotel	5-6 Tuesday Market Place	Kings Lynn	Norfolk	141000	2115	116,500	2214
9905329	NN00000028450215	15 Tuesday Market Place Kings Lynn Norfolk PE30 1JN	15 Tuesday Market Place	Kings Lynn	Norfolk		5600	100	9,300	177
9905347	NN00000028450253	19 Tuesday Market Place Kings Lynn Norfolk PE30 1JW	19 Tuesday Market Place	Kings Lynn	Norfolk		33750	506.25	41,250	783.75
9905356	NN00000028450287	21 Tuesday Market Place Kings Lynn Norfolk PE30 1JW	21 Tuesday Market Place	Kings Lynn	Norfolk		60000	900	53,500	1017
9905374	NN00000028450323	24 Tuesday Market Place Kings Lynn Norfolk PE30 1JJ	24 Tuesday Market Place	Kings Lynn	Norfolk		7500	100	9,500	182
9905383	NN00000028450342	Market Chambers 25-26 Tuesday Market Place Kings Lynn Norfolk PE30 1JJ	Market Chambers	25-26 Tuesday Market Place	Kings Lynn	Norfolk	31750	476.25	39,000	741.00
9905409	NN00000028450499	Grnd Fir 16 Tuesday Market Place Kings Lynn Norfolk PE30 1JN	Grnd Fir	16 Tuesday Market Place	Kings Lynn	Norfolk	8500	127.5	10,750	204.3
9905409	NN0000002845061A	Ground Floor 14a Tuesday Market Place Kings Lynn Norfolk PE30 1JN	Ground Floor	14a Tuesday Market Place	Kings Lynn	Norfolk	8300	124.5	10,500	199.5
9905490	NN00000028451003	9 Tuesday Market Place Kings Lynn Norfolk PE30 1JT	9 Tuesday Market Place	Kings Lynn	Norfolk		43000	645	50,500	960
9905490	NN00000028451005	8 Tuesday Market Place Kings Lynn Norfolk PE30 1JT	8 Tuesday Market Place	Kings Lynn	Norfolk		18250	273.75	22,250	422.75
9905516	NN00000028451027	27-28 Tuesday Market Place Kings Lynn Norfolk PE30 1JJ	27-28 Tuesday Market Place	Kings Lynn	Norfolk		16000	240	14,250	271
9905623	NN00000029970207	Norfolk Constabulary Police Station St James Street Kings Lynn Norfolk PE30 5DE	Norfolk Constabulary	Police Station	St James Street	Kings Lynn	95000	1425	95,000	1805
9905632	NN00000029970423	Magistrates Court College Lane Kings Lynn Norfolk PE30 1JB	Magistrates Court	College Lane	Kings Lynn	Norfolk	122000	1830	176,000	3344
9906155	NN00000025221381	142 Norfolk Street Kings Lynn Norfolk PE30 1AU	142 Norfolk Street	Kings Lynn	Norfolk		51000	765	29,000	551
9906235	NN00000023530071	Cash Converters 5 High Street Kings Lynn Norfolk PE30 1BX	Cash Converters	5 High Street	Kings Lynn	Norfolk	7400	100	8,000	152
9906244	NN00000026930328	14 St James Street Kings Lynn Norfolk PE30 5DA	14 St James Street	Kings Lynn	Norfolk		8500	127.5	10,250	194.8
9906271	NN0000002244006A	Ferry Lane Social Club Ferry Lane Kings Lynn Norfolk PE30 1HN	Ferry Lane Social Club	Ferry Lane	Kings Lynn	Norfolk	10750	161.25	12,000	228.00
9906389	NN00000021511001	Telecom Mast. Site Ref: 1350213 St James Car Park Clough Lane Kings Lynn Norfolk PE30 1HT	Telecom Mast. Site Ref: 1350213	St James Car Park	Clough Lane	Kings Lynn	11000	165	15,500	295
9906736	NN00000026140549	26 Queen Street Kings Lynn Norfolk PE30 1HT	26 Queen Street	Kings Lynn	Norfolk		10750	161.25	14,000	266.00
9906763	NN0000002522117A	117 Norfolk Street Kings Lynn Norfolk PE30 1AP	117 Norfolk Street	Kings Lynn	Norfolk		6300	100	10,000	190
9906781	NN00000025220073	2a Norfolk Street Kings Lynn Norfolk PE30 1AR	2a Norfolk Street	Kings Lynn	Norfolk		22750	341.25	12,750	242.25
9906861	NN00000025141002	14 New Conduit Street Kings Lynn Norfolk PE30 1DL	14 New Conduit Street	Kings Lynn	Norfolk		14500	217.5	14,750	280.3
9906950	NN00000026231005	33 Railway Road Kings Lynn Norfolk PE30 1NF	33 Railway Road	Kings Lynn	Norfolk		37750	566.25	26,500	503.50
9907007	NN00000023530457	37 High Street Kings Lynn Norfolk PE30 1BU	37 High Street	Kings Lynn	Norfolk		20250	303.75	15,750	299.25
9907052	NN00000025221254	123-124 Norfolk Street Kings Lynn Norfolk PE30 1AP	123-124 Norfolk Street	Kings Lynn	Norfolk		27250	408.75	32,750	622.25
9907150	NN00000026230603	Rajasthan 61 Railway Road Kings Lynn Norfolk PE30 1NE	Rajasthan	61 Railway Road	Kings Lynn	Norfolk	8800	132	9,300	188
9907259	NN00000023531030	Grd Fir 50 High Street Kings Lynn Norfolk PE30 1BE	Grd Fir	50 High Street	Kings Lynn	Norfolk	33000	495	25,750	489
9907348	NN00000026231008	Anchos Kitchen Tex Mex Restaurant 1 Railway Road Kings Lynn Norfolk PE30 1NE	Anchos Kitchen	Tex Mex Restaurant	1 Railway Road	Kings Lynn	12250	183.75	11,750	223.25

9907517	NN00000020920001	30-34 Broad Street Kings Lynn Norfolk PE30 1DP	30-34 Broad Street	Kings Lynn	Norfolk	Norfolk	89000	1335	72,000	1368
9907517	NN00000021291002	Pt 2nd Fir Kings Court Chapel Street Kings Lynn Norfolk PE30 1EX	Pt 2nd Fir	Kings Court	Chapel Street	Chapel Street	4600	100	12,000	228
9907517	NN00000021291014	Pt Gnd Fir Kings Court Chapel Street Kings Lynn Norfolk PE30 1EX	Pt Gnd Fir	Kings Court	Chapel Street	Chapel Street	3100	100	8,300	158
9907580	NN0000002353113A	91-92 High Street Kings Lynn Norfolk PE30 1BL	91-92 High Street	Kings Lynn	Norfolk	Norfolk	70000	1050	55,000	1045
9907660	NN00000023530442	36 High Street Kings Lynn Norfolk PE30 1BJ	36 High Street	Kings Lynn	Norfolk	Norfolk	25000	375	19,500	371
9907689	NN00000025140023	2-6 New Conduit Street Kings Lynn Norfolk PE30 1DL	2-6 New Conduit Street	Kings Lynn	Norfolk	Norfolk	42750	641.25	37,250	707.75
9907698	NN00000027061006	8-12 St Nicholas Street Kings Lynn Norfolk PE30 1LY	8-12 St Nicholas Street	Kings Lynn	Norfolk	Norfolk		416.25	41,000	779.00
9907894	NN00000026230675	44-45 Norfolk Street Kings Lynn Norfolk PE30 1AH	44-45 Norfolk Street	Kings Lynn	Norfolk	Norfolk	21000	315	21,500	409
9907992	NN00000025202066	22 Norfolk Street Kings Lynn Norfolk PE30 1AN	22 Norfolk Street	Kings Lynn	Norfolk	Norfolk	50000	750	68,000	1292
9908129	NN00000024231047	50 King Street Kings Lynn Norfolk PE30 1ES	50 King Street	Kings Lynn	Norfolk	Norfolk	13500	202.5	13,000	247.0
9908183	NN0000002353191A	86-87 High Street Kings Lynn Norfolk PE30 1BL	86-87 High Street	Kings Lynn	Norfolk	Norfolk	64500	967.5	50,500	959.5
9908209	NN00000023531854	49 High Street Kings Lynn Norfolk PE30 1BE	49 High Street	Kings Lynn	Norfolk	Norfolk	19000	285	14,750	280
9908218	NN00000020340071	Lidl 80 Austin Street Kings Lynn Norfolk PE30 1AS	Lidl	80 Austin Street	Kings Lynn	Norfolk	185000	2775	207,000	3933
9908307	NN00000025140008	27 New Conduit Street Kings Lynn Norfolk PE30 1DE	27 New Conduit Street	Kings Lynn	Norfolk	Norfolk	23500	352.5	24,000	456.0
9908316	NN00000025221011	Escape Rooms 36A Norfolk Street Kings Lynn Norfolk PE30 1AH	Escape Rooms	36A Norfolk Street	Kings Lynn	Norfolk	7600	114	9,600	182
9908325	NN00000023531018	100A High Street Kings Lynn Norfolk PE30 1AY	100A High Street	Kings Lynn	Norfolk	Norfolk	11250	168.75	10,500	199.50
9908450	NN00000023531619	99 High Street Kings Lynn Norfolk PE30 1BW	99 High Street	Kings Lynn	Norfolk	Norfolk	16250	243.75	16,750	318.25
9908568	NN00000026930239	49 St James Street Kings Lynn Norfolk PE30 5BZ	49 St James Street	Kings Lynn	Norfolk	Norfolk	6200	100	8,600	163
9908577	NN00000023530007	43-44 High Street Kings Lynn Norfolk PE30 1BJ	43-44 High Street	Kings Lynn	Norfolk	Norfolk	62000	930	48,750	926
9909035	NN00000020920027	5 Broad Street Kings Lynn Norfolk PE30 1DP	5 Broad Street	Kings Lynn	Norfolk	Norfolk	26500	397.5	21,250	403.8
9909071	NN00000020920004	21-23 Broad Street Kings Lynn Norfolk PE30 1DP	21-23 Broad Street	Kings Lynn	Norfolk	Norfolk	96500	1447.5	78,000	1482.0
9909133	NN00000025221447	2 Chapel Street Kings Lynn Norfolk PE30 1EG	2 Chapel Street	Kings Lynn	Norfolk	Norfolk	15750	236.25	17,250	327.75
9909151	NN00000023530627	45 High Street Kings Lynn Norfolk PE30 1BJ	45 High Street	Kings Lynn	Norfolk	Norfolk	28500	427.5	22,250	422.8
9909204	NN00000025220552	40 Norfolk Street Kings Lynn Norfolk PE30 1AH	40 Norfolk Street	Kings Lynn	Norfolk	Norfolk	12250	183.75	14,500	276.50
9909269	NN00000020920543	44-46 Broad Street Kings Lynn Norfolk PE30 1DP	44-46 Broad Street	Kings Lynn	Norfolk	Norfolk	20250	303.75	16,750	318.25
9909269	NN00000020920562	42 Broad Street Kings Lynn Norfolk PE30 1DP	42 Broad Street	Kings Lynn	Norfolk	Norfolk	26500	397.5	22,250	422.8
9909278	NN00000028451030	SF Suite 1-3 Bishops House 18 Tuesday Market Place Kings Lynn Norfolk PE30 1JW	SF Suite 1-3	Bishops House	18 Tuesday Market Place	Kings Lynn	11250	168.75	13,750	261.25
9909394	NN00000025221235	122 Norfolk Street KINGS LYNN Norfolk PE30 1AP	122 Norfolk Street	KINGS LYNN	Norfolk	Norfolk	17000	255	20,250	385
9909400	NN00000023531032	Gnd & 1st Flr At 55 High Street Kings Lynn Norfolk PE30 1BE	Gnd & 1st Flr At	55 High Street	Kings Lynn	Norfolk		465	36,000	684
9909563	NN00000026231009	Swinton Insurance 28 Railway Road Kings Lynn Norfolk PE30 1NF	Swinton Insurance	28 Railway Road	Kings Lynn	Norfolk	18500	277.5	17,250	327.8
9909616	NN00000023530103	9 High Street KINGS LYNN Norfolk PE30 1BX	9 High Street	KINGS LYNN	Norfolk	Norfolk	22750	341.25	23,250	441.75
9909625	NN00000025220872	73 Norfolk Street Kings Lynn Norfolk PE30 1AD	73 Norfolk Street	Kings Lynn	Norfolk	Norfolk	6100	100	9,500	181
9909788	NN00000029201005	8 Broad Street Kings Lynn Norfolk PE30 1DP	8 Broad Street	Kings Lynn	Norfolk	Norfolk	28500	427.5	22,750	432.3
9909859	NN00000027871006	Restaurant Marriotts Warehouse South Quay Kings Lynn Norfolk PE30 5DT	Restaurant	Marriotts Warehouse	South Quay	Kings Lynn	15250	228.75	22,500	427.50
9909939	NN00000020920017	20 Broad Street Kings Lynn Norfolk PE30 1DP	20 Broad Street	Kings Lynn	Norfolk	Norfolk	22250	333.75	17,750	337.25
9909957	NN00000025221625	11 Norfolk Street Kings Lynn Norfolk PE30 1AR	11 Norfolk Street	Kings Lynn	Norfolk	Norfolk	22500	337.5	16,000	304.0
9910015	NN00000023530847	73 High Street Kings Lynn Norfolk PE30 1BB	73 High Street	Kings Lynn	Norfolk	Norfolk	58500	877.5	39,250	745.8
9910024	NN00000025220092	4 Norfolk Street Kings Lynn Norfolk PE30 1AR	4 Norfolk Street	Kings Lynn	Norfolk	Norfolk	33250	498.75	19,250	365.75

9910131	NN00000028450001	22 Tuesday Market Place Kings Lynn Norfolk PE30 1J	22 Tuesday Market Place	Kings Lynn	Norfolk		27750	416.25	29,500	560.50
9910140	NN00000023530743	62 High Street Kings Lynn Norfolk PE30 1AY	62 High Street	Kings Lynn	Norfolk		24000	360	18,500	352
9910140	NN00000023531835	75 High Street Kings Lynn Norfolk PE30 1BB	75 High Street	Kings Lynn	Norfolk		58500	877.5	42,500	807.5
9910178	NN00000023530175	17 High Street Kings Lynn Norfolk PE30 1BP	17 High Street	Kings Lynn	Norfolk		9400	141	8,800	167
9910187	NN00000025220567	41 Norfolk Street Kings Lynn Norfolk PE30 1AH	41 Norfolk Street	Kings Lynn	Norfolk		7000	100	8,400	160
9910285	NN00000020920006	25-28 Broad Street Kings Lynn Norfolk PE30 1DP	25-28 Broad Street	Kings Lynn	Norfolk		214000	3210	113,000	2147
9910329	NN00000026800002	9 St Dominics Square Kings Lynn Norfolk PE30 1DT	9 St Dominics Square	Kings Lynn	Norfolk		92500	1387.5	121,000	2299.0
9910338	NN00000029200028	7 Broad Street Kings Lynn Norfolk PE30 1DP	7 Broad Street	Kings Lynn	Norfolk		33750	506.25	27,000	513.00
9910409	NN00000028410275	20 Tower Street Kings Lynn Norfolk PE30 1EJ	20 Tower Street	Kings Lynn	Norfolk		12250	183.75	13,250	251.75
9910525	NN00000025221324	135 Norfolk Street Kings Lynn Norfolk PE30 1AU	135 Norfolk Street	Kings Lynn	Norfolk		15750	236.25	11,000	209.00
9910697	NN00000024231021	Whalshood Distillery 7A King Street Kings Lynn Norfolk PE30 1ET	Whalshood Distillery	7A King Street	Kings Lynn	Norfolk	8500	127.5	13,250	251.8
9910786	NN00000023531028	Grnd Fir 26 High Street Kings Lynn Norfolk PE30 1BP	Grnd Fir	26 High Street	Kings Lynn	Norfolk	30250	453.75	27,000	513.00
9910875	NN00000029201003	2-4 Broad Street Kings Lynn Norfolk PE30 1DP	2-4 Broad Street	Kings Lynn	Norfolk		185000	2775	111,000	2109
9910891	NN00000028450747	Ground Floor 14 Tuesday Market Place Kings Lynn Norfolk PE30 1JN	Ground Floor	14 Tuesday Market Place	Kings Lynn	Norfolk	10000	150	12,750	242
9911048	NN00000025221451	9 Norfolk Street Kings Lynn Norfolk PE30 1AR	9 Norfolk Street	Kings Lynn	Norfolk		32750	491.25	20,250	384.75
9911057	NN00000025220444	33 Norfolk Street Kings Lynn Norfolk PE30 1AH	33 Norfolk Street	Kings Lynn	Norfolk		6800	100	9,500	181
9911128	NN00000020781002	Grd Fir At 18 Blackfriars Street Kings Lynn Norfolk PE30 1NN	Grd Fir At	18 Blackfriars Street	Kings Lynn	Norfolk	11500	172.5	12,250	232.8
9911182	NN00000023530809	68 High Street Kings Lynn Norfolk PE30 1AY	68 High Street	Kings Lynn	Norfolk		17250	258.75	14,000	266.00
9911191	NN00000027350112	11 Saturday Market Place Kings Lynn Norfolk PE30 5DQ	11 Saturday Market Place	Kings Lynn	Norfolk		9200	138	9,700	184
9911360	NN00000028451004	10-13 Tuesday Market Place Kings Lynn Norfolk PE30 1JT	10-13 Tuesday Market Place	Kings Lynn	Norfolk		63500	952.5	63,500	1206.5
9911404	NN00000025221841	109 Norfolk Street Kings Lynn Norfolk PE30 1AQ	109 Norfolk Street	Kings Lynn	Norfolk		9000	135	12,500	238
9911520	NN00000023531905	56 High Street Kings Lynn Norfolk PE30 1AY	56 High Street	Kings Lynn	Norfolk		28500	427.5	22,250	422.8
9911558	NN00000020920023	33 Broad Street Kings Lynn Norfolk PE30 1DP	33 Broad Street	Kings Lynn	Norfolk		39750	596.25	31,750	603.25
9911692	NN00000024230024	1 King Street Kings Lynn Norfolk PE30 1ET	1 King Street	Kings Lynn	Norfolk		11500	172.5	11,000	209.0
9911709	NN00000023531214	98 High Street Kings Lynn Norfolk PE30 1BW	98 High Street	Kings Lynn	Norfolk		64000	960	50,500	960
9911709	NN00000025140013	28 New Conduit Street Kings Lynn Norfolk PE30 1DL	28 New Conduit Street	Kings Lynn	Norfolk		25500	382.5	25,750	489.3
9911763	NN00000026930402	22 St James Street Kings Lynn Norfolk PE30 5DA	22 St James Street	Kings Lynn	Norfolk		7300	100	7,800	148
9911807	NN00000023531984	21-22 High Street Kings Lynn Norfolk PE30 1BP	21-22 High Street	Kings Lynn	Norfolk		109000	1635	50,000	950
9911923	NN00000020920149	14 Broad Street Kings Lynn Norfolk PE30 1DP	14 Broad Street	Kings Lynn	Norfolk		22000	330	17,750	337
9911941	NN0000002130001B	21-23 Chapel Street Kings Lynn Norfolk PE30 1EG	21-23 Chapel Street	Kings Lynn	Norfolk		11500	172.5	12,500	237.5
9911997	NN0000002353009B	8 High Street Kings Lynn Norfolk PE30 1BX	8 High Street	Kings Lynn	Norfolk		13500	202.5	13,750	261.3
9912007	NN00000023531464	115-117 High Street Kings Lynn Norfolk PE30 1DD	115-117 High Street	Kings Lynn	Norfolk		25500	382.5	26,750	508.3
9912007	NN0000002353152A	118 High Street Kings Lynn Norfolk PE30 1DD	118 High Street	Kings Lynn	Norfolk		8400	126	8,600	163
9912016	NN0000002353156B	107 High Street Kings Lynn Norfolk PE30 1DW	107 High Street	Kings Lynn	Norfolk		13500	202.5	12,750	242.3
9912099	NN00000025221019	98 Norfolk Street KINGS LYNN Norfolk PE30 1AQ	98 Norfolk Street	KINGS LYNN	Norfolk		7900	118.5	8,300	157.7
9912105	NN0000002353094B	Norfolk Kitchen Ground Floor 79 High Street Kings Lynn Norfolk PE30 1BB	Norfolk Kitchen	Ground Floor	79 High Street	Kings Lynn	17000	255	12,000	228
9912123	NN00000022470027	The Crown & Mitre Ferry Street Kings Lynn Norfolk PE30 1LJ	The Crown & Mitre	Ferry Street	Kings Lynn	Norfolk	6500	100	12,000	228
9912310	NN00000020920005	15 Broad Street KINGS LYNN Norfolk PE30 1DP	15 Broad Street	KINGS LYNN	Norfolk		53500	802.5	43,250	821.8

9912384	NN000000023531695	66 High Street Kings Lynn Norfolk PE30 1AY	66 High Street	Kings Lynn	Norfolk	Norfolk	24750	371.25	20,500	389.50
9912393	NN000000028410171	4a Tower Street Kings Lynn Norfolk PE30 1EJ	4a Tower Street	Kings Lynn	Norfolk	Norfolk	9800	147	12,250	233
9912419	NN000000023531341	106 High Street Kings Lynn Norfolk PE30 1DA	106 High Street	Kings Lynn	Norfolk	Norfolk	14750	221.25	14,000	266.00
9912428	NN000000023530828	71 High Street Kings Lynn Norfolk PE30 1AY	71 High Street	Kings Lynn	Norfolk	Norfolk	55500	832.5	43,750	831.3
9912473	NN000000026800285	12-14 St Dominics Square Kings Lynn Norfolk PE30 1DT	12-14 St Dominics Square	Kings Lynn	Norfolk	Norfolk	89000	1335	71,500	1359
9912517	NN000000026091005	Ground Floor 30-32 Purfleet Street Kings Lynn Norfolk PE30 1ER	Ground Floor	30-32 Purfleet Street	Kings Lynn	Norfolk	27750	416.25	32,500	617.50
9912606	NN000000026230124	10-12 Railway Road Kings Lynn Norfolk PE30 1NE	10-12 Railway Road	Kings Lynn	Norfolk	Norfolk	8800	132	9,600	182
9912615	NN000000024231069	Communal And Storage Areas 12 King Street Kings Lynn Norfolk PE30 1DL	Communal And Storage Areas	Chequer House	12 King Street	Kings Lynn		221.25	17,500	332.50
9912633	NN000000023531021	83 High Street Kings Lynn Norfolk PE30 1BL	83 High Street	Kings Lynn	Norfolk	Norfolk	24000	360	18,750	356
9912651	NN000000026930012	The White Hart Inn 1 St James Street Kings Lynn Norfolk PE30 5DA	The White Hart Inn	1 St James Street	Kings Lynn	Norfolk	9400	141	12,250	233
9912713	NN000000026090188	Limes House 25-26 Purfleet Street Kings Lynn Norfolk PE30 1ER	Limes House	25-26 Purfleet Street	Kings Lynn	Norfolk	8900	133.5	10,250	194.8
9912722	NN000000020920007	3 Broad Street Kings Lynn Norfolk PE30 1DP	3 Broad Street	Kings Lynn	Norfolk	Norfolk	15750	236.25	10,000	190.00
9912731	NN00000002092012A	12 Broad Street Kings Lynn Norfolk PE30 1DP	12 Broad Street	Kings Lynn	Norfolk	Norfolk	21750	326.25	17,500	332.50
9912769	NN000000026800181	18-20 St Dominics Square Kings Lynn Norfolk PE30 1DT	18-20 St Dominics Square	Kings Lynn	Norfolk	Norfolk	31250	468.75	27,500	522.50
9912849	NN000000020780114	Geoffrey Collings & Company 17 Blackfriars Street Kings Lynn Norfolk PE30 1NN	Geoffrey Collings & Company	17 Blackfriars Street	Kings Lynn	Norfolk	11500	172.5	9,900	188.1
9912858	NN0000000252011A	6a Norfolk Street Kings Lynn Norfolk PE30 1AR	6a Norfolk Street	Kings Lynn	Norfolk	Norfolk	18000	270	10,000	190
9912885	NN00000002056002A	2-4 Blackfriars Street Kings Lynn Norfolk PE30 1NN	2-4 Blackfriars Street	Kings Lynn	Norfolk	Norfolk	20500	307.5	17,000	323.0
9912983	NN000000025202029	39 Norfolk Street Kings Lynn Norfolk PE30 1AH	39 Norfolk Street	Kings Lynn	Norfolk	Norfolk	60000	900	48,750	926
9913002	NN000000020920454	45 Broad Street Kings Lynn Norfolk PE30 1DP	45 Broad Street	Kings Lynn	Norfolk	Norfolk	17750	266.25	14,750	280.25
9913049	NN00000002078001B	1 Blackfriars Street Kings Lynn Norfolk PE30 1NN	1 Blackfriars Street	Kings Lynn	Norfolk	Norfolk	13000	195	10,000	190
9913067	NN000000023531303	103b High Street Kings Lynn Norfolk PE30 1PD	103b High Street	Kings Lynn	Norfolk	Norfolk	16500	247.5	17,000	323.0
9913147	NN0000000252020514	38 Norfolk Street Kings Lynn Norfolk PE30 1AH	38 Norfolk Street	Kings Lynn	Norfolk	Norfolk	7700	115.5	8,100	153.9
9913165	NN000000023531106	90 High Street Kings Lynn Norfolk PE30 1BL	90 High Street	Kings Lynn	Norfolk	Norfolk	31000	465	24,250	461
9913174	NN0000000201501015	Cafe Albion Street Arcade Albion Street Kings Lynn Norfolk PE30 1NJ	Cafe	Albion Street Arcade	Albion Street	Kings Lynn	9500	142.5	12,500	237.5
9913281	NN000000028411004	11 Tower Street Kings Lynn Norfolk PE30 1EJ	11 Tower Street	Kings Lynn	Norfolk	Norfolk	8800	132	10,500	200
9913370	NN000000020920030	31 Broad Street Kings Lynn Norfolk PE30 1DP	31 Broad Street	Kings Lynn	Norfolk	Norfolk	45250	678.75	36,000	684.00
9913399	NN000000025221288	127 Norfolk Street Kings Lynn Norfolk PE30 1AP	127 Norfolk Street	Kings Lynn	Norfolk	Norfolk	7200	100	8,700	165
9913405	NN000000020341003	Thornalley Funeral Services And Unit 3 Austin Street Kings Lynn Norfolk PE30 1QH	Thornalley Funeral Services	And Unit 3	Austin Street	Kings Lynn		401.25	26,750	508.25
9913423	NN000000025221432	127a Norfolk Street Kings Lynn Norfolk PE30 1AP	127a Norfolk Street	Kings Lynn	Norfolk	Norfolk	7000	100	8,400	160
9913450	NN000000025221131	The Eagle 110 Norfolk Street Kings Lynn Norfolk PE30 1AQ	The Eagle	110 Norfolk Street	Kings Lynn	Norfolk	38350	575.25	70,000	1330.00
9913595	NN000000023531037	46 High Street Kings Lynn Norfolk PE30 1BE	46 High Street	Kings Lynn	Norfolk	Norfolk	33000	495	23,000	437
9913639	NN000000020920031	22 New Conduit Street Kings Lynn Norfolk PE30 1DL	22 New Conduit Street	Kings Lynn	Norfolk	Norfolk	22000	330	22,250	423
9913639	NN000000025140004	23 New Conduit Street Kings Lynn Norfolk PE30 1DE	23 New Conduit Street	Kings Lynn	Norfolk	Norfolk	27750	416.25	28,250	536.75
9913639	NN000000025140016	38 New Conduit Street Kings Lynn Norfolk PE30 1DL	38 New Conduit Street	Kings Lynn	Norfolk	Norfolk	30750	461.25	31,250	593.75
9913639	NN000000026800209	22 St Dominics Square Kings Lynn Norfolk PE30 1DT	22 St Dominics Square	Kings Lynn	Norfolk	Norfolk	14750	221.25	13,000	247.00
9913639	NN000000026801008	2 St Dominics Square Kings Lynn Norfolk PE30 1DT	2 St Dominics Square	Kings Lynn	Norfolk	Norfolk	24500	367.5	19,500	370.5
9913639	NN000000026801009	4 St Dominics Square Kings Lynn Norfolk PE30 1DT	4 St Dominics Square	Kings Lynn	Norfolk	Norfolk	25500	382.5	20,500	389.5
9913639	NN000000026800228	16 St Dominics Square Kings Lynn Norfolk PE30 1DT	16 St Dominics Square	Kings Lynn	Norfolk	Norfolk	14750	204.27	13,000	247.00

9913684	NN0000002522108	107 Norfolk Street Kings Lynn Norfolk PE30 1AQ	107 Norfolk Street	Kings Lynn	Norfolk	Norfolk	5500	100	7,700	146
9913719	NN0000002423028	Room 202 Chequer House 12 King Street Kings Lynn Norfolk PE30 1ES	Room 202	Chequer House		12 King Street	Kings Lynn	9700	145.5	199.5
9913728	NN00000027031015	1 Hanse House South Quay Kings Lynn Norfolk PE30 5GN	1 Hanse House	South Quay		Kings Lynn	Norfolk	11000	165	223
9913737	NN00000025220571	42 Norfolk Street Kings Lynn Norfolk PE30 1AH	42 Norfolk Street	Kings Lynn		Norfolk		6700	100	152
9913746	NN00000025140007	25 New Conduit Street Kings Lynn Norfolk PE30 1DE	25 New Conduit Street	Kings Lynn		Norfolk		27250	408.75	527.25
9913826	NN00000028411002	13 Tower Street Kings Lynn Norfolk PE30 1EJ	13 Tower Street	Kings Lynn		Norfolk		6600	100	152
9913862	NN00000025140011	30-36 New Conduit Street Kings Lynn Norfolk PE30 1DL	30-36 New Conduit Street	Kings Lynn		Norfolk		257500	3862.5	2793.0
9913924	NN00000025140006	24 New Conduit Street Kings Lynn Norfolk PE30 1DL	24 New Conduit Street	Kings Lynn		Norfolk		24500	367.5	475.0
9913942	NN00000023531549	120 High Street Kings Lynn Norfolk PE30 1DD	120 High Street	Kings Lynn		Norfolk		9800	147	200
9913951	NN00000025221095	106 Norfolk Street Kings Lynn Norfolk PE30 1AQ	106 Norfolk Street	Kings Lynn		Norfolk		7700	115.5	204.3
9914017	NN0000002522108B	105 Norfolk Street Kings Lynn Norfolk PE30 1AQ	105 Norfolk Street	Kings Lynn		Norfolk		8300	124.5	218.5
9914115	NN00000023531587	8 Saturday Market Place Kings Lynn Norfolk PE30 5DQ	8 Saturday Market Place	Kings Lynn		Norfolk		45750	686.25	950.00
9914142	NN00000028410078	Burger & Social 15-19 Tower Street Kings Lynn Norfolk PE30 1EJ	Burger & Social	15-19 Tower Street		Kings Lynn	Norfolk	28750	431.25	598.50
9914160	NN0000002092035B	35 Broad Street Kings Lynn Norfolk PE30 1DP	35 Broad Street	Kings Lynn		Norfolk		20250	303.75	308.75
9914160	NN00000020920399	39 Broad Street Kings Lynn Norfolk PE30 1DP	39 Broad Street	Kings Lynn		Norfolk		10250	153.75	163.40
9914198	NN00000025220957	Hot Pot 95 Norfolk Street Kings Lynn Norfolk PE30 1AQ	Hot Pot	95 Norfolk Street		Kings Lynn	Norfolk	10750	161.25	218.50
9914213	NN00000027031016	The Undercroft 2 Hanse House South Quay Kings Lynn Norfolk PE30 5GN	The Undercroft	2 Hanse House		South Quay	Kings Lynn	11000	165	238
9914269	NN00000025120231	The Granaries 21D Nelson Street Kings Lynn Norfolk PE30 5DY	The Granaries	21D Nelson Street		Kings Lynn	Norfolk	4150	100	158
9914287	NN00000026800251	1-5 St Dominics Square Kings Lynn Norfolk PE30 1DT	1-5 St Dominics Square	Kings Lynn		Norfolk		72000	1080	1102
9914296	NN00000026930192	41 St James Street Kings Lynn Norfolk PE30 5BZ	41 St James Street	Kings Lynn		Norfolk		9600	144	252
9914302	NN00000023530002	1st & 2nd Floors 79 High Street Kings Lynn Norfolk PE30 1BB	1st & 2nd Floors	79 High Street		Kings Lynn	Norfolk	11750	176.25	209.00
9914320	NN00000021420227	22-24 Church Street Kings Lynn Norfolk PE30 5EB	22-24 Church Street	Kings Lynn		Norfolk		9400	141	356
9914358	NN00000025140201	20 New Conduit Street Kings Lynn Norfolk PE30 1DL	20 New Conduit Street	Kings Lynn		Norfolk		18000	270	347
9914456	NN00000023532081	114 High Street Kings Lynn Norfolk PE30 1DD	114 High Street	Kings Lynn		Norfolk		23000	345	442
9914465	NN00000024230289	19 King Street Kings Lynn Norfolk PE30 1ET	19 King Street	Kings Lynn		Norfolk		15750	216.83	280.25
9914483	NN00000025220407	31 Norfolk Street Kings Lynn Norfolk PE30 1AL	31 Norfolk Street	Kings Lynn		Norfolk			183.75	270.75
9914492	NN00000028410082	21 Tower Street Kings Lynn Norfolk PE30 1EJ	21 Tower Street	Kings Lynn		Norfolk		12750	191.25	304.00
9914527	NN00000025220463	34-36A Norfolk Street Kings Lynn Norfolk PE30 1AH	34-36A Norfolk Street	Kings Lynn		Norfolk		8300	124.5	209.0
9914545	NN00000024210002	The Bank House Kings Staithe Square Kings Lynn Norfolk PE30 1JE	The Bank House	Kings Staithe Square		Kings Lynn	Norfolk	53750	806.25	285.00
9914554	NN00000023530739	61 High Street Kings Lynn Norfolk PE30 1AY	61 High Street	Kings Lynn		Norfolk		23500	352.5	346.8
9914572	NN0000002353096A	81 High Street Kings Lynn Norfolk PE30 1BB	81 High Street	Kings Lynn		Norfolk		33500	502.5	494.0
9914607	NN00000025221015	Grnd Fir 134 Norfolk Street Kings Lynn Norfolk PE30 1AU	Grnd Fir	134 Norfolk Street		Kings Lynn	Norfolk	17000	255	228
9914625	NN00000025220321	27 Norfolk Street Kings Lynn Norfolk PE30 1AL	27 Norfolk Street	Kings Lynn		Norfolk		6800	100	181
9914634	NN00000028411012	Waffleopolis 25-27 Tower Street Kings Lynn Norfolk PE30 1EJ	Waffleopolis	25-27 Tower Street		Kings Lynn	Norfolk		195	271
9914652	NN00000028451028	2nd Fir - Office 2-08 27-28 Tuesday Market Place Kings Lynn Norfolk PE30 1JJ	2nd Fir - Office 2-08	27-28 Tuesday Market Place		Kings Lynn	Norfolk	8800	132	204
9914670	NN00000025221004	97 Norfolk Street Kings Lynn Norfolk PE30 1AQ	97 Norfolk Street	Kings Lynn		Norfolk		7600	114	152
9914723	NN00000025221697	15 Norfolk Street Kings Lynn Norfolk PE30 1AN	15 Norfolk Street	Kings Lynn		Norfolk		16750	251.25	380.00
9914750	NN00000023531924	88-89 High Street Kings Lynn Norfolk PE30 1BL	88-89 High Street	Kings Lynn		Norfolk		53000	795	798

9914788	NN000000023531394	109-110 High Street Kings Lynn Norfolk PE30 1DA	109-110 High Street	Kings Lynn	Norfolk					36250	543.75	37,750	717.25
9914797	NN00000002353057A	47 High Street Kings Lynn Norfolk PE30 1BE	47 High Street	Kings Lynn	Norfolk					23750	356.25	19,000	361.00
9914803	NN00000002423056B	8 King Street Kings Lynn Norfolk PE30 1ES	8 King Street	Kings Lynn	Norfolk					12750	191.25	12,250	232.75
9914812	NN000000024231061	Room 110 Chequer House 12 King Street Kings Lynn Norfolk PE30 1ES	Room 110	Chequer House	12 King Street	Kings Lynn					176.25	11,750	223.25
9914859	NN000000020790001	26 Blackfriars Street Kings Lynn Norfolk PE30 1NN	26 Blackfriars Street	Kings Lynn	Norfolk					12000	180	14,000	266
9914868	NN000000023531252	102 High Street Kings Lynn Norfolk PE30 1BW	102 High Street	Kings Lynn	Norfolk					16000	240	16,500	314
9914877	NN000000025221216	120 Norfolk Street Kings Lynn Norfolk PE30 1AP	120 Norfolk Street	Kings Lynn	Norfolk					9400	141	11,250	214
9914895	NN000000028450107	The Maids Head 7 Tuesday Market Place Kings Lynn Norfolk PE30 1JL	The Maids Head	7 Tuesday Market Place	Kings Lynn	Norfolk				27500	412.5	46,000	874.0
9914910	NN000000024231003	Room 101 Chequer House 12 King Street Kings Lynn Norfolk PE30 1ES	Room 101	Chequer House	12 King Street	Kings Lynn				11500	172.5	11,500	216.5
9914939	NN000000023530955	Store 3582 80 High Street Kings Lynn Norfolk PE30 1DD	Store 3582	80 High Street	Kings Lynn	Norfolk				23000	345	18,000	342
9914948	NN00000002522115B	115 Norfolk Street Kings Lynn Norfolk PE30 1AP	115 Norfolk Street	Kings Lynn	Norfolk					6200	96.44	9,700	184.30
9914966	NN00000002522043A	32 Norfolk Street Kings Lynn Norfolk PE30 1AH	32 Norfolk Street	Kings Lynn	Norfolk					8000	120	11,250	214
9914975	NN000000025220302	26 Norfolk Street Kings Lynn Norfolk PE30 1AL	26 Norfolk Street	Kings Lynn	Norfolk					8300	117.34	11,500	216.50
9914993	NN00000002522154B	100 Norfolk Street Kings Lynn Norfolk PE30 1AQ	100 Norfolk Street	Kings Lynn	Norfolk					17000	255	22,500	428
9915003	NN000000026091004	Purfleet Brasserie 19 Purfleet Street Kings Lynn Norfolk PE30 1ER	Purfleet Brasserie	19 Purfleet Street	Kings Lynn	Norfolk				12250	154.05	14,000	266.00
9915012	NN000000025221273	126 Norfolk Street Kings Lynn Norfolk PE30 1AP	126 Norfolk Street	Kings Lynn	Norfolk					7900	118.5	9,500	180.5
9915021	NN00000002353062B	52 High Street Kings Lynn Norfolk PE30 1BE	52 High Street	Kings Lynn	Norfolk					23500	352.5	18,500	351.5
9915030	NN000000025221014	Grd Floor At 6B Norfolk Street Kings Lynn Norfolk PE30 1AR	Grd Floor At	6B Norfolk Street	Kings Lynn	Norfolk				27250	408.75	16,000	304.00
9915059	NN000000024231004	Room 302 Chequer House 12 King Street Kings Lynn Norfolk PE30 1ES	Room 302	Chequer House	12 King Street	Kings Lynn				51000	765	42,500	808
9915101	NN000000024231005	Room 301 Chequer House 12 King Street Kings Lynn Norfolk PE30 1ES	Room 301	Chequer House	12 King Street	Kings Lynn				9300	139.5	11,250	213.8
9915101	NN000000024230020	Room 211 Chequer House 12 King Street Kings Lynn Norfolk PE30 1ES	Room 211	Chequer House	12 King Street	Kings Lynn				10250	153.75	11,250	213.75
9915101	NN000000024231065	Room 003 Chequer House 12 King Street Kings Lynn Norfolk PE30 1ES	Room 003	Chequer House	12 King Street	Kings Lynn					356.25	25,250	479.75
9915101	NN000000024231025	Room 207 Chequer House 12 King Street Kings Lynn Norfolk PE30 1ES	Room 207	Chequer House	12 King Street	Kings Lynn				7800	117	8,500	162
9915101	NN000000024230026	Room 201 Chequer House 12 King Street Kings Lynn Norfolk PE30 1ES	Room 201	Chequer House	12 King Street	Kings Lynn				8100	121.5	8,800	167.2
9915101	NN000000024231026	Room 208 Chequer House 12 King Street Kings Lynn Norfolk PE30 1ES	Room 208	Chequer House	12 King Street	Kings Lynn				7800	117	8,500	162
9915110	NN000000023531017	1-2 High Street Kings Lynn Norfolk PE30 1BX	1-2 High Street	Kings Lynn	Norfolk					15500	188.55	16,000	304.00
9915148	NN00000002129036A	The Lattice House 37-39 Chapel Street Kings Lynn Norfolk PE30 1EG	The Lattice House	37-39 Chapel Street	Kings Lynn	Norfolk				60000	722.47	53,500	1016.50
9915157	NN000000020790237	10 Blackfriars Street Kings Lynn Norfolk PE30 1NN	10 Blackfriars Street	Kings Lynn	Norfolk					9000	119.84	9,400	176.60

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	2 nd September 2026		
TITLE:	Q1 2026-2027 Performance Management Report		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Leader of the Council, Councillor Alistair Beales		
REPORT AUTHOR:	Debbie Ess, Senior Corporate Governance Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

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



REPORT TO CABINET

DATE OF MEETING	8 th September 2026
REPORT TITLE	Q1 2026-2027 Performance Management Report
LEAD MEMBER	Cllr Alistair Beales, Leader
LEAD OFFICER	Debbie Ess, Senior Corporate Governance Officer
CONSULTEES	Corporate Performance Panel, Executive Leadership Team, Corporate Leadership Team
WARDS AFFECTED	None

KEY DECISION	No
DECISION MAKER	Cabinet
IS THE REPORT OPEN OR EXEMPT	Open

FINANCIAL IMPLICATIONS	No
HR IMPLICATIONS	No
POLICY IMPLICATIONS	No
STATUTORY IMPLICATIONS	No
RISK MANAGEMENT IMPLICATIONS	No
ENVIRONMENTAL IMPLICATIONS	No
EQUALITY IMPACT ASSESSMENT COMPLETED	N/A

SUMMARY OF REPORT

The Performance Management Report provides Cabinet with an update on progress against the Council's Corporate Strategy, highlighting delivery against key actions and performance indicators for Q1 2026–2027.

Corporate Strategy update

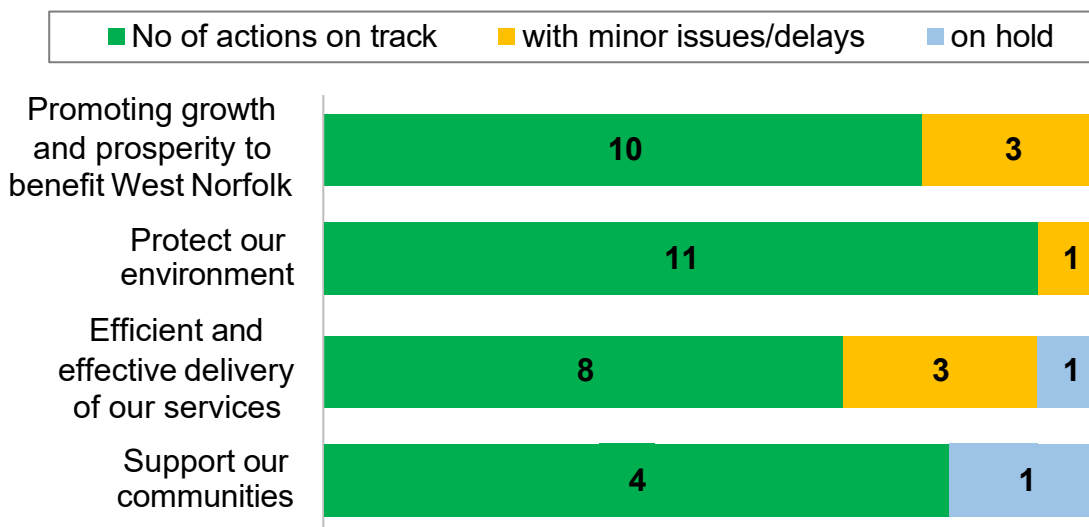
Overall performance is positive, with 83% of current projects progressing well and on track for delivery. The remaining 17% of projects are experiencing minor issues or delays, all of which have been identified and are being actively managed through appropriate monitoring actions. This demonstrates effective project oversight and a proactive approach to maintaining delivery commitments while addressing emerging challenges.

Key actions completed in Q1:

- a) Adoption of the Climate Change Strategy and Action Plan, providing a clear framework for supporting the Council's environmental ambitions.
- b) Five-year Leisure and Culture Strategy, supporting future growth, enhancing opportunities for residents, and strengthening partnership working across the district.



A summary of key actions aligned to corporate priorities

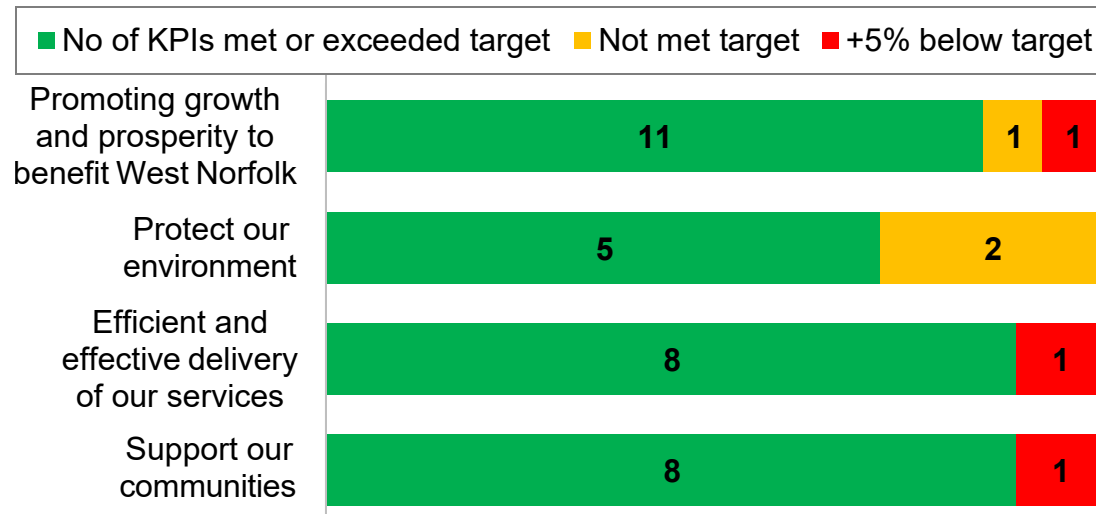


Key Performance Indicators update

Key performance indicators and targets have been reviewed by the Executive and Corporate Leadership Teams, Portfolio Holders and Corporate Performance Panel to support continuous improvement of council services. Targets continue to be set on the basis of realistic and achievable outcomes, ensuring resources are used effectively to deliver priorities for residents and communities.

84% of indicators are meeting or exceeding their targets, demonstrating achievement against planned objectives. While 16% of indicators have not met target, these represent a relatively small proportion of the measures and provide opportunities for focused improvement.

A summary of key performance indicators aligned to corporate priorities





RECOMMENDATIONS

Cabinet resolves to:

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

REASON FOR DECISION

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

CORPORATE STRATEGY

How does this proposal support our Corporate Priorities [Our priorities | Corporate Strategy 2023 - 2027 | Borough Council of King's Lynn & West Norfolk](#)

Promote growth and prosperity to benefit West Norfolk	N/A
Protect our Environment	N/A
Efficient and effective delivery of our services	N/A
Support our communities	N/A



1 Introduction

The Performance Management Report provides Cabinet with an update on progress against the Council's Corporate Strategy and key performance indicators. It summarises delivery against key actions and measures for Q1 2026–2027.

2 Background

- 2.1 The Council's Corporate Strategy for 2023–2027, approved on 23 November 2023, sets the overarching framework for the administrative term. In July 2025, Cabinet adopted the 2025–2027 Action Plan, which outlines prioritised activities for the final phase of the Strategy to support delivery and meet the needs of borough residents.
- 2.2 The priority areas are:
 - Promote growth and prosperity to benefit West Norfolk
 - Protect our environment
 - Efficient and effective delivery of our services
 - Support our communities
- 2.3 These priorities are further defined in objectives and actions set out in the Executive Team Plans, which define how the Council will deliver the Corporate Strategy.

3 Management Report

- 3.1 The report is structured around each corporate priority and provides Members, the Executive and Corporate Leadership Teams with an overview of project progress and performance against key indicators. A selection of workforce measures is included within the "Our Organisation" section.
- 3.2 Assistant Directors are responsible for reporting progress and assessing the status of their projects for Q1 2026–2027. An executive summary at the beginning of the report provides an overview of performance across all corporate priorities.

4 Options Considered None

5 Financial Implications

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

6 HR Implications None



7 Policy Implications

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

8 Climate Change and Environmental Implications and considerations

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

9 Statutory and Legal Implications

None

10 Local Government Reorganisation Implications

None

11 Health and Safety Implications

None

12 Consultees

- 12.1 Cabinet members, Corporate Performance Panel members, Executive Leadership Team and Corporate Leadership Team.

13 Equality Impact Assessment

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

14 Risk Management Implications

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

15. Conclusion

- 15.1 Cabinet to review the Performance Management Report and comment on the delivery against the Corporate Strategy.

LIST OF APPENDICES
Q1 2026–2027 Corporate Performance Management Report

LIST OF BACKGROUND PAPERS
None



Borough Council of King's Lynn & West Norfolk

Q1 2026-2027 Performance Management Report

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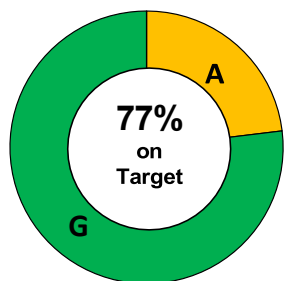
Introduction and Summary	Page
Purpose of the report	3
Summary of Corporate Strategy Projects	3
Summary of Key Performance Indicators	4
 Delivering our Corporate Strategy	
Priority: Promoting growth and prosperity to benefit West Norfolk	5
Priority: Protect our environment	7
Priority: Efficient and effective delivery of our services	10
Priority: Support our communities	13
 Managing the business	
Our key performance indicators in detail	15
Our Organisation	20
 Delivering our LGR Readiness Programme	21

Introduction and Executive Summary

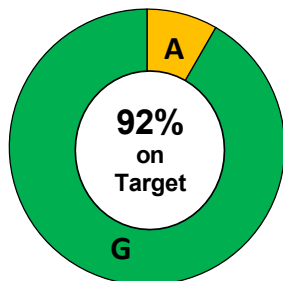
The purpose of the report is to demonstrate the performance of the Council during Q1 2026-2027 against the priorities set out in the Corporate Strategy and associated key performance indicators. It outlines the key activities being delivered to achieve the Council's corporate priorities and summarises performance by aligning key indicators with the objectives contained within the Corporate Strategy 2023-2027 and Action Plan 2025-2027.

This report does not contain details of the numerous activities undertaken in each service area that also contribute to delivering essential services and support positive outcomes for the residents of West Norfolk.

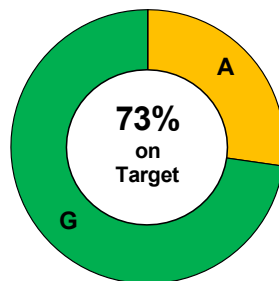
Executive summary of the Corporate Strategy - current position for Q1 2026-2027



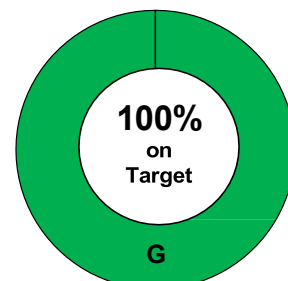
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



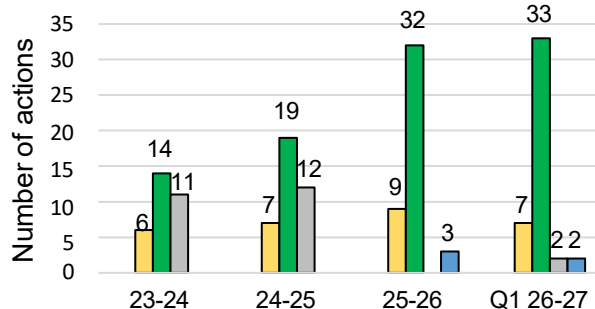
Efficient and effective delivery of our services



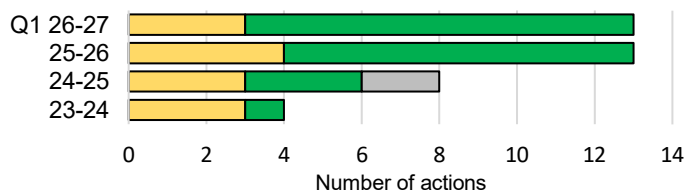
Support our communities

Corporate Priorities	Status of projects and actions				
	R	A	G	B	Completed
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	3 (23%)	10 (77%)	0	0
Protect our environment	0 (0%)	1 (8%)	11 (92%)	0	1
Efficient and effective delivery of our services	0 (0%)	3 (27%)	8 (73%)	1	0
Support our communities	0 (0%)	0 (0%)	4 (100%)	1	1
Overall position	0 (0%)	7 (17%)	33 (83%)	2	2

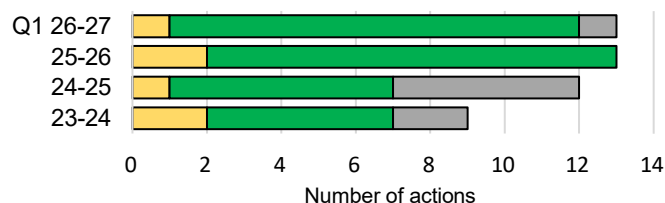
Corporate Strategy monitoring Q1 2026-2027



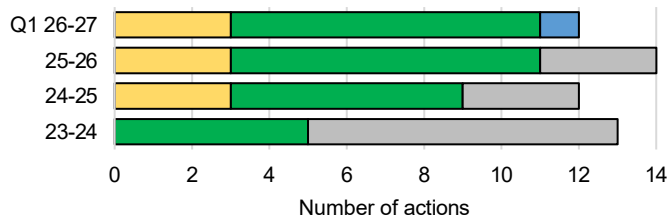
Promoting growth and prosperity to benefit West Norfolk



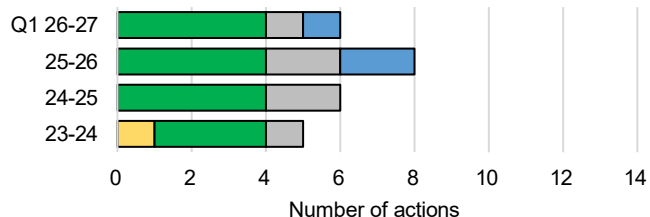
Protect our environment



Efficient and effective delivery of our services

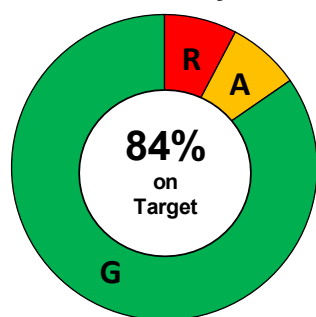


Support our communities

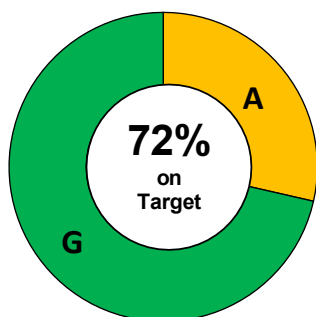


R Major issues to resolve **A** Minor issues/delays **G** Project on target **B** Project on hold/closed **Completed** Project completed

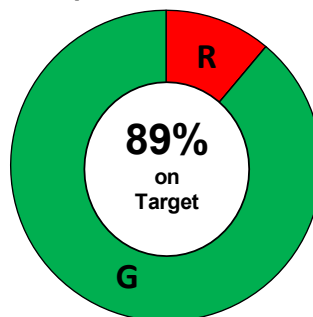
Executive summary of the Key Performance Indicators - current position for Q1 2026-2027



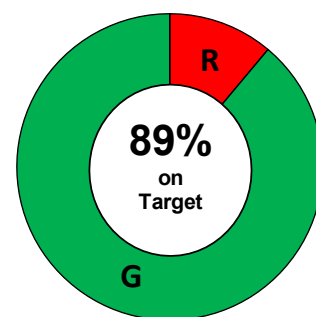
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



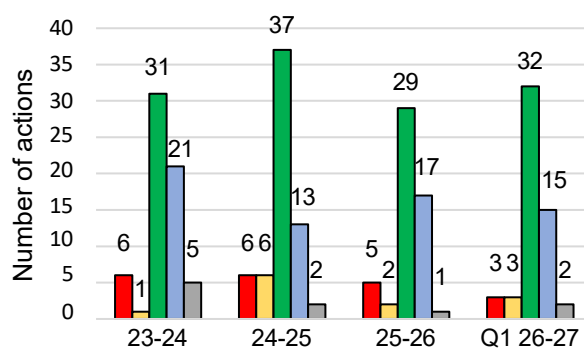
Efficient and effective delivery of our services



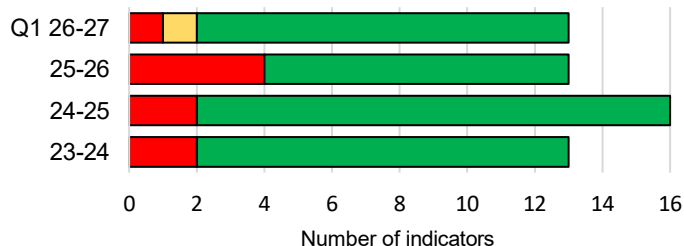
Support our communities

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	1 (8%)	1 (8%)	11 (84%)	6	0
Protect our environment	0 (%)	2 (28%)	5 (72%)	1	0
Efficient and effective delivery of our services	1 (11%)	0 (0%)	8 (89%)	1	1
Support our communities	1 (11%)	0 (0%)	8 (89%)	7	1
Overall position	3 (8%)	3 (8%)	32 (84%)	15	2

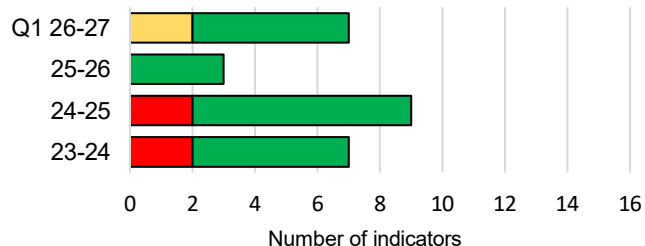
Key performance indicator monitoring



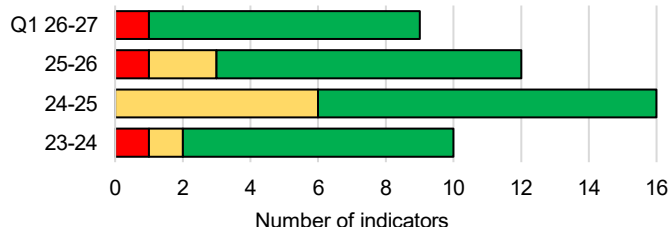
Promoting growth and prosperity to benefit West Norfolk



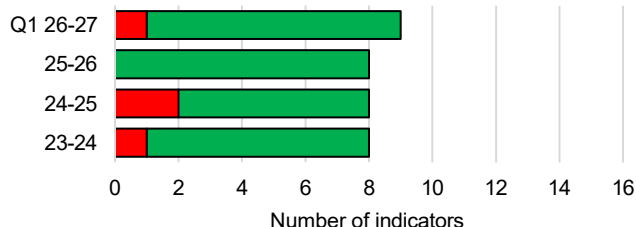
Protect our environment



Efficient and effective delivery of our services



Support our communities



R	Performance indicator is 5% or more below target	A	Performance indicator is up to 5% below target	G	Performance indicator has achieved target	M	Monitor only
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Delivering our Corporate Strategy

Promoting growth and prosperity to benefit West Norfolk

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

Actions carried out by the council

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

Project description and comments	Target Date	
Agree and deliver financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough Assistant Director Finance comments: Loan agreement for WNHC was agreed and early drawdowns are taking place. The Council is reviewing its tenure mix to ensure that private rentals and affordable housing are made available via the wholly owned property and housing companies. Q2 actions: Officers to develop for Shareholder Committee and Company Boards, further data for monitoring performance and considering opportunities that local development and Government Policy presents.	Ongoing	G ↔
Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025 Assistant Director Regeneration, Housing and Place comments: The completed car parking strategies for King's Lynn and Hunstanton will need to be considered with the respective masterplans being prepared for each town. Due to the local elections and changes to the dates of the consultation for the masterplans, the reports for both will be presented to relevant panel and Cabinet in September and October. Q2 actions: Any modifications to the parking strategies are dependent upon the final findings and recommendations of the masterplan activities.	Dec 2025	A ↔
Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan Assistant Director Property comments: Undertaking condition surveys continue with an expectation of completion late in Q3. Q2 actions: Commence the development of the Life Cycle Schedule.	Dec 2026	A ↔
Develop and commence implementation of an investment strategy for property assets owned by the council for income generation Assistant Director Property comments: The Investment Strategy will be developed upon receipt of condition information and form part of the Asset Management Plan.	Mar 2027	G ↑ A
Review and develop existing events programme across the Borough Business Operations Manager comments: Main activity has consisted of planning and preparation for upcoming events, to date all have been successful and well attended. Q2 actions: Continue to deliver our free events programme and monitor popularity, attendance and effectiveness to the wider community to assist with future planning.	Ongoing	G ↔
Develop the investment plan for West Norfolk Assistant Director Regeneration, Housing and Place comments: Action Plan adopted by Cabinet in May 2026. Q2 actions: Update investment plan to reflect final King's Lynn and Hunstanton masterplans.	Jul 2026	G ↔
Complete housing needs assessment Assistant Director Regeneration, Housing and Place comments: Draft Housing Needs Assessment received, consultation responses being reviewed and awaiting further draft. Expected further draft by end of August 2026.	Oct 2026	G ↔

Project description and comments	Target Date	
Q2 actions: Propose to share findings with Local Plan Task Group and Regeneration and Development Panel during the late summer, early Autumn.		
Progress the West Winch Housing Access Road Project Assistant Director Regeneration, Housing and Place comments: All borough council enabling work set out in the September 2018 cabinet report is complete. Start on site, delivery of road early 2027. Q2 actions: To finalise agreements with landowners on how collaboration land will be marketed. This work has commenced and currently underway. Expected completion end of 2026 early 2027	Mar 2027	G ↔
Progress the Southgates Masterplan Assistant Director Regeneration, Housing and Place comments: Activity to establish works to tidy the area to improve the visual impact of this gateway to the town. Q2 actions: Decision on works to be made.	Ongoing	A ↔
Progress the King's Lynn Masterplan Assistant Director Regeneration, Housing and Place comments: Final Public consultation on the draft masterplan completed during May-June 2026. Final Masterplan including delivery plan being prepared, taking on board consultation responses for consideration by panel and Cabinet during Autumn 2026. Q2 actions: Final Masterplan will be considered at Cabinet meeting in October.	Oct 2026	G ↔
Progress the Hunstanton Masterplan Assistant Director Regeneration, Housing and Place comments: Public consultation commenced in May. Q2 actions: Master plan will be considered at Cabinet in October 2026.	Oct 2026	G ↔
Promote the King's Lynn Enterprise Park (KLEP) Assistant Director Regeneration, Housing and Place comments: Cabinet agreed to let the contract to deliver western access road. Eastern premises and plots being actively marketed with new tenants secured. Q2 actions: Marketing of Enterprise Park continues and opportunities will be marketed to national/international occupiers and investors at the UK real estate and infrastructure conference. Planning determination of Active Travel Hub planned for Enterprise Park anticipated July 2026.	Ongoing	G ↔
Deliver the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) for 2025/26 Assistant Director Regeneration, Housing and Place comments: MHCLG and DEFRA agreed to extend UKSPF and REPF funding by 6 months to September 2026. Existing approved projects to continue during the remaining funding period. Q2 actions: Continuation of the programme for priority projects.	Sept 2026	G ↔

Actions carried out in partnership with others (Information only)

Project description and comments
Work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the St Georges Guildhall project Assistant Director Regeneration, Housing and Place comments: Pride in Place funding contribution towards the project has been secured when Government approved the Regeneration Plan in March 2026. Focus in the next quarter on fundraising while construction works continue.
Engage with schools and colleges particularly in relation to skills development Assistant Director Regeneration, Housing and Place comments: The Secondary School collaboration meetings with council officers, portfolio holder, Norfolk County Council and College of West Anglia are ongoing. Challenges identified and opportunities where we can work collectively to support raising skills, aspirations and reducing at risk of NEET. An Action Plan has been developed and is being progressed to inform activities and priorities for 2026/27.

Protect our environment

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

Actions carried out by the council

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

Project description and comments	Target Date	
Work proactively to support residents, regardless of tenure, to access funding for energy efficiency improvements and to continue to work to alleviate fuel poverty Assistant Director Health, Wellbeing and Public Protection comments: Work continues to support residents to access energy efficiency improvements and alleviate fuel poverty however, this action remains amber due to the end of the Household Support Fund reducing the Beat your Bills work and the Eco-Flex 4 scheme has now closed. The implementation of the Renters Rights Act has also required a refocus of resource in Housing Standards to support implementation of the act. Q2 actions: Support the delivery of warm homes work through the Norfolk Warm Homes consortium, and work with the ICB and NHS to identify residents who have health conditions that are worsened by cold/damp who are also eligible for warm home upgrades. Identify alternative mechanisms to support residents at risk of fuel poverty.	Ongoing	A 
Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment Assistant Director Property comments: Investment into properties to reduce our impact on the environment will form part of the Asset Management Plan.	Mar 2027	G 
Develop and deploy a climate change assessment tool for council policies and projects Assistant Director Environment and Planning comments: Draft assessment tool considered by Corporate Leadership Team (CLT) in March 2026 with agreement to test and refine. Q2 actions: Test the assessment tool with service managers who are preparing future Cabinet reports and feedback to CLT in Q3.	Dec 2026	G 
Create a community orchard at South Lynn Assistant Director Environment and Planning comments: The following actions have been completed during Q1 - CCTV cameras installed and operational, replacement trees planted, boundary fencing and access gate repaired and related webpage drafted. Community are contributing to planting and maintenance of raised beds.	Mar 2028	G 

Project description and comments	Target Date	
Q2 actions: Ongoing watering and maintenance. Installation of interpretation board pending village green status.		
Upgrade street lighting and other council assets with energy-efficient LED lighting Assistant Director Property comments: Work with the streetlamps LED conversion is currently at 65%, focus is on a completion target of 90% by March 2027. Q2 actions: There will be a slowdown of work as we proceed with some of the more challenging locations.	Mar 2027	G ↕
Complete a review of the vehicle fleet Assistant Director Environment and Planning comments: Installation of five electric vehicle chargers at Oldmedow Road Depot. An installation audit was undertaken by Energy Savings Trust on behalf of Department of Transport as part of grant funding. Q2 actions: Consider application to a future round of Depot Charging Scheme.	Apr 2027	G ↕
Promote householder group buying scheme Assistant Director Environment and Planning comments: The 2025/26 Solar Together programme completed in May 2026. 29 customers participated in the scheme representing an overall investment of £250,000 in renewable energy. 362 panels, 25 batteries and 2 electric vehicle chargers have been installed. Q2 actions: Preparations for 2026/27 programme include: review of contract with Switch Together (previously known as Solar Together) and council webpage update. Direct mail campaign by Switch Together starts 17 August 2026 with registration closing on 25 September 2026. Installations will run through to May 2027.	Aug 2027	G ↕
Procurement Strategy on net zero Assistant Director Finance comments: Council's Climate Change Policy and Strategy is being included within tender packs where proportionate and appropriate. A Social Value question continues to be included within the quality criteria asking bidders how they will support the Borough's Local Economy and the Council's Net Zero Target as part of the contract included in tenders where proportionate and appropriate. Q2 actions: Build mechanism into Social Value led by governance officers.	Mar 2027	G ↕
Air Quality Action Plan and Strategy Assistant Director Environment and Planning comments: Revocation of the remaining Air Quality Management Area (AQMA) & Air Quality Action Plan (AQAP) was agreed at Cabinet in April. Q2 actions: Consideration will now be given to a new air quality plan and strategy.	Jun 2027	G ↕
Implement the Hunstanton Coastal Management Plan Assistant Director Environment and Planning comments: The contract with Balfour Beatty has been signed and the Outline Business Case (OBC) is being worked on. Additional reports received have highlighted the need for additional urgent interim works to sections F & G of the prom. Q2 actions: Commence work on planning the interim works to areas F & G of the prom, as per the report. Brief all stakeholders as necessary, on the main capital works project and design work leading to the OBC to continue. Report to Member Major Project Board in September.	Aug 2028	G ↕

Project description and comments	Target Date	
New Local Plan Assistant Director Environment and Planning comments: The council published the formal notice of intention (NoI) and an initial timetable by 30 June 2026. An initial call for sites took place earlier in 2026 and a Scoping Consultation must be carried out by 31 October 2026. The end date for adoption is May 2029. Internal work continues at pace, as does procuring the evidence base required. Collaborative working continues with all the planning authorities in Norfolk through the Norfolk Strategic Planning Framework (NSPF), and with our other neighbours including Fenland. Government (MHCLG) have published the regulations for the new plan-making system, and some guidance. Further guidance and the new National Planning Policy Framework (NPPF) should be published in due course. The overall time scale for the new system is 30 months (with an additional 4-month lead in), these are not flexible and must be adhered to. The Planning Inspectorate (PINS) oversees the process for new Gateway 2 & 3 checks and once the plan is submitted for examination (they have now published procedural guidance). Overall governance for the Local Plan has been agreed by Cabinet and updated terms of reference for the Local Plan Task Group Q2 actions: Continue to procure the required evidence base where possible. Carry out assessment, including visits of all 750+ sites which have been proposed through the call for sites. Work through the NSPF, the Scoping Consultation scheduled for September and Gateway 1 in October.	May 2029	G ↔
Hold a climate change focused business expo in 2025 and 2027 Assistant Director Environment and Planning comments: No further actions planned until Q2 2026/27	Nov 2027	G ↔
Adopt the new Climate Change Strategy and Action Plan Assistant Director Environment and Planning comments: Climate Change Strategy and Action Plan agreed at Cabinet on 23 April 2026 and will run through to April 2028. Action plan implementation underway.	Completed	

Actions carried out in partnership with others (Information only)

Project description and comments
Engage with Anglian Water (AW) and the Environment Agency (EA) to improve sea and river water quality Business Operations Manager comments: Work continues with our water quality partners. Bathing water monitoring results for Q1 indicate no concerns.
Engage with Anglian Water (AW) and the Environment Agency (EA) concerning the shingle ridge at Heacham and Hunstanton sea defences Assistant Director Environment and Planning comments: The Wash East Coast Management Strategy (WECMS) workshop was held in June with stakeholders, further WECMS stakeholder meetings will be held in October. Continue to work with the EA on the strategy.

Efficient and effective delivery of our services

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

Actions carried out by the council

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

Project description and comments	Target Date	
Lobby Government for alternative means of Internal Drainage Board (IDB) funding Deputy Chief Executive and Section 151 Officer comments: Still awaiting review by Defra to be completed which it is hoped will outline options for funding for internal drainage boards and councils. MHCLG grant of £5m for local authorities has still not been allocated for 2026/27 due to data error which is currently being updated. It is hoped the allocations will be known by July/August and will be reflected in the budget monitoring accordingly. Q2 actions: Review draft report from Defra once released and provide feedback on implications. Continue to participate with Special Interest Group on lobbying actions with Government Departments and officials.	Mar 2027	A ↔
Review and determine impact of government changes to Internal Drainage Board (IDB) funding Deputy Chief Executive and Section 151 Officer comments: This is dependent on the Defra review and outcomes (see above). Same issues exist with standing charges, Government funding, Environment Agency withdrawing some maintenance on waterways which are being picked up by IDBs and resulting in cost shunting in some areas. Q2 actions: Monitor implications and continue to engage with Drainage Boards for insight into emerging issues. Continue to lobby Government officials and engage MPs where appropriate.	Mar 2027	A ↔
Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme Assistant Director Environment and Planning comments: Cycle to Work offer continues to be promoted via the Vivup employee benefits scheme. Q2 actions: Continue promotion of cycle to work scheme.	Ongoing	G ↔
Develop a Transformation and LGR Readiness Programme Assistant Director Corporate Services comments: During Q1, a decision was made on Norfolk's future unitary model. We have since reviewed our Transformation Programme to align it with the emerging West Norfolk Unitary, LGR Readiness, Corporate Transformation, and Business as Usual activities, ensuring our resources are used effectively. All service areas have assessed the impact of the LGR decision on service delivery, risks, and capacity. As the Norfolk-wide programme has developed, leads have been identified to support governance and workstreams, and our Transformation and LGR Readiness programmes have been aligned accordingly. Internal and cross-regional engagement sessions have helped build understanding, share knowledge, and strengthen stakeholder relationships. Objectives for the current 'discovery' and internal LGR Readiness phase have been agreed. Q2 actions: Agree and baseline Norfolk wide LGR workstream remits and deliverables to support discover stage. Agree and baseline internal LGR Readiness deliverables and plans for the next 6 months aligned with existing transformation priorities (e.g. property asset strategy, data improvements etc.). Introduce an Organisational Change Board that will support decision making for BCKLWN change and transformation activity in the context of LGR and capacity issues. Develop a comprehensive stakeholder engagement communication and engagement strategy and plan that complements Norfolk wide LGR communications activity.	Ongoing	G ↔

Project description and comments	Target Date	
Develop our Technical Roadmap (Digital Strategy) Assistant Director Corporate Services comments: Progress continued on the migration from IBM Spectrum Protect (TSM) to Veeam, improving backup, recovery and cyber resilience capabilities. Work also advanced on replacing the Council's Storage Area Network (SAN). Further cyber security improvements were delivered, and the Council successfully managed a cyber security incident, demonstrating the effectiveness of existing controls. Phase 1 of the CCTV infrastructure upgrade was completed, and migration of Microsoft Exchange services to Microsoft 365 continued. Investment continued in Microsoft 365, collaboration tools and digital workplace technologies. Progress was made on implementing a new service desk solution, improving service management processes, and launching a staff productivity and digital skills project. Work continues to improve management of the Council's application estate, strengthen information management practices, and support the wider data governance programme. Plans progressed for software upgrades and cloud migration where appropriate. Technology investment remained focused on sustainability, lifecycle management, value for money, reducing technical debt, and supporting future LGR requirements. Q2 Actions: Continue delivering cyber security improvements and upgrading ageing infrastructure. Launch the new service desk tool in August, progress the Windows 11 rollout, enhance staff digital skills and confidence, and begin the Microsoft Copilot Premium pilot. Implement the new ICT lifecycle management process and ensure technology investments support organisational efficiency and future LGR requirements.	Mar 2027	G ↔
Implement a corporate management system (CMS) to manage information to support decision-making Chief of Staff and Monitoring Officer comments: Development of the CMS continues, with dedicated portals now established for the Executive and Corporate Leadership Teams, providing live data on key actions, performance indicators and risks. Q2 actions: Launch the governance module to enhance the management and processing of FOI requests, complaints, data breaches, and related governance matters. The team will also deliver a programme of targeted training throughout Q2, including individual engagement sessions with key officers and members of the Executive and Corporate Leadership Teams.	Sept 2026	G ↔
Engage in formal HM Land Registry (HMLR) Migration Project Assistant Director Environment and Planning comments: The OCR team at HMLR have completed the 1976/77 decision notices (from the planning fiche) and are now being checked. The spatial work is due to start December 2026 but may commence earlier. Changes to update the Total Land Charge System (TLC) will be completed on 21st July. Q2 actions: Continue to move enforcement notices and S106 Agreements currently held in constraints directly into TLC over the next 6 months. CSNN and Housing Standards to review their registered notices and update the register accordingly.	Ongoing	G ↔
Engage with the Devolution programme to deliver the best outcome for West Norfolk Chief of Staff and Monitoring Officer comments: This work remains on hold until the amend proposal for a Combined County Authority from government is considered by Norfolk County Council and Suffolk County Council. Q2 actions: Continue to keep watching brief on both Norfolk and Suffolk County Councils to see if agreement is made about moving forward with devolution in Norfolk and Suffolk.	Mar 2027	

Project description and comments	Target Date	
Engage with the Local Government Reorganisation (LGR) programme to deliver the best outcome for West Norfolk Chief of Staff and Monitoring Officer comments: The council has actively engaged with preparatory works across Norfolk, including identifying representatives to sit on each workstream of the Norfolk-wide LGR Programme. Our Chief Executive Officer is the sponsor of the Place workstream, and our Chief Operating Officer is the sponsor for the Support Services workstream. We have developed a programme of Elected member training which will continue to be delivered over the next year to support them through the LGR process. Relationship building sessions have been undertaken with both the Cabinet and Executive Management team at Breckland. Our internal LGR readiness activities have been revised to align with the Norfolk programme to ensure that internal activities best support the transition to the new West Norfolk Unitary. Q2 actions: Continue to support the delivery of the Norfolk LGR programme inputting into meetings, data and resource requests to ensure that BCKLWN's views are reflected in the emerging thinking for the new unitaries. Continue to deliver the programme of member development on LGR especially focusing on decision making and their role until Vesting day (1st April 2028). Deliver an in person all member event in September for all elected members to input into the develop vision for the new West Norfolk Council. Further refine our internal LGR readiness programme to ensure we are preparing for vesting day appropriately.	Mar 2027	G 
Improve governance and assurance of corporate health and safety Assistant Director Health, Wellbeing and Public Protection comments: The Corporate Health and Safety Policy has been redrafted and will be considered for approval by Council in Q2. The Corporate Health and Safety Board is providing strategic oversight of health and safety matters. Work continues to recruit additional resource into the Corporate Health & Safety Team to deliver the councils improvement plan. Updated H&S online training course rolled out for all employees to complete. Q2 actions: Complete recruitment into the Corporate Health & Safety Team, sign off and launch of Corporate Health & Safety Policy. Development of Corporate Health & Safety intranet pages to support staff and managers.	Nov 2025	A 
Delivery of the Council's Medium Term Financial Strategy (MTFS) Assistant Director Finance comments: Council officers are monitoring the Medium Term Financial Strategy and Savings and Efficiency plan on a quarterly cycle, reporting to Cabinet throughout the year. Q2 actions: Monitor progress and report on the corrective actions required to address adverse budget variances and any projected shortfalls against savings targets.	Annual	G 
Development of the Corporate Leadership Team and service managers Assistant Director Corporate Services comments: Team coaching sessions for the Corporate Leadership Team (CLT) have now been completed, with a final evaluation session scheduled for September. Several key interventions have been implemented to support team development and effectiveness. These include the introduction of both formal and informal CLT meetings, with informal sessions focused on knowledge sharing, learning, and discussion of emerging issues and priorities. A buddy system has also been established to encourage peer support and collaboration among team members. In addition, action learning sets have been introduced, supported by an agreed Terms of Reference (ToR) to provide a structured framework for team development and continuous improvement. Monthly development sessions have been established for Service Managers, supplemented by quarterly face-to-face meetings. The programme has covered a range of topics, including presentations on digital transformation initiatives, health and safety updates, and interactive workshops designed to enhance understanding, application and development of corporate processes.	Ongoing	G 

Project description and comments	Target Date	
Q2 Actions: Development is underway on a Manager Development Passport, which is intended to provide a structured programme covering the key areas of managerial responsibility. It is anticipated that a series of development sessions will be delivered by internal subject matter experts, drawing on organisational expertise to enhance managers' knowledge, skills, and effectiveness.		

Support our communities

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

Actions carried out by the council

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

Project description and comments	Target Date	
Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers Chief of Staff and Monitoring Officer comments: Action remains on hold due to insufficient staff resources. Q2 actions: Complete recruitment of key role to the Corporate Governance Team.	On hold	
Further develop 'Creating Communities' events Assistant Director Regeneration, Housing and Place comments: No events were held in Q1 however, face to face interviews were conducted with new residents at Florence Fields and leaflets shared. Overall, positive feedback was received. Q2 actions: Plan and deliver an event to coincide with Councillor visit at Florence Fields in September.	Ongoing	G ↔
Undertake a review of the council's equality policy and continue to progress a range of workstreams to support equality, diversity and inclusion (EDI) Chief of Staff and Monitoring Officer comments: EDI Review, Audit and Strategy Development Proposal presented to and agreed by Executive Leadership Team in June 2026. This proposal recommended commissioning an external EDI review to ensure the Council remains compliant with the Equality Act 2010 following the Supreme Court ruling For Women Scotland Ltd v The Scottish Ministers and the subsequent EHRC Statutory Code of Practice. Key outputs of this work will include an updated and legally compliant EDI Policy and guidance, practical recommendations for any required changes, and the development of a Borough wide EDI Strategy to support the Council's long term approach to EDI, particularly in the context of LGR. Q2 actions: Commence work with the procurement team to undertake a pre-market engagement exercise to engage with potential suppliers before formal tender.	Ongoing	G ↔
Develop a Health and Wellbeing Strategy and Action Plan Assistant Director Health, Wellbeing and Public Protection comments: Work is ongoing with system partners to respond to findings of IHE Yr 1 report. Further work to support Yr 2 work on skills and attainment. Q2 actions: Completion of draft strategy and action plan for approval by Advisory Board in September.	Sept 2026	G ↔

Project description and comments	Target Date	
Develop and support partnerships with key stakeholders to deliver improved health and wellbeing for West Norfolk Residents drawing on outcomes of Health and Wellbeing Strategy and Marmot recommendations Assistant Director Health, Wellbeing and Public Protection comments: Marmot principles in development of new strategies and delivery of programmes in West Norfolk (Pride in Place, Economic Strategy and Active Norfolk Place Expansion). Increased use of asset based community development (ABCD) approach. Q2 actions: Completion of project and asset mapping work to identify work in West Norfolk and how it is already or could use Marmot principles to ensure health inequalities are addressed. Launch of Health and Wellbeing Partnership 2026, funding applications for projects aimed at addressing health inequalities. Support the NHS Neighbourhood Health plan to ensure effective delivery of community based health model.	Oct 2026	G ↔
Develop 5-year Strategy for Leisure and Culture ensuring growth and additional partnership working Assistant Director Leisure and Culture comments: Following the insourcing of Alive, the strategic objectives for Leisure and Culture are now fully integrated with the Council's corporate priorities. A Service Outcomes Framework has been developed, aligned to the LGA Local Outcomes Framework, with service-specific targets agreed through to 2026 to demonstrate delivery against corporate outcomes. Corporate KPIs have been reviewed and refined to better reflect service maturity, with a greater focus on measurable outcomes, impact and contribution to the Council's strategic objectives. Recognising the Local Government Reorganisation transition over the next two years, shorter-cycle planning has been introduced to maintain agility and responsiveness, alongside the development of a forward capital investment programme to support long-term sustainability and future priorities. The service is now fully embedded within the Council's strategic planning and performance framework, providing clearer accountability, stronger alignment with corporate objectives, and a more robust evidence base for future investment and service development.	Completed	

Managing the Business

Our Performance Indicators in detail



Performance indicator is 5% or more below target



Performance indicator is up to 5% below target



Performance indicator has achieved target



Monitor only

Promote growth and prosperity to benefit West Norfolk

Ref	Performance indicator	2025/26	2026/27				Target	Comments
			Q1	Q2	Q3	Full Year		
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	94%	92%				70%	G ↕
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	92%	89%				60%	G ↕
1.3	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	0.88%	0.92%				10%	G ↕
1.4	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	0.84%	0.82%				10%	G ↕
1.5	% of major planning applications determined with an extension of time (EOT)	25%	56%				50%	G ↓ R 9 applications were determined within Q1, 5 with EoTs
1.6	% of non-major planning applications determined with an extension of time (EOT)	10%	15%				35%	G ↕
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0				£0	G ↕

Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
1.8	% of new enforcement cases actioned within 12 weeks of receipt	89%	92%				85%	G↔	
1.9	No of new homes built through the Council's Major Housing Programme	77	29				21	G	
1.10	No of new Affordable Homes delivered by the Major Housing Programme	12	7				Monitor only	M	
1.11	% of rent arrears on industrial units	1.98%	2.22%				5%	G↔	
1.12	% of rent arrears on retail/general units	6.26%	6.53%				6%	A↔	
1.13	Long stay car parking tickets purchased	332,009	108,169				332,009	G	Cumulative data
1.14	Short stay car parking tickets purchased	1,226,619	308,356				1,226,619	G	Cumulative data
1.15	Local (West Norfolk) contracts awarded to SMEs: (include %, number and value)	73% 8 £480,650	74% 17 £1,167,627				Monitor only	M	
1.16	Capital contracts awarded to SMEs: (include %, number and value)	68% 17 £22,615,803	80% 4 £417,422				Monitor only	M	
1.17	Revenue contracts awarded to SMEs: (include %, number and value)	69% 38 £4,565,383	72% 13 £750,204				Monitor only	M	
1.18	No of new homes delivered in the Borough to meet the housing need target	704	168				Monitor only	M	
1.19	No of new affordable homes delivered in the Borough	217	-				Monitor only	M	

Protect our Environment

Ref	Performance indicator	2025/26	2026/27							
			Q1	Q2	Q3	Full Year	Target	Comments		
2.1	% of street lighting within the borough converted to LED	63.54%	87.40%					90%	G	Cumulative data

Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
2.2	Increase installed solar power capacity by 15% to 824.3 kWp	-	716.8				824.3	G	Cumulative data
2.3	No of brown bins in use for composting	29,225	29,533				29,000	G↔	
2.4	Total tonnage of garden waste collected and treated	10,370	3,131				11,000	G↑ R	
2.5	Total tonnage of food waste collected and treated	1,719	472				1,700	A	Cumulative data
2.6	Total tonnage of mixed recycling collected and treated	14,111	3,475				14,000	A	Cumulative data
2.7	No of fly tipping incidents recorded	2,462	439				Monitor only	M	
2.8	% of fly tipping cases initially assessed within 1 day of being recorded	95%	100%				97%	G↔	

Efficient and effective delivery of our services

Ref	Performance indicator	2025/26	2026/27					Target		Comments
			Q1	Q2	Q3	Full Year				
3.1	Average time Customer Information Centre takes to answer an incoming call	1 mins 36 secs	2 mins 50 secs					2 minutes	R	High volume of calls relating to annual billing and resource issues have impacted on performance
3.2	Average time Customer Information Centre takes to answer a webchat	-	28 secs					1 minute	G	
3.3	Customer Information Centre satisfaction rate	-	79%					75%	G	
3.4	% of supplier invoices paid within 30 days	99%	99%					99%	G ↔	
3.5	% of local supplier invoices paid within 10 days	96%	96%					96%	G ↔	
3.6	% of invoices with a valid PO raised in advance of invoice date	-	72%					100%		Cumulative data

Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
3.7	% of Council Tax collected against outstanding balance	97.1%	27.8%				97.1%	G ↔	Cumulative data
3.8	% of Business Rates collected against outstanding balance	97.9%	30.4%				98.6%	G ↔	Cumulative data
3.9	% of BID Levy collected	97.5%	46.5%				97.5%	G ↑ A	
3.10	% of press releases covered by media within one month of being issued	95%	100%				95%	G ↔	
3.11	No of cyber security incidents reported	0	0				Monitor only	M	

Support our communities									
Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
4.1	Households placed in all temporary accommodation	71 families 208 singles	10 families 61 singles				Monitor only	M	
4.2	Households placed in nightly paid temporary accommodation	48 families 190 singles	8 families 54 singles				Monitor only	M	
4.3	No of Homeless applications received	659	141				Monitor only	M	
4.4	No of households housed through the housing register	650	139				Monitor only	M	
4.5	No of verified instances of rough sleepers recorded	39	10				Monitor only	M	
4.6	No of days to process new housing benefit and council tax support claims	15	16				20	G↔	
4.7	No of days to process housing benefit and council tax support changes of circumstances	13	7				20	G↔	

Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
4.8	% of food premises achieving a rating of 3 or above	94%	93%				90%	G ↔	
4.9	% of housing adaptations completed within time	84%	88%				80%	G ↔	
4.10	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	3,585	1,547				4,000	G ↔	Cumulative data
4.11	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	91%	86%				80%	G ↔	
4.12	No of HMO licence applications received	22	4				Monitor only	M	Cumulative data
4.13	% of HMO licence applications receiving a draft licence or draft refusal within 45 working days of application validation	80%	20%				80%	G ↓ R	Delays with landlords resulted in 4 applications exceeding the 45 day limit
4.14	% of residents achieving a measurable health improvement through physical activities and cultural interventions	-	Annual data to be reported in Q4				Monitor only	M	
4.15	Deliver an increase of 3.5% (£250k), in social value from the leisure and community activity service	-	3%				3.5%	G	
4.16	Improve Alive customer satisfaction levels beyond national benchmarks year on year	7%	Annual data to be reported in Q4				4%		Data provided by Net Promoter Score (NPS) in March 2027
4.17	Increase number of Alive participants on exercise referral or special populations programme	16%	22%				4%	G ↔	

Our Organisation

The following is a selection of our people performance measures:

Performance Indicator		2025/26	2026/27					Summary Notes Ref
		Full Year	Q1	Q2	Q3	Full Year	Target	
Permanent staff	Total established permanent posts	712	716				-	(1)
	Total permanent post FTE	656.20	660.20				-	(1)
	Total number of people in established posts	660	664				-	
	% of voluntary permanent staff turnover (cumulative)	7.91%	1.54%				12%	(2)
	Number of voluntary leavers from permanent roles (cumulative)	56	11				-	(3)
	Number of starters to permanent roles (cumulative)	47	13				-	(3)
	Average number of working days lost to sickness absence per permanent employee FTE (cumulative)	9.49	1.98				8.70 days	(4)
	Number of permanent employees who have had a period of long term sickness (cumulative)	77	28				-	(5)
	% of employees undertaking an apprenticeship	2.4%	2.1%				2.3%	(6)
Temporary staff	Total number of temporary posts	31	31				-	
	Total number of temporary staff FTE	27.59	26.44				-	
	Average number of working days lost to sickness absence per temporary employee FTE (cumulative)	3.67	1.54				-	(7)

Position summary

1. The full year permanent staff numbers show a slight increase in the establishment required to provide key projects such as fly-tipping which without the additional resources could not be provided.
2. Voluntary turnover rate remains within the anticipated turnover levels and at this point of the year is slightly lower based on last years figures, but numbers do change over the year.
3. In line with the turnover figure, based on last years total number is slightly lower, but this could change throughout the year. The starters based on last years total year is slightly higher, and again will balance out through the year. It is to be reminded that leavers and starters from permanent roles should be read in isolation from each other due to the time between resignation of one employee and start date for a new employee, which often spans any particular quarter
4. The number of days lost to sickness absence is lower than 2025/2026. HR are supporting proactive management to address sickness absence issues and are actively monitoring compliance by liaising with managers regarding targets for return to work reviews and case reviews.
5. Number of employees who have had a period of long term sickness is slightly higher than this time last year. The number of long term sickness cases will fluctuate and are measured cumulatively.
6. Apprenticeship number decreased due to removal of funding for level 7.
7. Number of temporary posts includes staff on short- and long-term contracts, fixed term contracts and apprenticeships throughout the Council, and remains constant from the previous year.

Delivering our LGR Readiness Programme

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

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

Pillar One – Organisational Development

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

Workstreams

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

Achievements during this period

- The draft behaviours have been developed from the engagement activity conducted at the Staff Conference in February. These have been shared with the values and behaviours project team, UNISON and the Neurodiversity group. CLT have also been asked to comment on the draft by 17 July 2026. The next stage will be to communicate the behaviours linked to an integration plan of key people processes eg induction, recruitment and 1:1's
- The draft People Roadmap was shared with ELT on 26 May and is due to go to CLT on 28 July
- The HR team are continuing to develop managers toolkit's to cascade policy changes
- There have been a number of activities taking place with the Change Champions including training sessions on: change management and effective communication. A dedicated Teams channel has been put in place along with a clear brand identity which the group developed. There are mechanisms in place to brief and get feedback from the group in place
- Service manager sessions are in place for 'in person' quarterly meetings and monthly (virtual) sessions have been put in place at the request of the group to keep them abreast of current issues and it also gives them the opportunity to ask questions and share feedback on corporate topics
- A corporate training programme is being developed setting out both mandatory and corporate led staff development
- Wellbeing section on the intranet has been developed to signpost staff to all available health and wellbeing support and interventions. This will be launched shortly

Pillar Two – Service Innovation & Digital Transformation

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

Workstreams

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

Achievements during this period

- Completed ICT Finance, Applications and Infrastructure audits.
- Established the Design Authority as business-as-usual governance.
- Mobilised the Data Programme, Mobile Rationalisation and Application Rationalisation workstreams.

- Implemented the new ICT Service Desk solution.
- Agreed the new ICT Lifecycle ready for organisational launch.
- Commenced replacement of critical infrastructure identified through the audit, including the Storage Area Network (SAN).
- Introduced programme benefits tracking to monitor financial savings and service improvements.
- Continued delivery of priority cyber security and infrastructure remediation activities.
- Developed Marmot recommendations from year 1 into draft action report for consideration by Advisory Board in September.
- Facilitated yr2 workshops with businesses and education groups on yr2 focus of skills and employment

Pillar Three – Enterprise our Assets

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

Workstreams

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

Achievements in Q3

- Light touch works around the Office Accommodation project are to continue whilst the work is re-scoped
- The Housing Delivery Strategy continues to progress and will be finalised in Q3
- Asset Management planning continues. Tasks include introducing a Facilities Management software system to support a move to the Corporate Landlord Model, including consideration of contract management in this space and development of the Asset Management Strategy
- Consider next steps for the Lynnsport swimming pool project through Cabinet and Council decision-making processes

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	2 nd September 2026		
TITLE:	Budget Monitoring Quarter 1		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Portfolio Holder for Finance, Councillor Chris Morley		
REPORT AUTHOR:	Carl Holland, Assistant Director for Finance and Deputy Section 151 Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

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

REPORT TO CABINET

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



DATE OF MEETING	8 September 2026
REPORT TITLE	BUDGET MONITORING QUARTER 1 2026/2027
LEAD MEMBER	Councillor Chirs Morley – Portfolio Holder for Finance
LEAD OFFICER	Carl Holland – Assistant Director – Finance (Deputy Section 151 Officer)
CONSULTEES	All Cabinet
WARDS AFFECTED	All

KEY DECISION	YES
DECISION MAKER	Cabinet
IS THE REPORT OPEN OR EXEMPT	OPEN

FINANCIAL IMPLICATIONS	YES
HR IMPLICATIONS	NO
POLICY IMPLICATIONS	NO
STATUTORY IMPLICATIONS	YES
RISK MANAGEMENT IMPLICATIONS	YES
ENVIRONMENTAL IMPLICATIONS	NO
EQUALITY IMPACT ASSESSMENT COMPLETED	19 August 2026

SUMMARY OF REPORT

This report provides an assessment of the council's financial performance against its 2026/2027 approved budget, incorporating key financial risks, issues, and opportunities since 1 April 2026 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 30 June 2026.

Revenue	Approved Budget 2026/27	Forecast 2026/27	Forecast Variance
	£	£	£
Borough Spend	27,655,079	27,655,079	0
Financing	(28,845,006)	(28,845,006)	0
Contributions to/(from) General Fund Balance	1,189,927	1,189,927	0

The current forecast position is estimating a £1,189,927 transfer to the General Fund Reserve in accordance with the budget approved by Council in February 2026. Following the presentation to Cabinet of the pre-audit 2025/2026 outturn on 23 July



2026 the opening balance of the General Fund Reserve as at 31st March 2026 is £9,906,502. The forecast General Fund Reserve Balance as at 31st March 2027 is therefore £11,096,429.

There are no changes to forecast at the end of Quarter 1, and Appendix A to the report includes notes to support the forecast position. Summary key movements to the forecast include:

RECOMMENDATIONS

Cabinet resolves to:

- 1) Note the forecast outturn for Revenue and Capital monitoring position as at 30th June 2026 for 2026/2027.
- 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 in the current financial year based on the data in the reported period.



CORPORATE STRATEGY

How does this proposal support our Corporate Priorities [Our priorities | Corporate Strategy 2023 - 2027 | Borough Council of King's Lynn & West Norfolk](#)

Promote growth and prosperity to benefit West Norfolk	
Protect our Environment	
Efficient and effective delivery of our services	The report provides data to ensure monitoring of Council spend and income with the aim of providing Cabinet with opportunity to discuss and consider action as a result.
Support our communities	

REPORT DETAIL

1. Introduction

1.1. The Budget Monitoring Report 2026/2027: Quarter 1 – 30 June 2026

1.1.1. Introduction This report provides an assessment of the council's financial performance against its 2026/2027 approved budget, incorporating key financial risks, issues, and opportunities since 1 April 2026 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 2026 to 30 June 2026.

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

- General Fund (Revenue) – Section 2.2 and Appendix 1
- Capital – Section 2.3 and Appendix 2
- Reserves – Section 3

2. Background

2.1. Revenue and Capital Summary

2.1.1. In March 2026 the Government determined that three new unitary authorities would be created to replace the existing authorities, meaning there is ongoing uncertainty surrounding the impact this may have on the authority. Council Leaders and officers from across the Norfolk councils are working together on local government reorganisation proposals. This preparatory work creates pressure on existing capacity and will result in additional spend across the County. Decisions regarding funding of this work is carefully monitored by the



S151 Officer and its impact on the current year budget will be reported where overspends are identified.

2.1.2. For the 12 months ending 30 June 2026, inflation is at 2.6%, a reduction from 3.5% in December 2026. 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 1, the Bank of England base rate was at 3.75%, unchanged from December 2025.

2.1.3. The Council set its budget for both Revenue and Capital at its meeting on 26 February 2026. Table 1 shows a summary of the forecast revenue position for the year based on information arising from the period 1 April 2026 to 30 June 2026.

Table 1

Revenue	Approved Budget 2026/27	Revised Budget 2026/27	Forecast 2026/27	Variance to Revised Budget
	£	£	£	£
Borough Spend	27,655,079	27,655,079	27,655,079	0
Financing	(28,845,006)	(28,845,006)	(28,845,006)	0
Contributions to/(from) General Fund Balance	1,189,927	1,189,927	1,189,927	0

2.1.4. The Council approved a balanced budget for the 2026/2027 financial year, which included a contribution of £1,189,927 to the General Fund Reserve for the financial year. The current forecast position is unchanged.

2.1.5. The forecast capital position for the year based on information arising from the period 1 April 2026 to 30 June 2026, is summarised in Table 2 below.



Table 2

Capital	Approved Budget adjusted for rephasing 2026/2027	Updated Budget to Q1 Monitoring Report	Updated forecast at 30 June 2026	Actuals to 30 June 2026
Tier 1: Major Projects	48,086,960	49,420,230	48,420,230	7,959,428
Tier 2: Operational Schemes	7,886,120	8,294,120	8,294,120	890,821
Tier 3: Operational Schemes	2,971,280	2,971,280	2,971,280	0
Exempt Items	15,004,800	15,004,800	15,004,800	10,675
Total	73,949,160	75,690,430	74,690,430	8,860,923

2.1.6. Updates to the Capital Programme are reported in paragraphs 2.5 to 2.10.

2.2. Revenue Budget 2026/2027

2.2.1. The budget for 2026/2027 was presented to Cabinet on 3 February 2026 and approved by Council on 26 February 2026 in accordance with the process for approving the Medium-Term Financial Strategy 2025/2030.

2.2.2. A summary of the revenue budget position as at 30 June 2026 is shown below in Table 3. Further detail of the movements can be seen in Appendix 1.

Table 3

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Corporate Services	2,787,700	573,060	714,348	141,288	2,787,700	0	3.1
Chief Executive	5,236,160	2,316,350	2,233,876	(82,474)	5,236,160	0	3.2
Environment and Planning	1,884,998	592,570	249,629	(342,941)	1,884,998	0	3.3
Health, Wellbeing and Public Protection	556,480	(556,550)	(609,651)	(53,101)	556,480	0	3.4
Corporate Governance & Compliance	2,985,600	691,620	633,457	(58,163)	2,985,600	0	3.5
Leisure and Culture	1,850,970	284,600	578,139	293,539	1,850,970	0	3.6



Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Operations and Commercial	(225,640)	(1,624,120)	(1,903,266)	(279,146)	(225,640)	0	3.7
Property Services	(1,516,150)	(210,110)	(228,128)	(18,018)	(1,516,150)	0	3.8
Regeneration Housing & Place	752,220	450,480	432,776	(17,704)	752,220	0	3.9
Finance	5,910,690	1,812,480	1,876,371	63,891	5,910,690	0	3.10
Cost of Services	20,223,028	4,330,380	3,977,550	(352,830)	20,223,028	0	
Financing Adjustment	3,561,460	0	0	0	3,561,460	0	3.11
Internal Drainage Boards	3,870,591	967,260	967,260	0	3,870,591	0	3.12
Borough Spend	27,655,079	5,297,640	4,944,810	(352,830)	27,655,079	0	
Contributions to /(from) Reserves	1,189,927	0	0	0	1,189,927	0	
Borough Requirement	28,845,006	5,297,640	4,944,810	(352,830)	28,845,006	0	
Revenue Support Grant	(16,983,200)	(4,595,406)	(4,242,576)	352,830	(16,983,200)	0	
Other Government Grants	(2,839,720)	(46,027)	(46,027)	0	(2,839,720)	0	
Council Tax	(9,022,086)	(656,207)	(656,207)	0	(9,022,086)	0	
Grand Total	(28,845,006)	(5,297,640)	(4,944,810)	352,830	(28,845,006)	0	

2.2.3. Key points of note:

- Exceptionally dry conditions are impacting the work of the ground's maintenance services, for example reducing the need for grass cutting, increasing need for flower bed maintenance. Variations to these costs will be accounted for throughout quarter 2 and be reflected in subsequent budget monitoring reports.
- Work to review property related budgets with a view to creating a Corporate Landlord model may result in variances to forecast and will be reported during the year.
- The events team keep under review public safety measures, with consideration to Martyn's Law (2025) and reports additional costs associated with this but aims to contain these costs within overall events net spend.
- The Government has confirmed grant of £537k towards the impact of Internal Drainage Board levies. This is expected to be paid during Quarter 2.



2.3. Capital Budget 2026/2027

2.3.1. A summary of the position as at 30 June 2026 for the capital programme is shown below in Table 4. A detailed breakdown of the capital programme is included at Appendix 2.

Table 4	2026/2027 Approved Budget adjusted for Rephasing	Updated Budget to Q1 Monitoring Report	Actuals to 30 June 2026
	£	£	£
Tier 1 Major Projects			
Programme and Place	25,141,630	25,141,630	6,891,529
Regeneration, Housing and Place	14,219,750	14,219,750	762,418
Health, Wellbeing & Public Protection	7,858,850	7,858,850	305,481
Leisure and Culture	934,500	2,267,770	
Total Tier 1	48,154,730	49,488,000	7,959,428
Tier 2 Operational Schemes			
Corporate Services	1,845,000	1,845,000	118,771
Health Wellbeing and Public Protection	2,637,530	2,637,530	499,815
Leisure And Culture	442,000	442,000	10,869
Operations and Commercial	1,917,940	2,167,940	254,345
Property Services	1,013,650	1,171,650	7,020
Total Tier 2	7,856,120	8,264,120	890,821
Tier 3 Operational Schemes			
Leisure And Culture	1,442,000	1,442,000	0
Operations and Commercial	867,720	867,720	0
Property Services	420,500	420,500	0
Regeneration, Housing and Place	271,060	271,060	0
Total Tier 3	3,001,280	3,001,280	0
Exempt Items	14,937,030	14,937,030	10,675
Total Capital Programme (Tiers 1 2 3)	73,949,160	75,690,430	8,860,924



2.3.2. Notes to forecast and programme amendments

2.3.3. Coastal Defence Works; £7,858,850 is currently budgeted in tier 1 of the capital programme for the current year. The nature of this work is such that a number of consents and licences are required, which will also determine the timing of these works. This budget includes a significant percentage of contingency in accordance with guidelines for schemes of this scale and nature.

2.3.4. South Lynn fire Safety Training Facility; £30,000 is included at tier 2 to enable costings for the work to be presented.

2.3.5. Towns Deal - St George's Guildhall Project; The 2026/2027 budget (per the appendix) is £8.7m, latest cashflow as at report date has expected costs for 2026/2027 of £8.1m, a £0.6m difference. The spend profile is weighted towards the last six months, (Quarter 1, £0.7m; Quarter 2, £1.5m; Quarters 3 and 4 are £3m each. Spend is on track with an expected carry over into 2027/2028.

2.3.6. Towns Deal - Active Clean and Connectivity; The 2026/2027 budget (per the appendix) is £3.4m. Following the planning decision the project awaits retendered prices from the contractor. Budget updates and costs are being re-evaluated in early September. A reprofiled budget is expected to be reported in Quarter 2.

2.3.7. Towns Deal - Riverfront Regeneration - Customs House; The 2026/2027 budget (per the appendix) is £1.9m, Stakeholder negotiations have impacted commencement. Completion is anticipated in Quarter 1 2027/2028, with £0.4m to be reprofiled into 2027/2028.

2.4. Tier Specific updates

2.5. Tier 1, Leisure and Culture

West Norfolk Racket and Community Sports Hub; £866,730 is currently included in tier 3 of the capital programme. A report approved at Council on 29 July has seen the scope of this project increased to three covered padel courts, weatherproofed tennis courts and a multi-use games area. The budget requirement for the works is £2,200,000, part funded with a grant of £1,000,000. The target date for these works is currently estimated to be within the current financial year.

Project	Budget
West Norfolk Racket and Community Sports Hub	£2,200,000



2.6. Tier 2, Operations and Commercial

Parks and Open Spaces; £250,000 is to be added to the capital programme for the phased replacement equipment.

Project	Budget
Parks and Open Spaces Equipment	£250,000

2.7. Tier 2, Property and Projects

Energy Efficiency Projects; additional provisions have been added to existing budgets;

2.8. Street lighting, survey works have identified additional aging streetlights requiring replacement, a collective £45,000 has been added across the two projects.

2.9. A sports pitch at Lynnsport has further been identified for the replacement of existing lighting to LED, £33,000 is added to complete the works. Grant funding is being sort towards the expenditure.

Project	Budget
Re:Fit Project Street Lighting	£10,000
Street Lighting	£35,000
Re:Fit Project Lynnsport	£33,000

2.10. Tier 2, Leisure and Culture

Town Hall Porch Refurbishment Works; £80,000 is to be added to the capital programme to undertake the structural refurbishment of the porch at the Town Hall. It is temporally supported by timber struts to prevent any further damage to the Grade I listed building. These urgent works will include the replacement of a lintel and associated works to plaster and stone mullions.

Project	Budget
Town Hall Porch Refurbishment Works	£80,000



3. Reserves

3.1. 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

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

Table 5

Projected Movements in General Fund Balances	2026/2027
	£
Opening Balance	9,906,502
Estimated contribution to / (from) GF Fund Budget	1,189,927
Closing Balance	11,096,429

3.3. 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 2026 to 30 June 2026.

Table 6

Reserves	Opening balance 1 April 2026	Budgeted movements To/(From) Revenue	In year movements To/(From) Revenue	Note	Outturn Balance 31 March 2027
Ring Fenced Reserves					
Amenity Areas	(61,594)	-	-		(61,594)
Capital Programme Resources	(784,339)	520	-		(783,819)
Collection Fund Adjustment Reserve	(7,479,022)	-	-		(7,479,022)
Grants Reserves	(3,112,016)	8,600	-		(3,103,416)



Reserves	Opening balance 1 April 2026	Budgeted movements To/(From) Revenue	In year movements To/(From) Revenue	Note	Outturn Balance 31 March 2027
Holding Accounts	(74,296)	-	-		(74,296)
Other	(229,422)	(51,510)	-		(280,932)
Planning Reserves	(179,648)	459,800	-		280,152
Repairs and Renewal Reserves	(613,093)	(146,920)	-		(760,013)
Ring Fenced Reserves	(7,979,117)	(1,626,190)	-		(9,605,307)
Educational Skills Attainment	(187,902)	-	-		(187,902)
Sub Total	(20,700,448)	(1,355,700)	-		(22,056,148)
Risk Management					
Capital Programme	(64,413)	-	-		(64,413)
Holding Accounts	-	-	-		-
Insurance	(283,988)	(12,200)	-		(296,188)
Planning Reserves	(22,947)	-	-		(22,947)
Ring Fenced Reserves	(45,155)	-	-		(45,155)
Sub Total	(416,503)	(12,200)	-		(428,703)
Service Delivery					
Capital Programme Resources	(6,375,602)	(260,610)	6,346	1	(6,629,866)
Climate Change Strategy	(491,646)	48,760	-		(442,886)
Grants Reserves	(1,803,019)	(63,000)	-		(1,866,019)
Holding Accounts	(1,189,995)	(70,000)	2,000	2	(1,257,995)
Planning Reserves	(167,050)	-	167,050	3	0
Project Reserves	(675,910)	-	-		(675,910)
Change Management	(2,046,841)	416,240	500,000	4	(1,130,601)
Repairs and Renewal Reserves	(729,012)	5,380	-		(723,632)
Ring Fenced Reserves	(44,414)	(10,000)	-		(54,414)
Sub Total	(13,523,488)	66,770	675,396		(12,781,322)
Grand Total	(34,640,439)	(1,301,130)	675,396		(35,266,173)



3.4. Notes to Table 6

3.4.1. Budgeted Movements (to)/from reserves total (£1,301,130): Movements (to)/from reserves which were included within the approved budget.

3.4.2. In year movements (to)/from revenue total £675,396: This balance accounts for other movements, that have been determined in-year, to and from reserves during the year of £675,396. See notes below.

3.4.3. Note 1: Capital Programme Resources: Careline transfer to revenue. Advance receipt in 2025/26 carried forward via reserve into 2026/27. Total £6,346.

3.4.4. Note 2: Holding Accounts: Contribution to fund Local Hero awards. Total £2,000.

3.4.5. Note 3: Planning Reserves: Transfer from reserves – release of funds to help support the cost of Local Plan. Total £167,050.

3.4.6. Note 4: Project Reserves: LGR agreed implementation contribution. Total £500,000.

4. Age Debt Analysis

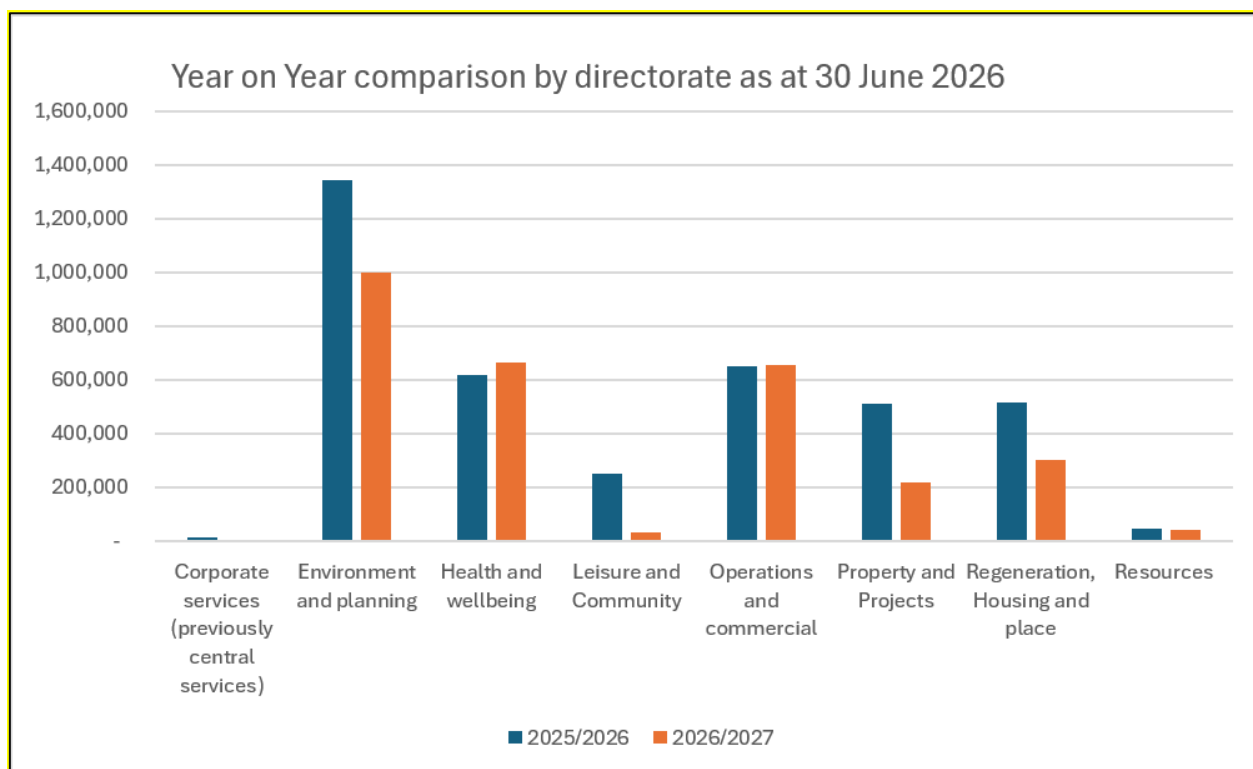
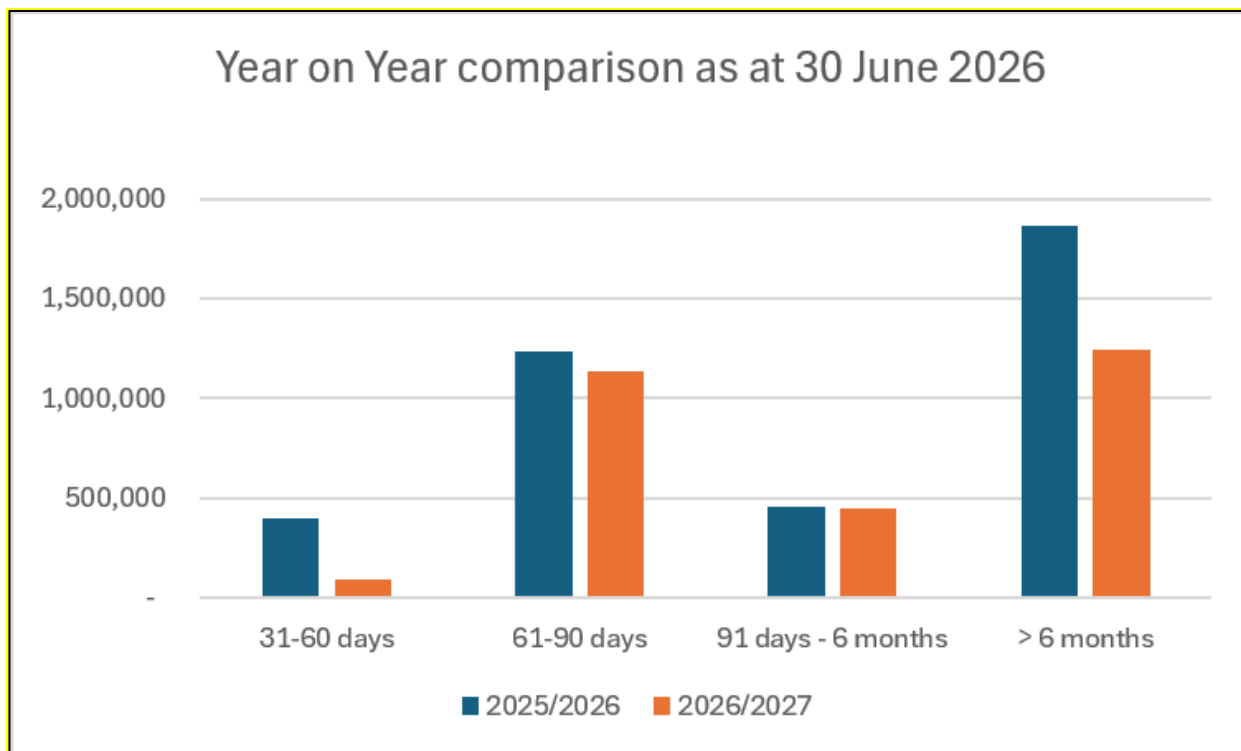
4.1. The effective management and collection of debt is an essential contributor to the councils' financial resources. Debt recovery levels can be volatile and at risk especially when there is economic financial instability.

4.2. Sundry Debtors Arrears Monitoring

4.2.1. Data for performance reporting continues ***to show improvement in year-on-year performance***. The first table below shows the comparison of overdue



debt between 2025-26 and 2026-27 as at 31 March in each year based on age. The second table shows the comparison at directorate level.

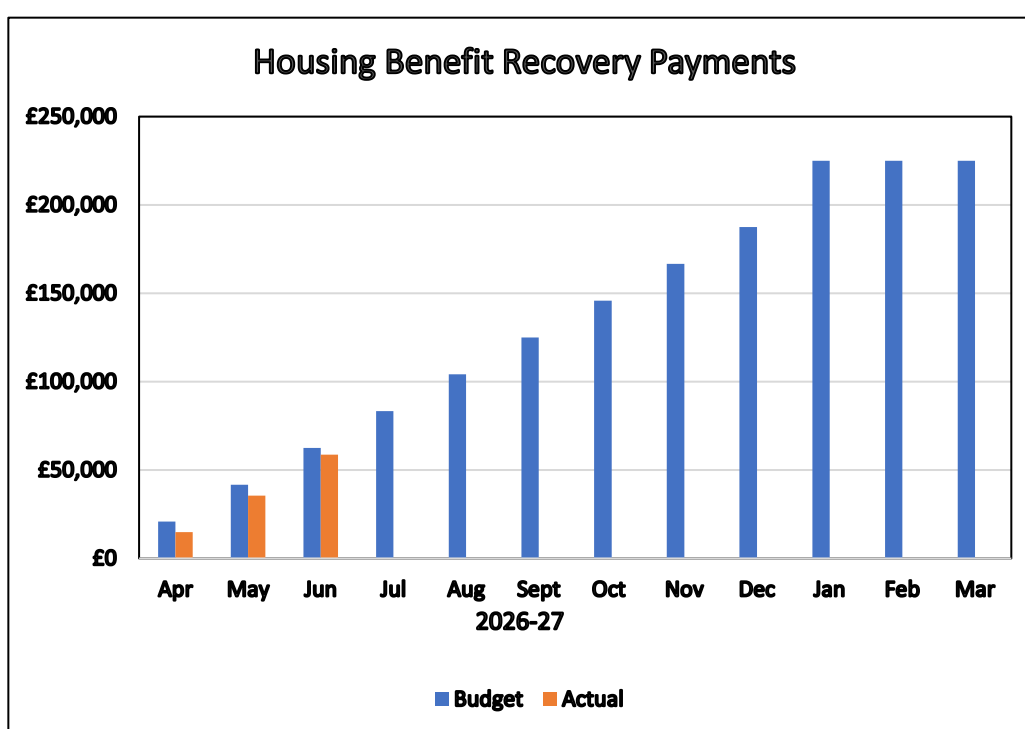




4.2.2. In summary, robust reminder, service cessation and targeted recovery processes are maintained. At the same time the Council operates a commitment to fair and proportionate recovery of money owed to the council.

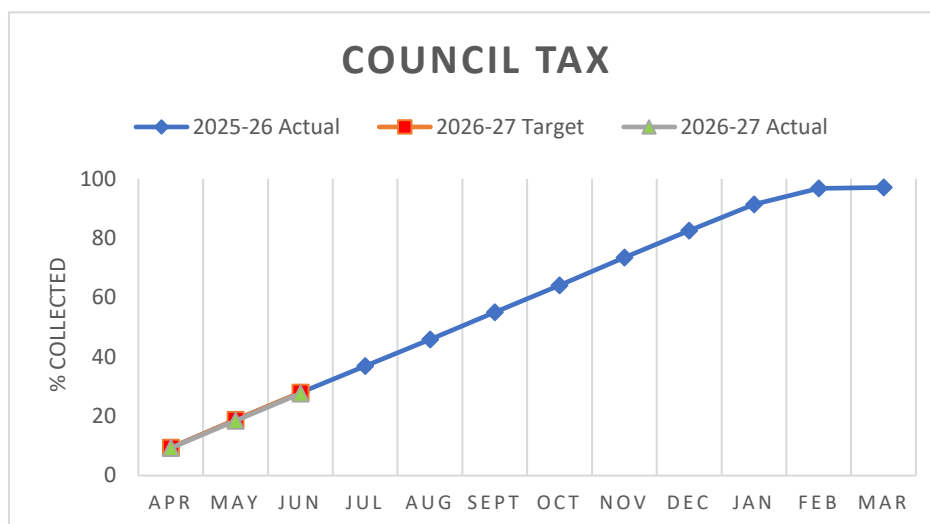
4.3. Housing Benefit Overpayment Recovery Monitoring

4.3.1. In relation to Housing benefits overpayment recovery, the target as of 30 June 2026 is £124,980 and £109,113 has been raised in invoices. See table below showing monthly performance against budget for 2026/2027.

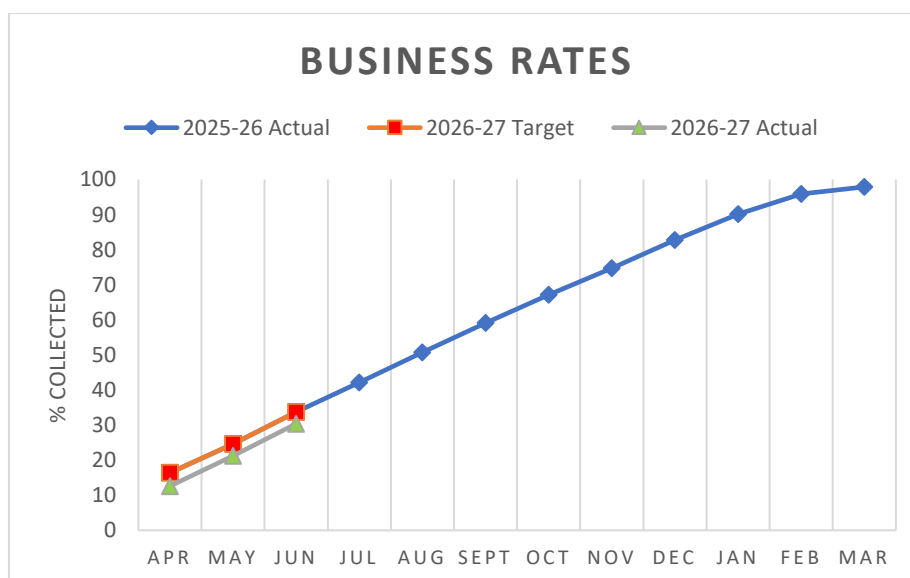


4.4. Council Tax and Business Rates

4.4.1. As of 30 June 2026, 27.65% of council tax has been collected against the target of 27.94% which is 0.29% less than the same period last year and therefore on track with target collection rate. See chart below with comparison.



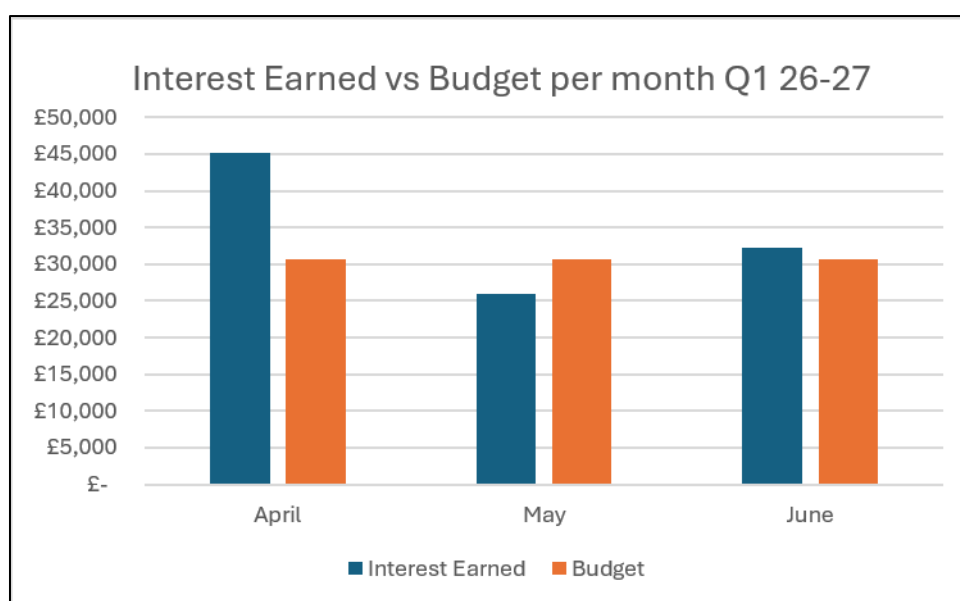
4.4.2. As of 30 June 2026, 30.40% of business rates has been collected against the target of 33.74%, which is 3.34% less than the same period last year. The Government undertook a Business Rates reset for 2026/2027, and therefore given significant changes to discounts and liability thresholds, councils can expect a reduction in collection rates. Enquiries from liable parties increased for the early part of the year, but existing processes are expected to return collection to projected levels within year. See chart below with comparison.





5. Treasury Management

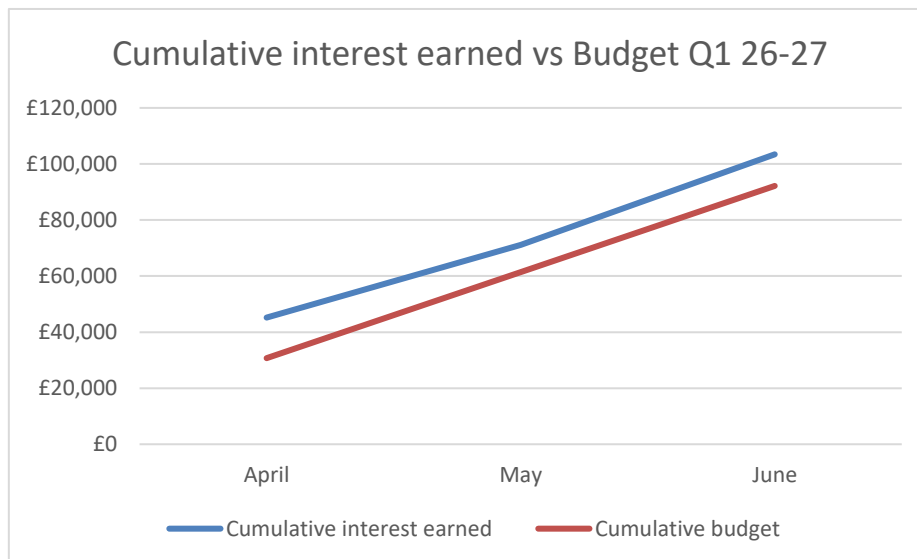
- 5.1.** The “Treasury Management Strategy Statement and Annual Investment Strategy 2026/2027 was approved by Council on 3 February 2026. The Council’s Treasury Management Strategy will be updated as appropriate for any changes made to the CIPFA code of practice. The graph below compares the interest earned each month to the forecast budget.



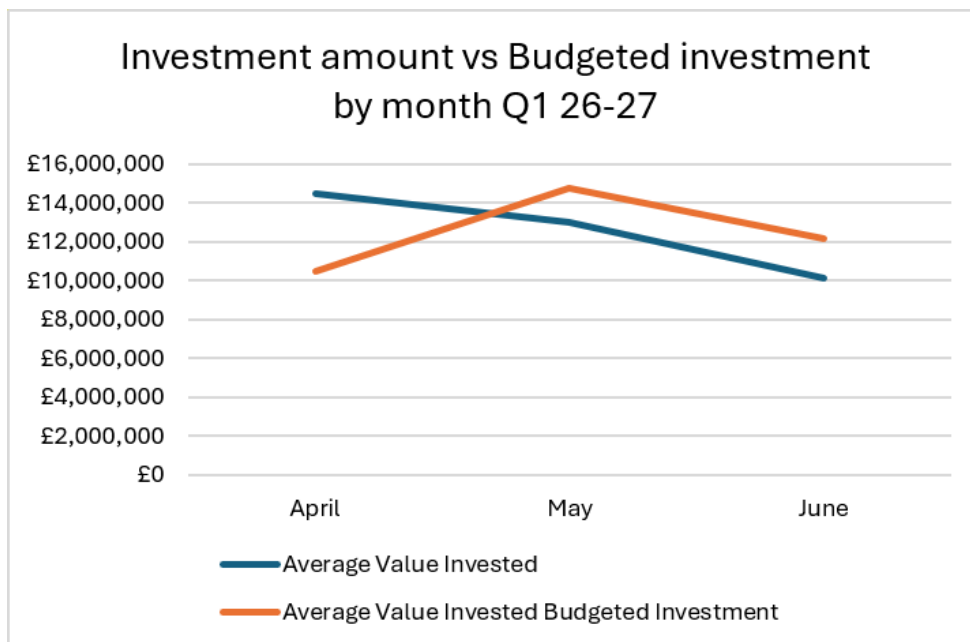
- 5.2.** The Bank of England base rate has remained above where economists predicted it to be, the council builds its investment income estimate around this core data. In the period banking institutes are paying a higher rate of return than originally estimated, quarter 1 income generated from investments is



slightly higher than originally expected. The graph below compares the cumulative interest earned and forecast budget.



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



5.3.1. The tables below show the closing values in borrowing and investments.



Borrowings

Institution	Principal £	Rate %
Middlesbrough Teeside Pension Fund	9,000,000	4.05%
Public Works Loan Board	28,000,000	4.86%
West Midlands Combined Authority	5,000,000	5.15%
Total Short-Term Borrowings	42,000,000	
Long-Term Borrowings	0	
Total Borrowing	42,000,000	

Investments

Institution	Principal £	Rate %
LGIM - MMF	3,420,000	3.90%
Total Money Market Fund Investment	3,420,000	
FIBCA	1,895,000	2.95%
Total Other Investments	1,895,000	
Overall Investments	5,315,000	

6. Financial Implications

- 6.1. The report summarises the risks to and potential for variances against budgeted spend and income. For this period variances against revenue budget are unchanged and Capital spend amendments are reported in accordance



with delegated powers where not contained within the programme reported to Council in February 2026.

7. HR Implications

- 7.1.** National negotiations over the cost of living pay award for 2026/2027 remain in progress at the time of reporting.

8. Policy Implications

- 8.1.** There are no policy implications arising from this report.

9. Climate Change and Environmental Implications and considerations

- 9.1.** The Capital Programme notes projects within the approved budget that support reduction of Carbon footprint, cost effective energy use from sustainable sources and coastal defence investment.

10. Statutory and Legal Implications

- 10.1.** Local Government Act 2003 (Section 28) requires local authorities to monitor income and expenditure against the budget during the financial year. It also imposes a duty to take action in the event of a significant projected shortfall in income or overspend.
- 10.2.** Section 151 of the Local Government Act 1972 requires the chief finance officer to ensure the proper administration of the Council's finances. S114 of the Local Government Finance Act provides further reporting requirements if expenditure is likely to exceed available resources.

11. Local Government Reorganisation Implications

- 11.1.** A number of preparatory workstreams are underway across Norfolk Authorities to ensure readiness for meeting Government requirements. Demand to meet requirements are expected to result in additional spend across the County. Decisions regarding funding of this work is carefully monitored by the S151 Officer and its impact on the current year budget will be reported where overspends are identified.

12. Health and Safety Implications

The Capital Programme includes a spend in accordance with an equipment replacement programme to replace equipment that no longer meets safety standards.



13. Consultees

Assistant Directors and Service Managers are consulted on their forecast spend and income.

14. Equality Impact Assessment

See attached.

15. Risk Management Implications

The Corporate Risk Register includes Financial Sustainability, of which this report forms part of the mitigating actions.

16. Conclusion

- 16.1.** 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.
- 16.2.** 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.
- 16.3.** 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

LIST OF APPENDICES
• Appendix 1 – Revenue forecast • Appendix 2 – Capital Programme

LIST OF BACKGROUND PAPERS
• Medium Term Financial Strategy – Council 26 February 2026



Stage 1 - Pre-Screening Equality Impact Assessment

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

Name of policy/service/function	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>	The Corporate Leadership Team, Portfolio Holders.				
Question	Answer				
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? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group. <i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i>		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*			✓	

*For more information on health inequalities please visit The King's Fund		Other (eg low income, caring responsibilities)			√	
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.						
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	It reports estimated data for spend and income without prejudice			
3. Could this policy/service be perceived as impacting on communities differently?		Yes / No	It reports estimated data for spend and income without prejudice			
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: No impacts identified. 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 / No	Please provide brief summary:	
Assessment completed by: Name	Carl Holland		
Job title	Assistant Director - Finance		
Date completed	17 August 2026		
Reviewed by EWG member	Louise Gayton	Date	19/08/2026

Appendix 1

3.1

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<u>Corporate Services</u>							
Corporate Initiatives	45,000	0	0	0	45,000	0	
Project Management Office	205,700	51,390	36,199	(15,191)	205,700	0	
ICT	1,756,500	303,920	489,414	185,494	1,756,500	0	
HR & OD	780,500	217,750	188,735	(29,015)	780,500	0	
Total	2,787,700	573,060	714,348	141,288	2,787,700	0	

3.2

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<u>Chief Executive</u>							
Corporate Management Team	4,538,660	2,050,380	2,032,742	(17,638)	4,538,660	0	Includes contribution to LGR Implementation Fund £500,000 funded from reserves.
Guildhall & Arts	176,100	111,480	73,453	(38,027)	176,100	0	
Corporate Communications	521,400	154,490	127,681	(26,809)	521,400	0	
Total	5,236,160	2,316,350	2,233,876	(82,474)	5,236,160	0	

3.3

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<u>Environment and Planning</u>							
Back Office	267,500	69,700	56,207	(13,493)	267,500	0	
Community Infrastructure Levy	(10)	0	0	0	(10)	0	
Development Control	278,370	153,800	(132,966)	(286,766)	278,370	0	Planning fees income is ahead of plan but expected to balance out over the year.
Emergency Planning	127,900	29,810	21,234	(8,576)	127,900	0	
Flood Defence	145,900	34,410	7,249	(27,161)	145,900	0	
Local Land Charges	(360,502)	(77,100)	(48,534)	28,566	(360,502)	0	Land charges income is predicted to be at similar levels to last year.
Planning Policy	712,800	196,810	197,493	683	712,800	0	
Pollution Monitoring	510,740	139,030	121,595	(17,435)	510,740	0	
Street Naming & Numbering	58,200	12,820	10,821	(1,999)	58,200	0	
Licensing	144,100	33,290	16,530	(16,760)	144,100	0	
Total	1,884,998	592,570	249,629	(342,941)	1,884,998	0	

3.4

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<u>Health, Wellbeing and Public Protection</u>							
Care & Repair	(1,737,620)	(415,620)	(387,081)	28,539	(1,737,620)	0	
Careline	(134,480)	(733,140)	(739,147)	(6,007)	(134,480)	0	Income on target, will be offset by costs during the year.

Community Safety & Nuisance	1,007,180	222,450	194,679	(27,771)	1,007,180	0	
Community Transport	115,100	51,790	49,580	(2,210)	115,100	0	
Corporate Health & Safety	4,200	(100)	(3,052)	(2,952)	4,200	0	
Food Hygiene	729,000	178,660	167,681	(10,979)	729,000	0	
Housing Standards	573,100	139,410	107,690	(31,720)	573,100	0	
Total	556,480	(556,550)	(609,651)	(53,101)	556,480	0	

3.5

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<i>Corporate Governance & Compliance</i>							
Corporate Governance	446,800	106,730	105,618	(1,112)	446,800	0	
Councillor Community Grant	55,000	13,740	8,327	(5,413)	55,000	0	
Councillors	889,700	199,950	203,308	3,358	889,700	0	
Mayoral Allowances	51,500	12,870	10,857	(2,013)	51,500	0	
Democratic Process & Events	437,600	106,900	92,851	(14,049)	437,600	0	
Elections	501,400	125,150	76,107	(49,043)	501,400	0	
Legal Services	603,600	126,280	136,389	10,109	603,600	0	
Total	2,985,600	691,620	633,457	(58,163)	2,985,600	0	

3.6

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<i>Leisure and Culture</i>							
Community Centres	(1,000)	11,410	(2,637)	(14,047)	(1,000)	0	
Community and Sports Development	(139,200)	(30,330)	(23,137)	7,193	(139,200)	0	
Leisure and Culture	711,370	41,890	59,720	17,830	711,370	0	
Leisure and Culture Management	759,700	170,670	399,055	228,385	759,700	0	Actions for ensuring progress towards savngs target under review.
KL Arts Centre	101,400	22,330	64,530	42,200	101,400	0	This budget is for security and safety cost whilst premises are under renovation.
Town Hall, Stories of Lynn and Custom House	418,400	60,980	61,239	259	418,400	0	
Pavilions & Grounds	300	7,650	19,369	11,719	300	0	Repairs & Maintenance. Expect overspend to reduce.
Total	1,850,970	284,600	578,139	293,539	1,850,970	0	

3.7

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<i>Operations and Commercial</i>							
Allotments	(7,800)	900	(3,255)	(4,155)	(7,800)	0	
Carparking King's Lynn & West Norfolk	(2,880,200)	(411,750)	(390,781)	20,969	(2,880,200)	0	
Carparking Shared Services	(480,800)	(844,890)	(862,020)	(17,130)	(480,800)	0	
CCTV	(184,210)	(76,040)	(90,677)	(14,637)	(184,210)	0	
Cleansing & Street Sweeping	2,201,460	511,180	408,171	(103,009)	2,201,460	0	
Crematorium & Cemeteries	(1,132,600)	(186,820)	(266,503)	(79,683)	(1,132,600)	0	Cremation fees income is ahead of plan but expected to balance out over the year.
Depots	119,600	84,520	91,626	7,106	119,600	0	Costs will align with plan as the year progresses.

Events	139,000	34,740	61,480	26,740	139,000	0	Festival Too costs increased to support additional crowd safety measures, may be contained within budget.
General Markets	(7,300)	(1,770)	304	2,074	(7,300)	0	Operational plans are in place to attract income
Parks,Sport Grounds & Open Spaces	1,232,080	542,690	445,403	(97,287)	1,232,080	0	
Play Areas	100	14,810	65,400	50,590	100	0	Online Playgrounds installation costs.
Pontoons	26,700	15,440	17,310	1,870	26,700	0	
Public Conveniences	353,700	94,170	145,891	51,721	353,700	0	Repairs & Maintenance above plan.
Refuse & Recycling	275,230	(1,327,330)	(1,518,284)	(190,954)	275,230	0	
Resort	23,800	(75,010)	(5,960)	69,050	23,800	0	Income profiled for later in the year.
Resort Investment Properties	(6,900)	(5,450)	(4,500)	950	(6,900)	0	
Section 106	(400)	(12,180)	(12,180)	0	(400)	0	
Town Centre Operations	102,900	18,670	15,310	(3,360)	102,900	0	
Total	(225,640)	(1,624,120)	(1,903,266)	(279,146)	(225,640)	0	

3.8

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<i>Property Services</i>							
General Properties	(160,320)	(20,420)	(33,555)	(13,135)	(160,320)	0	
General Properties Investments	(218,800)	(900)	(1,600)	(700)	(218,800)	0	
Industrial Units	(1,410,300)	(261,490)	(272,674)	(11,184)	(1,410,300)	0	
KL Innovation Centre	(203,560)	(43,230)	(37,975)	5,255	(203,560)	0	
KL Art Centre Rentals	12,400	2,600	847	(1,753)	12,400	0	
Offices	(229,960)	(26,960)	(23,007)	3,953	(229,960)	0	
Property Services	724,000	147,060	185,795	38,735	724,000	0	This service is being reviewed to establish a Corporate Landlord Model. The forecast will be updated following analysis of property related budgets in subsequent monitoring reports.
Shops and Offices	(148,500)	(29,020)	(46,458)	(17,438)	(148,500)	0	Income above plan, but forecast to be reviewed at Q2, as sector is increasingly uncertain as high street behaviours continue to change and retailer overheads increase.
Street Lighting	118,890	22,250	500	(21,750)	118,890	0	
Total	(1,516,150)	(210,110)	(228,128)	(18,018)	(1,516,150)	0	

3.9

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<i>Regeneration Housing & Place</i>							
Conservation & Heritage	23,580	4,010	2,978	(1,032)	23,580	0	
Economic Regeneration	380,800	86,990	68,924	(18,066)	380,800	0	
Housing Options	753,800	182,520	166,224	(16,296)	753,800	0	
Housing Strategy	448,300	114,140	123,391	9,251	448,300	0	
Museums	37,400	9,330	7,620	(1,710)	37,400	0	
Corporate Projects	120,400	27,780	16,320	(11,460)	120,400	0	
Regeneration Projects	37,300	25,170	25,170	(0)	37,300	0	

Tourism	121,900	32,720	23,876	(8,844)	121,900	0	
Housing Subsidiaries	(1,171,260)	(32,180)	(1,727)	30,453	(1,171,260)	0	Business planning and property leases/acquisitions being focused on in Q1. Actual income will follow in Q2.
Total	752,220	450,480	432,776	(17,704)	752,220	0	

3.10

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<u>Finance</u>							
Corporate Costs & Provisions	37,000	6,660	23,276	16,616	37,000	0	
Corporate Insurance	148,800	694,000	661,579	(32,421)	148,800	0	
Financial Assistance	772,100	177,930	162,311	(15,619)	772,100	0	
Financial Services	1,185,200	281,640	387,265	105,625	1,185,200	0	Agency costs include support for year end accounts.
Internal Audit & Fraud	186,350	42,640	53,499	10,859	186,350	0	
Procurement	130,400	38,380	36,704	(1,676)	130,400	0	
Customer information Centre	806,900	216,070	194,809	(21,261)	806,900	0	
Revenues & Benefits	2,567,940	351,660	354,178	2,518	2,567,940	0	
Special Expenses	64,000	500	0	(500)	64,000	0	
Treasury Management	12,000	3,000	2,750	(250)	12,000	0	
Total	5,910,690	1,812,480	1,876,371	63,891	5,910,690	0	

3.11

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<u>Financing Adjustment</u>							
Interest Payable on Balances	10,000	0	0	0	10,000	0	
Interest Payable on Borrowing	1,382,000	0	0	0	1,382,000	0	
Interest Receivable - Capital Loans	(174,510)	0	0	0	(174,510)	0	
Interest Receivable - Other	(5,910)	0	0	0	(5,910)	0	
Interest Receivable -Treasury Investments	(368,620)	0	0	0	(368,620)	0	
Minimum Revenue Provision	936,800	0	0	0	936,800	0	
REFCUS	2,212,170	0	0	0	2,212,170	0	
Unsupported Borrowing	(430,470)	0	0	0	(430,470)	0	
Total	3,561,460	0	0	0	3,561,460	0	

3.12

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
<u>Internal Drainage Boards</u>							
Internal Drainage Boards	3,870,591	967,260	967,260	0	3,870,591	0	
Total	3,870,591	967,260	967,260	0	3,870,591	0	

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	2 nd September 2026		
TITLE:	Future Swimming Provision for West Norfolk		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Deputy Leader and Portfolio Holder for Business, Councillor Simon Ring		
REPORT AUTHOR:	Honor Howell – Strategic Advisor to the Chief Exec and Leader		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

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



REPORT TO CABINET

DATE OF MEETING	8 September 2026
REPORT TITLE	Future Swimming Provision for West Norfolk
LEAD MEMBER	Cllr Simon Ring – Deputy Leader of the Council
LEAD OFFICER	Honor Howell – Strategic Advisor to the Chief Exec and Leader
CONSULTEES	Cllr Simon Ring, Chief Executive, Chief Operating Officer, Section 151 Officer. Assistant Director Leisure, Leisure, Member Working Group
WARDS AFFECTED	North Lynn

KEY DECISION	YES
DECISION MAKER	Recommendations to Council
IS THE REPORT OPEN OR EXEMPT	Open If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify this are paragraph(s).....

FINANCIAL IMPLICATIONS	YES
HR IMPLICATIONS	NO
POLICY IMPLICATIONS	NO
STATUTORY IMPLICATIONS	YES
RISK MANAGEMENT IMPLICATIONS	YES
ENVIRONMENTAL IMPLICATIONS	NO
EQUALITY IMPACT ASSESSMENT COMPLETED	CONFIRM PRE-SCREEN COMPLETED AND IF FULL EIA REQUIRED AND COMPLETED

SUMMARY OF REPORT

The Council has completed a feasibility assessment into the future provision of swimming facilities to replace the existing St James Swimming Pool, which has now reached the end of its economic life.

Whilst the current facility continues to operate, increasing maintenance requirements, ageing infrastructure and rising operation costs mean it no longer represents a sustainable long-term asset.

The feasibility work has concluded that a standalone swimming pool, located at Lynnsport on the land currently occupied by the model railway represents the preferred option. This approach offers greater design flexibility, reduced construction risk and less disruption to existing leisure services during delivery and



the opportunity to develop a modern, energy-efficient facility capable of meeting the needs of residents, schools, clubs and the wider community.

The report seeks Cabinet and Council approval to allocate **£845,609.17** to progress the project through RIBA Stages 2 and 3, enabling the detailed design, technical investigations, planning work and cost planning required to develop the full business case. The outcome of this work will provide Cabinet and Council with the information required to determine whether the project should proceed to construction.

RECOMMENDATIONS

Cabinet resolves to:

1. Recommend to Council to approve the allocation of **£845,609.17** to progress the project to build a standalone 8x25m swimming pool with learner pool and splash pad to RIBA Stages 2 and 3.
2. Delegate authority to the Chief Operating Officer in consultation with the Strategic Advisor to the Chief Executive and Leader and the Portfolio Holder for Business to enter into an Access Agreement Leisure to progress the project to RIBA Stage 3.
3. Note that a future report will return with the full business case in March 2027 for a final decision on whether to proceed with the project.

Recommendation to Full Council:

1. Approve the allocation of **£845,609.17** from reserves to fund the new Lynnsport Project through to RIBA Stage 3.
2. Delegate authority to the Section 1515 Officer, in consultation with the Portfolio Holder for Finance, to determine the appropriate reserve to fund the work.

REASON FOR DECISION

To progress the project to build a new standalone swimming pool at Lynnsport to RIBA Stage 3 to provide the Council with the final design, project cost-certainty and business case to provide members with the information required to determine whether to proceed to the construction of the new pool.

The timing of this decision reflects both the condition of the existing facility and the maturity of the work undertaken to date. St James Swimming Pool is continuing to



deteriorate, with increasing maintenance requirements, rising operating costs and a growing risk to the long-term continuity of swimming provision. Progressing to the next steps now will maintain project momentum and preserve the value of the work already undertaken.



CORPORATE STRATEGY

How does this proposal support our Corporate Priorities [Our priorities | Corporate Strategy 2023 - 2027 | Borough Council of King's Lynn & West Norfolk](#)

Promote growth and prosperity to benefit West Norfolk	Investing in high-quality leisure infrastructure that enhances the borough's attractiveness as a place to live, work and visit, whilst supporting the local economy through construction and associated social value.
Protect our Environment	Enabling the design of a modern, energy-efficient facilities that incorporates low-carbon technologies, reduces operational energy consumption and improves environmental performance compared with the existing pool.
Efficient and effective delivery of our services	Replacing an ageing facility with one that is more reliable, cost-effective and resilient, reducing ongoing maintenance liabilities and improving the customer experience.
Support our communities	The project will safeguard access to swimming for residents of all ages, enabling schools to deliver curriculum swimming, providing opportunities for clubs and community groups and promoting health, wellbeing and social inclusion across the borough.

REPORT DETAIL

1. Introduction

- 1.1 Swimming is one of the Council's most important leisure services, supporting health and wellbeing, rehabilitation, school swimming, club development and opportunities for residents of all ages to participate in physical activity.
- 1.2 The existing St James Swimming Pool in King's Lynn has served the borough for many years. However, the building has now reached the end of its economic life. The age and condition of the facility mean that increasingly significant investment is required simply to keep it operational. Maintenance costs continue to rise, the building is becoming less efficient to operate, and there is an increasing risk of unplanned failures affecting service delivery.
- 1.3 Whilst ongoing maintenance can prolong the life of the facility in the short term, it does not represent a sustainable long-term solution. The council therefore needs to consider a solution to replace the existing pool with a modern, efficient facility



capable of meeting the needs of residents and providing the water-space requirement as set out in the 2025 Sports Facilities Strategy.

2. Background

- 2.1 In December 2024, Cabinet resolved to carry out initial feasibility and design work to investigate the potential relocation of St James Swimming Pool to an alternative town centre location or at Lynnsport.
- 2.2 The feasibility study concluded that there were no other potential town centre sites which would be suitable to accommodate the new pool and recommended that the swimming pool should be relocated to Lynnsport, together with a wider refurbishment project to accommodate the new pool. This recommendation was approved by Cabinet and Council in July 2025. Work to progress this option to RIBA Stage 3 took place between August and November 2025.
- 2.3 The RIBA Stage 3 work included highways impact, environmental assessments and mechanical/electrical (M&E) strategies together with a comprehensive consultation and engagement process. This included staff, clubs, including swimming, gymnastics, bowls, schools, national governing bodies, as well as engagement with members and users of the facilities. This feedback was analysed and the plans were adapted in response to the consultation.
- 2.4 Following a review of the capital programme by the Section 151 Officer in autumn 2025, it was determined that additional pressures from other capital projects would impact on the affordability of the new swimming pool at Lynnsport. The estimated cost of the project was circa £46m. These additions to the Capital Programme, along with the still high cost of borrowing would impact on the affordability of the swimming pool project. Financial modelling revealed a significant disparity between borrowing for a refurbishment project versus a new build. Public Works Loan Board (PWLB) borrowing must be repaid over the life of the asset, whilst a new build allows for a longer repayment period. As a refurbishment project, this carried a shorter maximum borrowing term. The project at that point relied heavily on refurbishing and co-locating within an existing building; the reduced repayment window resulted in higher annual revenue costs to repay in comparison to a standalone new build.
- 2.5 At the same time, the feedback received through the consultation and engagement process demonstrated that the proposed new facilities would not provide enhanced facilities at Lynnsport due to the space constraints. Whilst upgraded facilities were welcomed, it was clear that both the swimming and



gymnastics clubs would not be able to grow their clubs within the constraints of the new development.

- 2.6 Compounding this point was the major concern regarding the extensive disruption and impact on existing service users whilst the refurbishment took place. In terms of the business case, relocating the swimming pool into Lynnsport would provide the best return on investment, but the consultation responses demonstrated an unacceptable level of service disruption which contributed to the decision to pause the project.
- 2.7 Following consultation with the members of the working group, a decision was taken to utilise the budget remaining for the project to carry out a feasibility study for a standalone swimming pool at Lynnsport. This work has now concluded. A copy of the Feasibility Study is attached at **Appendix A**. Please note that the Feasibility Study is an *Exempt* item.

3 Proposal

- 3.1 The feasibility study has investigated the option of a standalone swimming pool located on the Lynnsport site, on the land currently occupied by the model railway.
- 3.2 This option would provide a purpose-built leisure facility, designed specifically around modern swimming provision, whilst maintaining operational links with the existing Lynnsport site.
- 3.3 A standalone facility offers several strategic advantages, including:
- Significantly reduced disruption to existing leisure services during construction
 - Greater design flexibility to create a modern, energy-efficient building
 - Opportunities to incorporate future low-carbon technologies
 - A more efficient construction programme
 - Reduced construction risk
 - The ability to retain existing leisure provision throughout the build period
 - The opportunity to create a high-quality leisure destination capable of serving our communities for many decades
- 3.4 The proposed new facility incorporates:
- A 25m, 8 lane swimming pool



- A 17m, 4 lane teaching pool with moveable floor
- Children's water play / splash pad
- Associated changing provision
- Reception, vend and spectator areas
- Additional car parking
- Access road and service area

3.5 The strategic need for a replacement swimming pool is acknowledged due to the significant and ongoing issues with St James Swimming Pool. The pool continues to deteriorate despite ongoing maintenance. The Council faces increasing maintenance liabilities, growing operational risks and rising energy costs associated with an ageing building.

3.6 A replacement facility would:

- Safeguard the long-term provision of public swimming
- Ensure continued delivery of statutory school swimming
- Support public health and wellbeing priorities
- Improve accessibility and inclusivity
- Reduce carbon emissions and operating costs through modern building standards
- Create a more resilient and financially sustainable leisure offer; and
- Provide a modern facility capable of supporting community use, clubs and competitive swimming.

Without investment in a replacement facility, there is an increasing risk that the existing pool will become economically unsustainable to operate.

3.7 The estimated cost of the standalone swimming pool is **£22,930,233**.

4 Options Considered

4.1 **Do nothing (not recommended)**. Under this option, the Council would continue to operate the existing swimming pool with only essential maintenance and repairs.

Whilst this option would avoid significant capital expenditure in the short term, it would not address the fundamental issue that the existing facility has reached the end of its economic life. Maintenance costs are expected to continue to increase, the risk of mechanical or structural failure will grow, and there is an increasing likelihood of unplanned closures affecting customers, schools and clubs. The building is also increasingly inefficient to operate, resulting in higher



energy consumption and greater revenue pressures. Ultimately, this option is likely to lead to an unplanned closure of the facility and the loss of swimming provision within the borough.

4.2 Continue with an integrated pool within Lynnsport (not recommended).

This option would continue with the previously developed proposal to incorporate a new swimming pool within the existing Lynnsport Leisure Centre. Detailed feasibility work has shown this option is technically possible but presents significant challenges, including extensive disruption to existing services during construction, higher construction risks, constraints imposed by the existing building footprint, along with affordability concerns.

4.3 Develop a Standalone Swimming Pool Adjacent to Lynnsport (Recommended).

This option would deliver a purpose-built, swimming pool within the existing Lynnsport complex, therefore maintain strong operational links with the existing leisure centre. This approach provides the greatest opportunity to develop a modern, energy efficient facility with reduced construction risk and minimal disruption to existing leisure services.

4.4 Cease Providing Swimming Facilities (not recommended). The Council could decide to withdraw from the provision of swimming facilities once the existing pool reaches the end of its operational life.

Whilst this would remove future capital and operational costs associated with swimming, it would have significant consequences for residents, schools, swimming clubs and public health. It would also represent a major reduction in the Council's leisure offer and would negatively impact participation in physical activity across the borough.

4.5 Whilst the council does not have a statutory obligation to provide a swimming pool, the availability of local swimming facilities is essential in enabling schools to fulfil their statutory duty to deliver Key Stage 2 curriculum swimming. The Council's leisure facilities play a significant role in supporting schools to meet these requirements, while also delivering wider benefits for public health, wellbeing, community participation and water safety.

5 Financial Implications

5.1 Overview of project costs and funding

The feasibility study has concluded the estimated cost of the project to be circa **£22,930,233**, inclusive of construction, fees and contingency. This would be funded through capital borrowing.



- 5.2 Cabinet and Council are not being asked to approve the construction of a new swimming pool or to commit to the full capital cost of the project. Approval is sought for £845,609.17 to enable the project to progress through RIBA Stages 2 and 3, enabling the development of the detailed design, technical investigations, site surveys, planning work, cost planning and other professional services necessary to prepare a robust business case for the future.
- 5.3 It is proposed that the £845,609.17 required to undertake this work is funded from the Council's earmarked capital project reserve. The reserve has been established to support the development and delivery of capital projects, and its use for this purpose will enable the Council to further develop the scheme and obtain greater certainty regarding scope, costs, risks and deliverability before any decision is taken on construction.
- 5.4 The funding requested through this report relates solely to the development phase of the project and does not commit the Council to proceeding with the construction of a new swimming pool. Should Council approve the funding, the outcome of the RIBA Stage 2 and 3 works will be used to prepare a detailed business case, including updated capital cost estimates, revenue implications, project risks and affordability assessments.
- 5.5 A further report will be presented to Cabinet and Council on completion of RIBA Stages 2 and 3. That report will set out the detailed scheme design, confirmed project costs and a recommended funding strategy for the construction phase, including consideration of the appropriate balance of borrowing, reserves, capital receipts, external funding and any other available funding sources. A decision on whether to proceed with the construction will be subject to separate approval.
- 5.6 Approval of the development funding will ensure that any future decision regarding the construction of a replacement swimming pool is supported by a fully developed scheme and a comprehensive assessment of costs, risks, affordability and funding options, thereby enabling Council to make an informed investment decision.

6 HR Implications

- 6.1 There are no direct HR implications arising from this report.



7 Policy Implications

7.1 There are no policy implications arising from this report.

8 Climate Change and Environmental Implications and considerations

8.1 There are no Climate Change or Environmental plication arising from this report.

9 Statutory and Legal Implications

9.1 None

10 Local Government Reorganisation Implications

10.1 There are no direct implications arising from the recommendations contained within this report as Council is being asked to approve the funding to progress the project through RIBA Stages 2 and 3. This work will further develop the proposed scheme and provide the information necessary to inform a future investment decision. Should Council subsequently decide to proceed with the construction of a new swimming pool, it is anticipated that the statutory arrangements for local government reorganisation will have progressed significantly, including the laying of the Structural Changes Order establishing the new unitary authority. In those circumstances, and in accordance with any governance arrangements agreed between the Norfolk councils, it may be appropriate for any decision to commit to the construction phase to be considered by or receive the endorsement of the Joint Committee before a final decision is made.

11 Health and Safety Implications

11.1 There are no Health and Safety implications arising from this report.

12 Consultees

12.1 Cllr Simon Ring, Kate Blakemore, Emma Kavanagh, Michelle Drewery. Siobhan Cleeve. Member Working Group.

13 Equality Impact Assessment

13.1 Pre-screening attached.



14 Risk Management Implications

- 14.1 The principal strategic risk of not progressing this project is that the Council could ultimately be unable to provide local public swimming provision. The existing swimming pool has reached the end of its economic life and delaying the development of a replacement increases the risk of unplanned failure, escalating maintenance costs and potential disruption to swimming provision for residents, schools and clubs.
- 14.2 Conversely, approval of the £845,609.17 development budget represents a significant financial commitment at a time when the Council is progressing through local government reorganisation. Whilst the funding sought is limited to RIBA Stages 2 and 3 and is intended to inform and develop the business case rather than commit to construction, there is a risk that the subsequent decision on whether to proceed with the build may fall to or require the endorsement of the Joint Committee established as part of the reorganisation process. Council should therefore weigh the strategic benefits of maintaining project momentum and preserving future options against the possibility that the final investment decision may be taken within a different governance framework.

15 Conclusion

- 15.1 The existing swimming pool has served the borough well for many years but has now reached the end of its economic life. Whilst ongoing maintenance has enabled the facility to remain operational, it does not provide a sustainable long-term solution. The Council therefore has a clear strategic decision to plan provision of swimming facilities to ensure that residents, schools, clubs and community organisation continue to have access to a modern, high-quality facility.
- 15.2 The feasibility work carried out to date has enabled the Council to review the available options and has identified that a standalone swimming pool located at Lynnsport as the preferred approach. This option offers the best opportunity to deliver a modern, energy efficient and operationally resilient facility whilst minimising disruption to existing leisure services during construction.
- 15.3 The recommendation to Council is limited to approving £845,609.17 to progress the project through RIBA Stages 2 and 3. This will allow the council to undertake the detailed design, technical investigations and cost planning required to inform the full business case and assessment of affordability, risks and delivery options. It does not, at this stage, commit the council to constructing a new swimming pool.



- 15.4 Approval of the funding will ensure the council is well placed to make an informed decision on the future of swimming provision, while recognising that any subsequent decision to proceed to construction will need to take account of the prevailing governance arrangements associated with Local Government Reorganisation and the Council's overall financial position.

Background Papers

[Cabinet Report December 2024](#)

[Cabinet/Council Report July 2025](#)

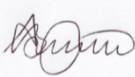
Appendix A – Standalone Swimming Pool at Lynnsport Feasibility Study

PRE SCREENING EQUALITY IMPACT ASSESSMENT				
For equalities profile information please visit Norfolk Insight - Demographics and Statistics - Data Observatory				
Name of policy/service/function	New Standalone Swimming Pool at Lynnsport to RIBA Stages 2 and 3			
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New	X	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 Cabinet report outlines a project to replace St James Swimming Pool with a new, standalone 8 lane, 25m swimming pool with a 17m learner pool with moveable floor and a splash pad at Lynnsport at the location of the model railway. Whilst the council does not have a statutory obligation to provide a swimming pool, the availability of local swimming facilities is essential in enabling schools to fulfil their statutory duty to deliver Key Stage 2 curriculum swimming. The Council's leisure facilities play a significant role in supporting schools to meet these requirements, while also delivering wider benefits for public health, wellbeing, community participation and water safety			



Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	Extensive consultation with users, swimming club, Alive West Norfolk members, councillors, Member working group, Cabinet and Executive Leadership Team.				
Question	Answer				
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? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group. <i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i> <i>*For more information on health inequalities please visit The King's Fund</i>		Positive	Negative	Neutral	Unsure
	Age	Y			
	Disability	Y			
	Sex			Y	
	Gender Re-assignment			Y	
	Marriage/civil partnership			Y	
	Pregnancy & maternity			Y	
	Race			Y	
	Religion or belief			Y	
	Sexual orientation			Y	
	Armed forces community			Y	
	Care leavers			Y	
	Health inequalities*	Y			
Other (eg low income, caring responsibilities)	Y				
Please provide a brief explanation of the answers above: The new pool will have improved accessibility for disabled users. The Splash Pad can be used by wheelchair users giving greater accessibility.					
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	No				



Council, for example because it is seen as favouring a particular community or denying opportunities to another?		
3. Could this policy/service be perceived as impacting on communities differently?	NO	
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: Decision agreed by EWG member: Amy Pearce.....		
4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions: Actions agreed by EWG member: Allison Bingham
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	NO	Please provide brief summary
Assessment completed by:		
Name	Honor Howell	
Job title	Strategic Advisor to the Chief Exec and Leader	
Date completed	22.07.26	
Reviewed by EWG member		Date 24th July 2026
✓ Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)		

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2026/2027

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
3rd June 2026 at 4.30pm	Call-ins (if any)	Standing Item		
	Chairs Signing of the Scrutiny and Executive Protocol	Operational		To promote the relationship between the Panel and the Executive.
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
	Membership and status of Task Groups and Informal Working Groups	Operational	Democratic Services	
	Nominations to any Appointments to Outside Bodies	Operational	Democratic Services	
	Annual Complaints Report	Annual Report	Charrlotte Marriott	To consider the annual complaints report.
	Data Protection Monitoring Report	Update	Charlotte Marriott	To receive the data protection monitoring report.
	Cabinet Report – Health and Safety Policy and Statement of Intent	Cabinet Report	Mark Whitmore	To consider the report and make any appropriate recommendations to Cabinet.
8th July 2026 at 4.30pm	Call-ins (if any)	Standing Item		
	Notice of Motion (2/26) Review of Consultant Expenditure	Report	Honor Howell	Submitted by Councillor Moore (considered at Full Council on 29 th January 2026)

	Relating to the Lynnsport Proposal			
	Chairs Signing of the Scrutiny and Audit Relationship Protocol	Operational		To establish the relationship between the Panel and the Audit Committee.
	Full Year Performance Management Report	Cabinet Report	Debbie Ess	To consider the report and make any appropriate recommendations to Cabinet.
	Corporate Performance Monitoring 2026/2027 Target Setting		Debbie Ess	
	Revenue Outturn 2025/2026	Cabinet Report	Carl Holland	To consider and approve the draft revenue outturn position for 2024/2025 for the Council.
	Capital Outturn 2025/2026	Cabinet Report	Carl Holland	Part Exempt - To report the outturn 2024/2025 for the Capital Programme and receive an update to the Capital Programme 2024/2029.
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
2nd September 2026 at 4.30pm	Call-ins (if any)	Standing Item		
	Budget Monitoring Quarter 1	Cabinet Report	Carl Holland	To report on performance against budget for Capital and Revenue 2025/2026.

	Corporate Performance Monitoring 2026/2027 Quarter 1	Cabinet Report	Debbie Ess	To report on the Corporate Performance for Quarter 1.
	Future Swimming Provision for West Norfolk	Cabinet Report	Honor Howell	
	Business Improvement District – Business Plan	Cabinet Report	Duncan Hall	
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
6th October 2026 at 4.30pm	Call-ins (if any)	Standing Item		
	Report from the Constitution Informal Working Group	Informal Working Group Report	Emma Hodds	To receive a report from the Informal Working Group and comment on the report.
	Council Tax Support for Working Age people for 2027/2028	Cabinet Report	Jo Stanton	
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
10th November 2026 at 4:30pm				

	Budget Monitoring Quarter 2	Cabinet Report	Carl Holland	To report on performance against budget for Capital and Revenue 2025/2026.
	Corporate Performance Monitoring Report Quarter 2	Cabinet Report	Debbie Ess	To report the Corporate Performance for Quarter 2.
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
12th January 2027 at 4.30pm	Call-ins (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
	Budget Monitoring Quarter 3	Cabinet Report	Carl Holland	To report on performance against budget for Capital and Revenue 2025/2026.
10th March 2027 at 4.30pm	Call-ins (if any)	Standing Item		
	Corporate Performance Monitoring Report Quarter 3	Monitoring Report	Debbie Ess	To report the Corporate Performance for Quarter 3.
	Budget Monitoring Quarter 3	Cabinet Report	Carl Holland	To report on performance against budget for Capital and Revenue 2025/2026.

	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		

Forthcoming Items to be scheduled

Report of the Informal Working Group – Constitution – Ongoing

Notice of Motion (2/26) Submitted by Councillor Moore (considered at Full Council on 29th January 2026) – Review of Consultant Expenditure Relating to the Lynnsport Proposal – to be scheduled

Assurance and Update Report on Unregistered Titles – September/October 2026

CNC Building Control Performance Update – October 2026

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

Date of Meeting	Title	Leader Officer	Decision Maker	Public or Private
March 2026	Reserved Matter: Loan Facility WNHC	Carl Holland – Assistant Director for Finance Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Exempt Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Mid-year update from WNHC on performance against current Business Plan WNHC 6 monthly governance assurance Report (incl financial, risk, internal audit, etc)	Karl Patterson - Housing Development Manager Other invitees: Directors of Boards incl Duncan Hall/ Company Secretary provision	Shareholder Committee	Open
	Mid-year update from WNPL on performance against current Business Plan WNPL 6 monthly governance assurance Report (incl financial, risk, audit, policy)	Karl Patterson - Housing Development Manager Other invitees: Directors of Boards incl Duncan Hall/ Company Secretary provision	Shareholder Committee	Open
	WNHC Board Membership	Carl Holland – Assistant Director for Finance		Open

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	AWN Board Membership	Carl Holland – Assistant Director for Finance		Open
	Standing item for any Reserved Matters		Shareholder Committee	
July 2026	WNPL Accounts and Report on WNPL Financial Performance during 2024/2025	Carl Holland - Assistant Director for Finance		Public
	Annual Review of Shareholder Committee Terms of Reference	Charlotte Marriott – Corporate Governance Manager	Shareholder Committee	Public
	Status of Alive West Norfolk	Carl Holland – Assistant Director for Finance and Deputy Section 151 Officer	Shareholder Committee	Public
	Standing item for any Reserved Matters			

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

30 th September 2026	WNPL Delivery Update on Business Plan for 2026/2027	Karl Patterson - Housing Development Manager	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	WNHC Delivery Update on Business Plan for 2026/2027	Karl Patterson - Housing Development Manager	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Update on WNHC Board Membership	Karl Patterson - Housing Development Manager	Shareholder Committee	Public
15 th October 2026	WNHC Annual Governance Assurance Report (incl financial, risk, internal audit, etc)	Charlotte Marriott – Corporate Governance Manager	Shareholder Committee	Public
	WNPL Annual Governance Assurance Report (incl financial, risk, internal audit, etc)	Charlotte Marriott – Corporate Governance Manager	Shareholder Committee	Public

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	Annual Report to Audit Committee on Wholly Owned Companies	Charlotte Marriott – Corporate Governance Manager	Audit Committee	Public
	Annual Review of Governance Documents for WNHC and WNPL	James Arrandale – Deputy Monitoring Officer	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
14 th December 2026	Reserved Matter: Loan Facility WNPL	Carl Holland – Assistant Director for Finance	Shareholder Committee	Partially Exempt Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
February 2027	WNPL Accounts and Report on WNPL Financial Performance during 2025/2026	Carl Holland - Assistant Director for Finance		Public

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	WNHC Accounts and Report on WNHC Financial Performance during 2025/2026	Carl Holland - Assistant Director for Finance		Public



Forward Decisions List

The Forward Decision List outlines the Cabinet's upcoming decisions over the next few months. It specifies which decisions are considered significant and indicates those that may lead to portions of the meeting being conducted in private. In addition, the list highlights the responsible Lead Officer and Portfolio Holder.

This document will be updated and republished on the Council's website each month. Any queries relating to the Forward Decision List should be forwarded to Democratic Services: Democratic.Services@West-Norfolk.gov.uk

What is a Key Decision?

Key decisions are defined as an executive decision which is likely:

- (a) To result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or (significant relates to £500,000 or more)*
- (b) To be significant in terms of its effect on communities living or working in the area comprising two or more wards and electoral divisions in the Council's areas. (significant relates to one third of the population in a ward).*

The key decision and non-key decision process is only for decisions made by the Executive, i.e. not those made at Planning, Council, Licensing etc. When assessing whether or not a decision is a key decision the decision maker must consider all the circumstances of the case. However, a decision which results in a significant amount spent or saved will generally be considered to be a key decision.

Why might a decision be made in private?

Members of the public may be excluded from a meeting or information if the nature of the business to be discussed is likely to involve the disclosure of exempt information such as details that could identify an individual or pertain to the financial or commercial interests of a person or organisation. Such information should only be made exempt, if it is in the public interest to do so under Schedule 12A of the Local Government Act 1972.



Cabinet Members:

Councillor Alistair Beales: Leader
Councillor Simon Ring: Deputy Leader and Portfolio Holder for Business
Councillor Jim Moriarty: Portfolio Holder for Planning and Licensing
Councillor Sandra Squire: Portfolio Holder for Environmental and Coastal
Councillor Michael de Whalley: Portfolio Holder for Climate Change and Biodiversity
Councillor Chris Morley: Portfolio Holder for Finance
Councillor Jo Rust: Portfolio Holder for People and Communities
Councillor Sue Lintern: Portfolio Holder for Culture and Events

Cabinet Members can be contacted directly and their contact details can be found via our website: [Committee details - Cabinet](#)

Senior Management

Kate Blakemore: Chief Executive
Michelle Drewery: Deputy Chief Executive and Section 151 Officer
Emma Kavanagh: Chief Operating Officer
Emma Hodds: Chief of Staff and Monitoring Officer
Siobhan Cleeve: Interim Assistant Director Leisure and Culture
Stuart Ashworth: Assistant Director Environment and Planning
Liz MacDonald: Assistant Director Property & Projects
Martin Chisholm: Assistant Director Operations & Commercial
Duncan Hall: Assistant Director Regeneration, Housing & Place
Carl Holland: Assistant Director for Finance and Deputy Section 151 Officer
Honor Howell: Strategic Lead to the Chief Executive and Leader
Paul Lowes: Assistant Director Corporate Services
Mark Whitmore: Assistant Director, Health, Wellbeing and Public Protection

Members of the Senior Management team can be contacted directly via esteam@west-norfolk.gov.uk



SEPTEMBER 2026

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
08 September 2026	Business Improvement District - Business Plan	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
08 September 2026	Budget Monitoring Quarter 1	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
08 September 2026 24 September 2026	Future Swimming Provision for West Norfolk	Key	Cabinet Council	Deputy Leader and Cabinet Member for Business	Strategic Advisor to the CEO and Leader (Honor Howell)	Open
08 September 2026	Corporate Performance Monitoring Quarter 1	Non	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open
08 September 2026 24 September 2026	Appointment of Honorary Aldermen	Non	Cabinet Council	Leader of the Council	Chief Executive (Kate Blakemore)	Open



OCTOBER 2026

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
13 October 2026	Shareholder Committee Terms of Reference	Non	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open
13 October 2026	National Planning Scheme of Delegation	Non	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
29 October 2026			Council			
13 October 2026	King's Lynn Masterplan and Parking Strategy	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
29 October 2026			Council			

NOVEMBER 2026

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
17 November 2026	Hunstanton Masterplan and Parking Strategy	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
03 December 2026			Council			



17 November 2026	Budget Monitoring Quarter 2	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
17 November 2026	Council Tax Support Scheme for Working Age people for 2027/2028	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
03 December 2026			Council			
17 November 2026	Corporate Performance Monitoring Quarter 2	Key	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open
JANUARY 2027						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
FEBRUARY 2027						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
03 February 2027	Medium Term Financial Strategy	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy	Open



25 February 2027	2026-2031		Council		Section 151 Officer (Carl Holland)	
03 February 2027	Capital Programme 2026-2030	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
25 February 2027			Council			
03 February 2027	Treasury Management Strategy	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
25 February 2027			Council			
03 February 2027	Capital Strategy	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
25 February 2027			Council			

MARCH 2027

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
03 February 2027	Budget Monitoring Quarter 3	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
16 March 2027	Corporate Performance Monitoring	Key	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open



	Quarter 3					
TO BE SCHEDULED						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
	King's Lynn Conservation Area Appraisal and Management Plan	Non	Council, Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
	Empty Homes Strategy Review	Key	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
	Housing Assurance Strategy	Non	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	Cabinet Member for People and Communities	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
	IT Hardware Refresh	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Corporate Services	Fully exempt



					(Paul Lowes)	
	Heacham Beach Huts	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property (Liz MacDonald)	Part exempt 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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