Borough Council of
King's Lynn &
West Norfolk

Corporate Performance Panel

Agenda

Tuesday, 10th November, 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

Borough Council of
King's Lynn &
West Norfolk

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

Monday 2nd November 2026

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 10th November, 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 - 7)

To approve the minutes from the Corporate Performance Panel held on

3. Declarations of Interest (Page 8)

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. Cabinet Report - Corporate Performance Monitoring Quarter 2 (Pages 9 - 35)

9. Cabinet Report – Council Tax Support Scheme for Working Age People for 2027/2028 (Pages 36 - 52)

10. Cabinet Report - Council Tax Discounts, Levies and Premiums for Empty Properties and Second Homes for 2027/2028 (Pages 53 - 81)

11. Cabinet Report - Community Project Fund (Pages 82 - 152)

12. Cabinet Report - Budget Monitoring Quarter 2 (Pages 153 - 184)

13. Panel Work Programme (Pages 185 - 189)

14. Cabinet Forward Decisions List (Pages 190 - 196)

15. Shareholder Committee Work Programme (Pages 197 - 201)

16. Date of Next Meeting

To note that the next meeting of the Corporate Performance Panel is scheduled to take place on 12th January 2027 at 4:30pm in the Council Chamber, Town Hall.

17. Exclusion of 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".

18. **Exempt - Cabinet Report - Corporate Insurance Contract Arrangements from 1 January 2027** (Pages 202 - 213)

To:

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

Portfolio Holders:

Councillor A Beales, Leader of the Council
Councillor C Morley, Portfolio Holder for Finance

Officers

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
Duncan Hall: Assistant Director Regeneration, Housing & Place
Carl Holland: Assistant Director for Finance and Deputy Section 151 Officer
Paul Lowes: Assistant Director Corporate Services
Mark Whitmore: Assistant Director, Health, Wellbeing and Public Protection
Jo Stanton, Revenues and Benefits Manager

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

Minutes from the Meeting of the Corporate Performance Panel held on Tuesday, 6th October, 2026 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors R Blunt (Chair), P Bland, B Jones, B Long, S Nash, C Rose, D Sayers and Mrs V Spikings

OFFICERS PRESENT:

Emma Hodds, Chief of Staff and Monitoring Officer (Remotely)
Michelle Drewery, Deputy Chief Executive and Section 151 Officer
Andrew Howell, ICT Manager

CP48 **APOLOGIES**

Apologies for absence were received from Councillor Bhondi, Dickinson, Kirk and Ratcliffe.

CP49 **MINUTES**

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

CP50 **DECLARATIONS OF INTEREST**

There were no declarations of Interest.

CP51 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

CP52 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There was none.

CP53 **CHAIR'S CORRESPONDENCE (IF ANY)**

The Chair highlighted to the Panel his intention to attend Cabinet next week.

CP54 **CALL INS (IF ANY)**

There were no call-ins to consider.

CP55 **PANEL WORK PROGRAMME**

Click here to view the recording of this item on YouTube.

The Chair referred to the outstanding issue relating to the CNC item and queried whether the matter, which had previously prevented the item from being called in or discussed, had now been resolved. The Chief of Staff and Monitoring Officer advised that her understanding was that the matter remained subject to ongoing discussions and undertook to seek an update and report back to the Panel.

RESOLVED: The Panel Work Programme was noted.

CP56 **CABINET FORWARD DECISIONS LIST**

The Panel noted the scheduled Cabinet Reports, budget monitoring and quarter-two corporate performance monitoring were expected to be considered at the November meeting.

RESOLVED: The Cabinet Forward Decision List was noted.

CP57 **SHAREHOLDER COMMITTEE WORK PROGRAMME**

RESOLVED: The Shareholder Committee Work Programme was noted.

CP58 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel was scheduled to take place on 10th November 2026 at 4:30pm.

CP59 **EXCLUSION OF PRESS AND PUBLIC**

Click here to view the recording of this item on YouTube.

RESOLVED: That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following 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.

CP60 **EXEMPT - CABINET REPORT - ICT CONTRACT**

The Chief of Staff and Monitoring Officer presented the report, supported by the Deputy Chief Executive and Section 151 Officer and the ICT Manager. The Panel was advised of the proposals for the final

phase of the ICT improvement programme and the arrangements for supporting the continued development of the Council's ICT service.

In response to questions from Members, the ICT Manager and the Chief of Staff and Monitoring Officer provided information on the approach being taken to ensure continuity of service, strengthen operational resilience and support the transfer of responsibilities to the Council's internal ICT team. Clarification was also provided on workforce planning, recruitment and retention, knowledge transfer arrangements and measures to reduce reliance on external support over time.

The Panel discussed cyber security, staff and Member awareness training, and the importance of maintaining appropriate safeguards and resilience within the Council's ICT environment. Members also sought assurance regarding future planning and the Council's approach to ensuring that ICT services continued to support organisational priorities and evolving business requirements.

Officers outlined the progress made through the wider improvement programme and explained how the proposed arrangements would support the continued development and modernisation of ICT services whilst maintaining service stability during the transition period.

The Panel received assurances on the measures being implemented to support operational resilience, organisational capacity and the continued development of ICT services across the Council.

RESOLVED: The Panel supported the recommendations to Cabinet.

Cabinet Resolves to:

1. Note the progress made through the ICT Transformation Programme delivered in partnership with Entec Si.

2. Note the achievements delivered to date and the benefits realised through the programme.

3. Approve the continuation of Entec Si's delivery of core ICT infrastructure and transformation projects through to 31 March 2027.

4. Authorise the award of the associated contract to Entec Si through the appropriate procurement framework and in accordance with the Council's Contract Standing Orders and Procurement Regulations.

5. Delegate authority to the Chief of Staff in consultation with the Portfolio Holder for Transport Strategy & Car Parking, to finalise and enter into the contract.

The meeting closed at 5.14 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART

Borough Council of King's Lynn & West Norfolk

START

Does the matter directly relate to one of your DPIs?

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

→ NO Does the matter directly relate to the finances or wellbeing of one of your ERIs?

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

↓ NO Does it directly relate to the finances or wellbeing of you, a relative or a close associate?

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

↓ NO Does it affect the finances or wellbeing of you, a relative, a close associate or one of my ERIs?

YES ← Declare the interest. Are you or they affected to a greater extent than most people? And would a reasonable person think you are biased because of the interest?

↓ YES You have a **conflict** and cannot act or remain in the meeting *

↓NO Take part as normal

↓ NO Does it relate to a Council Company or outside body to which you are appointed by the Council?

YES ↙ Declare the interest. Do you, or would a reasonable person think there are competing interests between the Council and the company/outside body?

YES ← You can remain the meeting if the Chair agrees, for you to speak in your external capacity only. Do not vote.

NO ← You can take part in discussions but make clear which capacity you are speaking in. Do not vote.

↓ NO Does another interest make you that feel you cannot act in a fair, objective or open manner? Would a reasonable person knowing the same interest think you could not act in a fair, objective or open manner?

NO TO BOTH Declare the interest for the sake of openness and transparency. Then take part as normal.

YES TO ONE ↓ You have a **conflict**. Declare the interest. Do not participate and do not vote.

* without a dispensation

Glossary:
DPI: Disclosable Pecuniary Interest
ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:
1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	10th November 2026		
TITLE:	Q2 2026-2027 Performance Management Report		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Cllr Alistair Beales, Leader of the Council		
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.

Borough Council of
King's Lynn &
West Norfolk

REPORT TO CABINET

DATE OF MEETING	17th November 2026
REPORT TITLE	Q2 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 Q2 2026–2027.

Corporate Strategy update

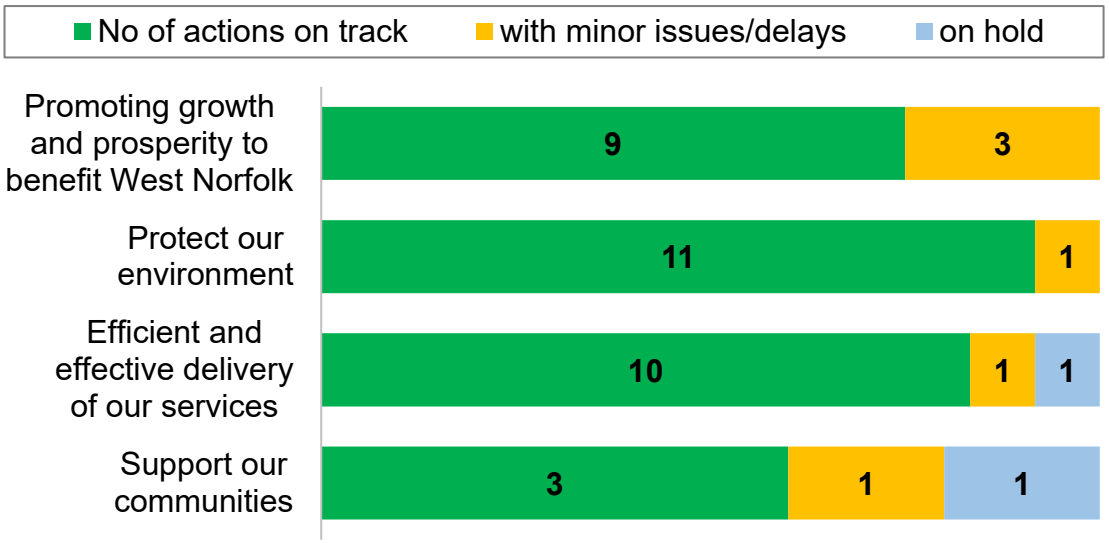
Overall performance continues to improve, with 85% of current projects progressing well and on track for delivery. The remaining 15% of projects are experiencing minor issues or delays, all of which have been identified and are being actively managed through appropriate monitoring actions. This demonstrates effective project oversight and a proactive approach to maintaining delivery commitments while addressing emerging challenges.

Key action completed in Q2 - Delivery of the UK Shared Prosperity Fund and Rural England Prosperity Fund 2022-2026

UKSPF has provided £1.84 million of investment to over 40 projects to support economic growth, stronger communities and increased opportunities for residents across West Norfolk. The programme has funded projects that improve local places, support businesses to grow, help people gain skills and employment, and strengthen community cultural activity.

The Rural England Prosperity Fund (REPF) has provided £1.496 million of capital investment to more than 80 projects to strengthen rural communities and businesses across West Norfolk. The programme has supported community infrastructure, active travel improvements, rural business growth and visitor economy development, helping rural areas invest in projects that improve quality of life and support long-term economic resilience.

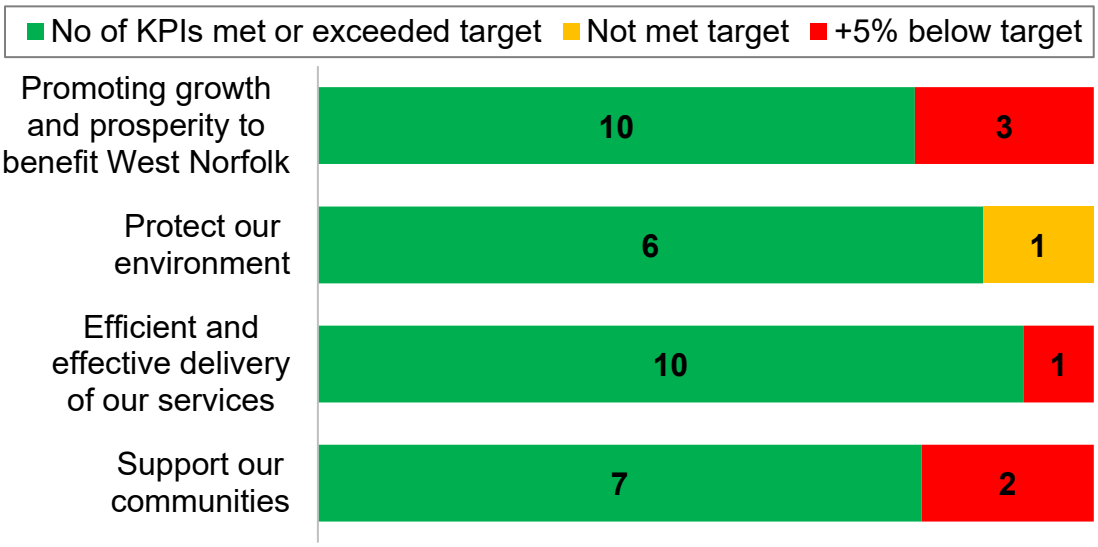
A summary of key actions aligned to corporate priorities



Key Performance Indicators update

83% of indicators continue to meet or exceed their targets, demonstrating achievement against planned objectives. While 17% 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 Q2 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 Q2 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
Q2 2026–2027 Corporate Performance Management Report

LIST OF BACKGROUND PAPERS
None

Borough Council of
King's Lynn &
West Norfolk

Borough Council of King's Lynn & West Norfolk

Q2 2026-2027 Performance Management Report

Contents

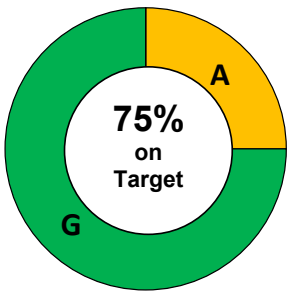
Introduction and Summary	**Page**
Purpose of the report	3
Summary of Corporate Strategy Projects	3
Summary of Key Performance Indicators	4
Delivering our Corporate Strategy	
Priority: Promoting growth and prosperity to benefit West Norfolk	5
Priority: Protect our environment	7
Priority: Efficient and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

Introduction and Executive Summary

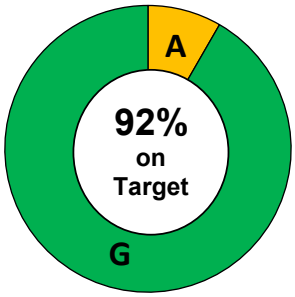
The purpose of the report is to demonstrate the performance of the Council during Q2 2026-2027 against the priorities set out in the Corporate Strategy and associated key performance indicators. It outlines the key activities being delivered to achieve the Council's corporate priorities and summarises 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.

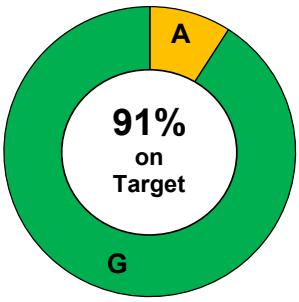
Executive summary of the Corporate Strategy - current position for Q2 2026-2027



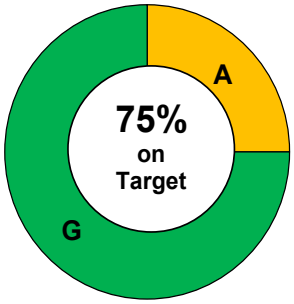
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

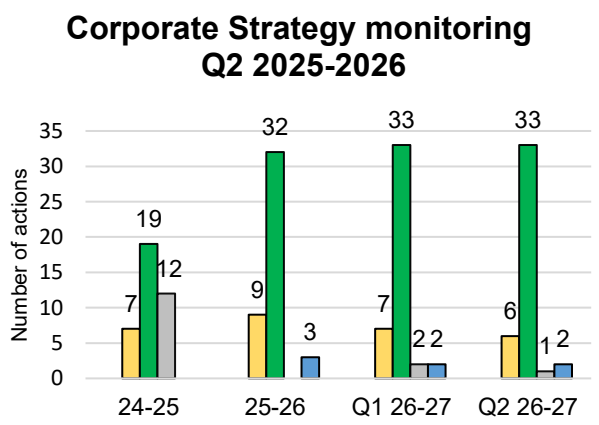


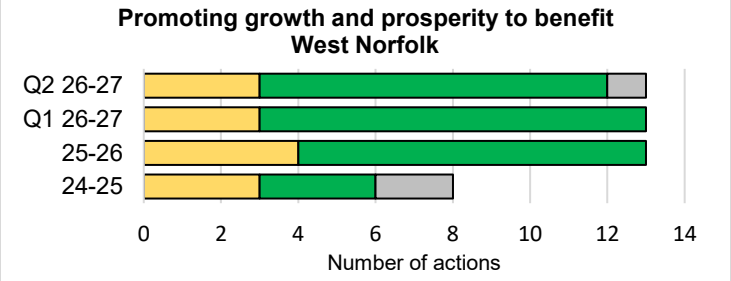
Efficient and effective delivery of our services

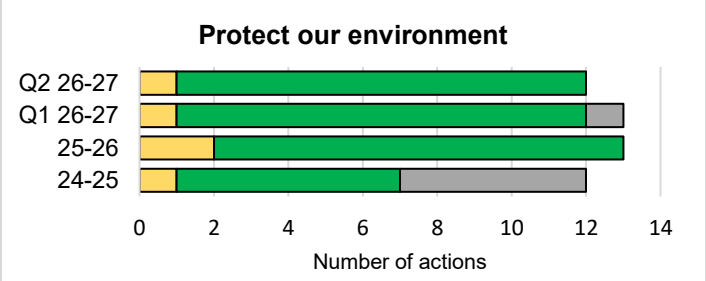


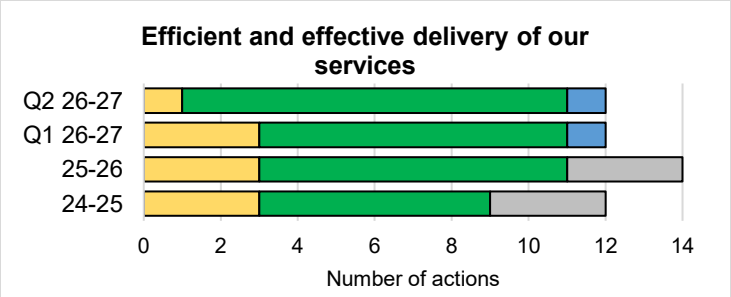
Support our communities

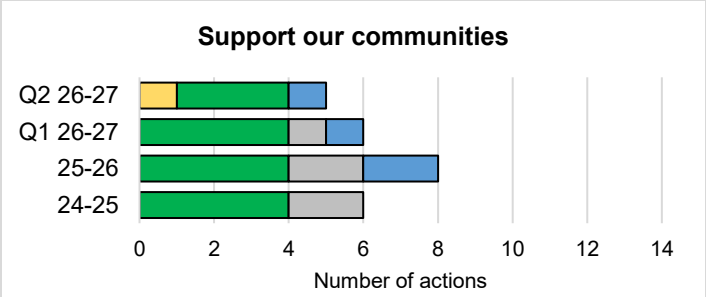
Corporate Priorities	Status of projects and actions				
	R	A	G	B	Completed
Promoting growth and prosperity to benefit West Norfolk	**0** (0%)	**3** (25%)	**9** (75%)	**0**	**1**
Protect our environment	**0** (0%)	**1** (8%)	**11** (92%)	**0**	**0**
Efficient and effective delivery of our services	**0** (0%)	**1** (9%)	**10** (91%)	**1**	**0**
Support our communities	**0** (0%)	**1** (25%)	**3** (75%)	**1**	**0**
Overall position	**0** (0%)	**6** (15%)	**33** (85%)	**2**	**1**





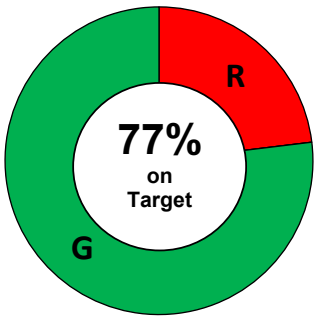




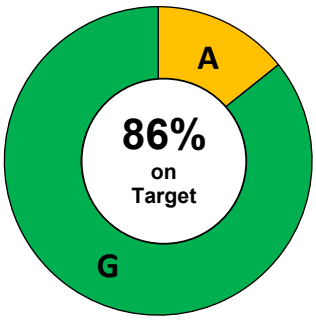


R	Major issues to resolve	A	Minor issues/delays	G	Project on target	B	Project on hold/closed	Project completed

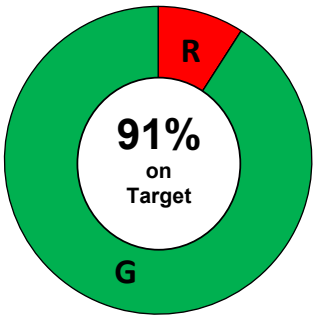
Executive summary of the Key Performance Indicators - current position for Q2 2026-2027



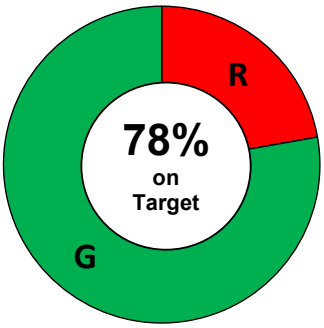
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



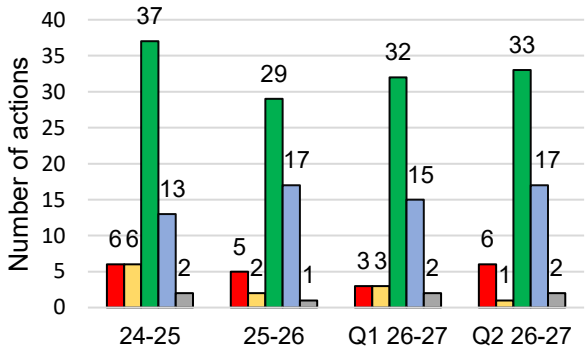
Efficient and effective delivery of our services



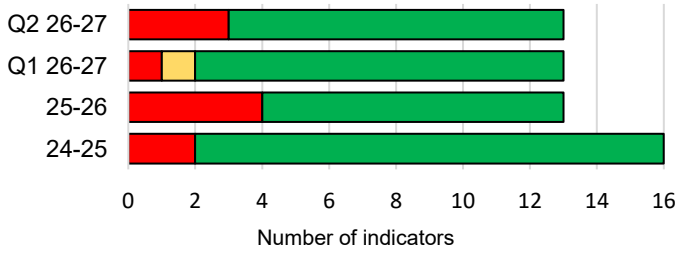
Support our communities

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	**3** (23%)	**0** (0%)	**10** (77%)	**6**	**0**
Protect our environment	**0** (0%)	**1** (14%)	**6** (86%)	**1**	**0**
Efficient and effective delivery of our services	**1** (9%)	**0** (0%)	**10** (91%)	**3**	**1**
Support our communities	**2** (22%)	**0** (0%)	**7** (78%)	**7**	**1**
Overall position	**6** (15%)	**1** (2%)	**33** (83%)	**17**	**2**

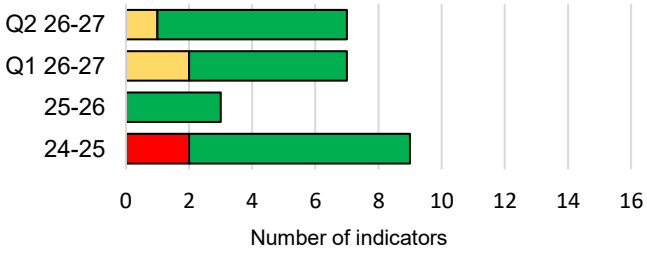
Key performance indicator monitoring



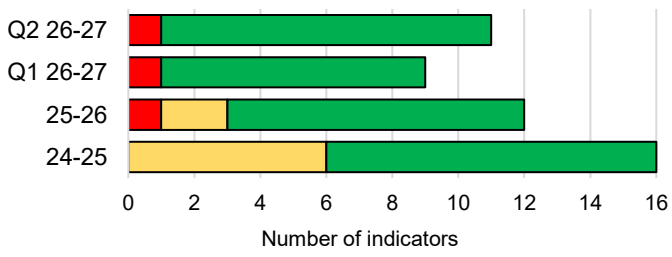
Promoting growth and prosperity to benefit West Norfolk



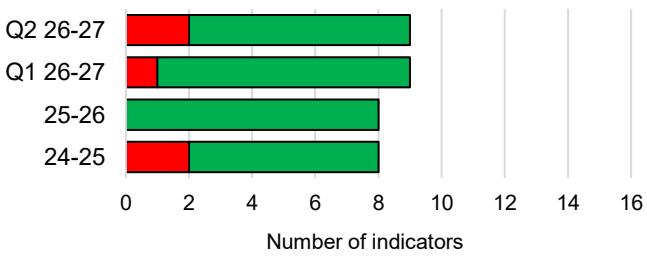
Protect our environment



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
---	---	---	---	---	---	---	---

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 West Norfolk Housing Company is agreed and early drawdowns are taking place. Officers regularly monitor the tenure mix to ensure that private rentals and affordable housing are made available via the wholly owned property and housing companies as well as optimising the use of external funds. **Q3 actions:** The Legal process for lending to West Norfolk Property Company is at the "Heads of Term" stage before instructing solicitors. Negotiations between Board and officers continue to seek appropriate arrangements for leasing and acquisition, with regard to Subsidy Control Act 2022.	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. **Q3 actions:** Final draft Strategies to be taken through the scrutiny and cabinet process in Winter 2026/27	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:** Building condition surveys are in hand and will be substantially delivered by target date. **Q3 actions:** Works will commence on the Life Cycle schedule which will be utilised to inform the Strategic Asset Management Plan and Medium Term Financial Plan.	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:** Investment strategy will form part of the Strategic Asset Management Plan and is in hand for delivery by target date. **Q3 actions:** Works to commence on the Strategic Asset Management Plan.	Mar 2027	G ↔
Review and develop existing events programme across the Borough **Business Operations Manager comments:** Successful delivery of events across the Borough, with events being well attended and positively received. Continued planning for the remaining events for delivery during Q3. **Q3 actions:** Deliver remaining events on the programme. Undertake a review of all events delivered during Q1 and Q2, considering popularity, attendance and feedback to identify any improvements or amendments for inclusion in next year's events programme. Formulate plan for next year.	Ongoing	G ↔

Project description and comments	Target Date	
Develop the investment plan for West Norfolk **Assistant Director Regeneration, Housing and Place comments** Initial preparatory work was undertaken during Q2/Q3 2025/26 to support the proposed Norfolk and Suffolk Devolution Programme. However, implementation has since been delayed. The updated Investment Plan to support the West Norfolk Economic Strategy Action Plan 2026-28 (approved May 2026), will be prepared during winter 2026/27 once master planning works are completed and an update on Norfolk Devolution are clarified. **Q3 actions:** Investment plan to be updated to reflect final King's Lynn and Hunstanton masterplans going to Cabinet winter 2026/27	Mar 2027	G ↔
Complete housing needs assessment **Assistant Director Regeneration, Housing and Place comments**: Second Draft Housing Needs Assessment received following consultation, further comments have been fed back and awaiting final draft in early October 2026. **Q3 actions:** Share findings with Local Plan Task Group and Regeneration and Development Panel during the Autumn.	Oct 2026	G ↔
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. **Q3 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 progress works to improve the visual impact of this gateway to the town is underway. **Q3 actions:** Works to be undertaken.	Ongoing	A ↔
Progress the King's Lynn Masterplan **Assistant Director Regeneration, Housing and Place comments**: The final public consultation on the draft Masterplan was undertaken between May and June 2026. The Masterplan and accompanying Delivery Plan have since been finalised, incorporating feedback received through the consultation process, and are being prepared for consideration by the relevant panel and Cabinet. **Q3 actions:** Final Masterplan will be considered at Cabinet meeting in November.	Nov 2026	G ↔
Progress the Hunstanton Masterplan **Assistant Director Regeneration, Housing and Place comments**: Development of the draft final masterplan, taking into consideration responses and statutory consultees feedback from the second consultation in June-July 2026. **Q3 actions:** Final masterplan to be prepared for panel and Cabinet approval in early 2027.	Mar 2027	G ↔
Promote the King's Lynn Enterprise Park (KLEP) **Assistant Director Regeneration, Housing and Place comments**: 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 approval secured for the Active Travel Hub planned for Enterprise Park. Eastern premises and plots being actively marketed with new tenants secured.	Ongoing	G ↔

Project description and comments	Target Date	
Q3 actions: Marketing of Enterprise Park continues and opportunities will be marketed to regional, national/international occupiers and investors. Works to start on site for Active Travel Hub in Autumn 2026.		
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 30 September 2026. Projects continued during the remaining funding period. Final programme monitoring to include completion of end of programme report.	Completed	

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**: Focus continues on fundraising and putting resources in place to prepare for business operation planning and preparedness.
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:** A small number of ECOFlex declaration enquiries from installers have been addressed and general energy efficiency enquiries answered where necessary. This scheme is now closed and all energy efficiency funded measures will be delivered through the Norfolk Warms Consortia. Housing Standards continue to attend Norfolk Warm Homes Steering Group ensuring coordination of marketing and local events. Work will continue to develop plans for future funding that will allow the consortia to share data for homes likely to be in or at risk of fuel poverty. Beat your Bills delivered by Lily/Careline has continued and provides individuals with information and guidance to alleviate fuel poverty and give access to benefits and further support services within the West Norfolk communities. **Q3 actions:** Attend Norfolk Warm Homes Steering Group on 29 October 2026. Review the updated government Warm Homes Plan (post autumn budget) and review the details of the new proposed Warm Homes Loan Scheme. Deliver Beat Your bills at Fairstead and establish other delivery locations within the Borough.	Ongoing	A ↔

Project description and comments	Target Date	
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:** The Strategic Asset Management Plan identified measures to reduce the environmental impact of the property we occupy. **Q3 actions:** Commence work on the Strategic Asset Management Plan which will incorporate opportunities to reduce any environmental impact on our properties**.**	Mar 2027	**G** ↔
Develop and deploy a climate change assessment tool for council policies and projects **Assistant Director Environment and Planning comments**: Draft tool was refined following discussion with Corporate Leadership Team (CLT) and tested with Planning Policy on a Cabinet report. Further revisions made and awaiting testing with report authors on forthcoming reports. **Q3 actions:** Test draft tool with report authors and prepare feedback to CLT in December.	Dec 2026	**G** ↔
Create a community orchard at South Lynn **Assistant Director Environment and Planning comments:** The watering programme continued through Q2 and the frequency was increased during the drier months. The local community has continued to use the raised beds which now include a range of herbs, flowers and vegetables. The decision on village green status is awaited from Norfolk County Council. **Q3 actions:** Monitor decision relating to village green status and assess trees and hedgerow for potential replacement planting between November 2026-March 2027.	Mar 2028	**G** ↔
Upgrade street lighting and other council assets with energy-efficient LED lighting **Assistant Director Property comments:** Our key performance indicator for converting street lighting has met the 90% target. Completion target date changed to match the agreed KPI. **Q3 actions:** Continue with conversion work and address technical difficulties as they are encountered.	Mar 2027	**G** ↔
Complete a review of the vehicle fleet **Assistant Director Environment and Planning comments:** Installation audit was successful and grant payment is awaited from Department of Transport. **Q3 actions:** Consider application to upcoming round of Depot Charging Scheme.	Apr 2027	**G** ↔
Promote householder group buying scheme **Assistant Director Environment and Planning comments:** Scheme was promoted to targeted householders with early indications showing a significant increase in interest in solar panels compared to 2025/26. Registrations closed on 25 September 2026. The company will contact interested householders to firm up quotations and specifications. Installations will be completed by June 2027. **Q3 actions**: Company to progress registrations to quotes and orders.	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. **Q3 actions:** Build mechanism into Social Value policy and procedure.	Mar 2027	**G** ↔

Project description and comments	Target Date	
Air Quality Action Plan and Strategy **Assistant Director Environment and Planning comments:** A draft revocation order is being produced and will be submitted to Legal in due course, once completed the Railway Road Air Quality Management Area (AQMA) will be revoked. Work has started on drawing up a first draft of the air quality strategy (AQS). **Q3 actions:** Complete revocation order and first draft of AQS to replace the revoked Railway Road AQMA & Action Plan.	Jun 2027	G ↔
Implement the Hunstanton Coastal Management Plan **Assistant Director Environment and Planning comments:** Work has now commenced on developing a list of options for the capital works scheme. These options will be subject to further assessment to produce a shortlist. The objective is to identify a preferred option and use this as the basis for an Outline Business Case (OBC), scheduled for completion in March 2027. The OBC will be submitted to the Regional Flood and Coastal Committee (RFCC) as part of an application for Flood Defence Grant in Aid funding. The current working assumption is that the scheme will cost approximately £42 million, although this estimate will be reviewed and updated through the OBC development process. Works on submitting planning and marine licence applications have commenced for the interim works. **Q3 actions**: Continue to draw up the OBC ready for submission to RFCC during Q4 and complete submitting permissions during Q3.	Aug 2028	G ↔
New Local Plan **Assistant Director Environment and Planning comments:** The formal notice of intention and initial Local Plan timetable were published prior to 30 June 2026. The Local Plan scoping consultation was launched at the start of September and concludes at the end of September 2026. The end date for adoption of the Local Plan 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). Government (MHCLG) have now published the regulations for the new plan-making system and the 2026 National Planning Policy Framework (NPPF), further guidance is to follow. The overall time scale for the new local plan 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 and 3 checks once the plan is submitted for examination. **Q3 actions:** Continue to procure and prepare the required evidence base. Carry out site assessments, including visits of all 750+ sites which have been proposed through the call for sites. Work through the NSPF. Publish the Gateway 1 documentation and assessment by the 31 October 2026, and after that the summary of the Local Plan scoping consultation. The next key milestone is to consult on a draft Local Plan Spring/Summer 2027.	May 2029	G ↔
Hold a climate change focused business expo in 2025 and 2027 **Assistant Director Environment and Planning comments:** Dialogue to take place with Norfolk Chamber of Commerce on expo for 2027. **Q3 actions**: Planning for the event in 2027.	Nov 2027	G ↔

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**: Continued monitoring of water quality results for bathing season. In season testing ends 30th September, with next seasons classifications to be published from end Q3 onwards.
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:** Further meetings have been held with the Environment Agency (EA) and technical consultants, Jacobs. Work has now begun to update monitoring and survey data, which will be used to identify the actions required moving forward. This evidence will help determine the most appropriate policy approach for the next 30 years and support the Council in updating the existing Hunstanton Coastal Management Plan, including consideration of options for Hunstanton amenity beach and the impacts of climate change.

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:** The Drainage & Flood Resilience Group continues to lobby Government for a sustainable long-term funding solution. The Defra/MHCLG research into IDB funding and costs has progressed to a draft report. For 2026/27, MHCLG confirmed an IDB Levy Support Grant payment of £537k for King's Lynn and West Norfolk. The Group has also submitted an Autumn Budget representation seeking a permanent solution and, if this is not progressed, an increase in the national grant from £5m to £14.37m to reflect the additional levy pressures since 2022/23. **Q3 actions:** Continue to work through the Drainage & Flood Resilience Group to lobby Government departments, Ministers and MPs; review and respond to the Defra research and any resulting proposals; and monitor the Autumn Budget and other Government announcements on IDB funding.	Mar 2027	G ↑ A
Review and determine impact of government changes to Internal Drainage Board (IDB) funding **Deputy Chief Executive and Section 151 Officer comments:** The position continues to be monitored alongside the Defra/MHCLG review with wider issues including Environment Agency maintenance changes and associated cost-shunting increasing the potential for additional costs to flow through IDB levies to local authorities. The Council's 2026/27 IDB budget remains a significant financial pressure and the impact of Government support and any policy changes will continue to be assessed through budget monitoring. **Q3 actions:** Assess the implications of the final Defra research and any Government response; continue engagement with IDBs to identify emerging cost pressures; and reflect confirmed funding or policy changes in the Council's financial monitoring and future budget assumptions.	Mar 2027	G ↑ A

Project description and comments	Target Date	
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:** The scheme continues to be promoted via the new Perkbox employee benefits scheme. This is promoted to staff through screensavers on a regular basis. **Q3 actions:** Continue the promotion of the cycle to work scheme. Investigate other ways to promote the scheme.	Ongoing	G ↔
Develop a Transformation and Organisational Readiness Programme **Assistant Director Corporate Services comments:** During Q2, work continued to support both the Council's Transformation Programme and Local Government Reorganisation (LGR) Readiness activities. Internal planning, service impact assessments and preparedness work helped ensure the Council was well positioned to respond to future organisational change. Following the Government's announcement in September to pause LGR, attention has turned towards reviewing and refocusing the Council's Transformation Programme. The Council remains committed to continuous improvement, with work continuing across digital, data, organisational development and asset-related initiatives, while strengthening organisational capacity and preparedness for future change. **Q3 actions:** Continue the review and refocus of the Transformation Programme, confirming priority areas for delivery and ensuring available resources are aligned to corporate priorities. Progress key transformation initiatives that improve service delivery, organisational capacity and resilience, ensuring the Council remains well placed for future change.	Ongoing	G ↔
Develop our Technical Roadmap (Digital Strategy) **Assistant Director Corporate Services comments:** The migration from IBM Spectrum Protect (TSM) to Veeam Backup & Replication has been completed, significantly enhancing the Council's backup, disaster recovery, and cyber resilience capabilities. The transition of Microsoft Exchange to Microsoft 365 has also been finalised, supporting the Council's cloud-first strategy and reducing reliance on legacy infrastructure. Technology modernisation has continued through the rollout of Windows 11, implementation of a new ICT Service Desk, introduction of the ICT Lifecycle Framework, and ongoing investment in infrastructure and cyber security improvements. A Microsoft Copilot pilot was launched alongside wider digital skills initiatives to explore opportunities to improve productivity and service delivery. Progress has also been made in application rationalisation, data governance, cloud migration, and the modernisation of key business systems. Technology investment remains focused on strengthening resilience, security, and operational efficiency. **Q3 actions:** Complete the Windows 11 rollout, evaluate the outcomes of the Microsoft Copilot pilot, progress application and cloud modernisation projects, strengthen data governance arrangements, expand digital skills initiatives, and continue delivering infrastructure, cyber security, and service improvement programmes. Update the Technical Roadmap to reflect the implications of the Local Government Reorganisation (LGR) postponement, including reviewing project priorities and accelerating initiatives that were previously deferred or reprioritised.	Mar 2027	G ↔
Implement a corporate management system (CMS) to manage information to support decision-making **Assistant Director Corporate Services comments:** A significant amount of work has been undertaken by the Corporate Governance Team to design and develop the Corporate Management System (CMS). To support the implementation, a range of guidance materials, including user documents and training videos have been produced, alongside demonstrations for senior management and service managers. The CMS is scheduled to go live in Q3. **Q3 actions:** Successfully deliver the roll out of the CMS, as planned.	Oct 2026	G ↔

Project description and comments	Target Date	
Engage in formal HM Land Registry (HMLR) Migration Project **Assistant Director Environment and Planning comments:** Following consultancy with Idox, the changes to the Total Land Charge system have been completed. An issue has been identified as a result of this work, and communications are in place to resolve this. The spatial work is scheduled to start in December 2026. A data match was carried out by HMLR and the number of anomalies has reduced significantly and work will continue during Q3 to reduce the remainder. **Q3 actions:** We are scheduled to migrate to the 'live' service in 2028, no specific date has been released. HMLR will take another snapshot of our data in early 2027 to identify any issues.	Ongoing	G ↔
Engage with the Devolution programme to deliver the best outcome for West Norfolk **Chief of Staff and Monitoring Officer comments:** Government has been clear that devolution will be stepped up again with it being aligned to the anticipated Re-wiring the State white paper expected in the autumn. Norfolk and Suffolk County Councils will be revisiting their decision on the proposed devolution deal for the region in October. **Q3 actions:** The Council will maintain a watching brief on what emerges from the county council decisions and the future white paper and respond accordingly.	Mar 2027	G ↔
Engage with the Local Government Reorganisation (LGR) programme to deliver the best outcome for West Norfolk **Chief of Staff and Monitoring Officer comments:** On 7th September, the Government announced that they were withdrawing the decision made for Norfolk and conducting a rapid review of all LGR decisions made to date. All councils were instructed to cease working on preparations for the decision set out for their areas. The Norfolk wide LGR transition programme has been stood down and the council has paused its LGR readiness work. **Q3 actions:** The council will be refocusing capacity for the established transformation programme and conducting lessons learnt exercises based on LGR activities to date. It is pivoting its fourth pillar within its transformation programme to focus on organisational readiness as devolution activities now step up. It is keeping a watching briefing on future iterations of LGR and the timetable for the rapid review which is expected in later October following the conference recess in parliament.	Mar 2027	B
Improve governance and assurance of corporate health and safety **Assistant Director Health, Wellbeing and Public Protection comments**: The Corporate Health and Safety Board continues to progress its work, with priority focus areas identified for further development. Regular updates and health and safety news are communicated through the intranet. The recruitment to the Health and Safety Adviser post remains ongoing and a dedicated administrative officer has been appointed. **Q3 actions:** Work continues to deliver against the audit action plan.	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. **Q3 actions:** Progress and report on corrective action required to address adverse forecasts against budgets and savings targets. Ensure forecast for Revenue and Capital are informed and robust.	Annual	G ↔

Project description and comments	Target Date	
Development of the Corporate Leadership Team and service managers **Chief of Staff and Monitoring Officer comments:** Formal and informal CLT sessions are ongoing. The informal sessions focus on knowledge sharing, learning and discussion of emerging issues and priorities. The Service Manager sessions are ongoing with the last quarterly meeting taking place at the beginning of September. A range of topics were discussed with the managers which included a discussion on our value of Empowerment and what this means for service managers and how they engage and empower their people. The session also covered an employment law update and the managers were asked if they felt a buddy system (similar to the one used by CLT) would be beneficial to them. A range of toolkits and infographics have been developed to support managers carry out people activities along with manager input into new and developing policies. **Q3 Actions:** Work continues on the Management Development Passport. It is anticipated that pilot sessions will be launched early in the new year.	Ongoing	G ↔

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 **Assistant Director Corporate Services comments:** Action remains on hold due to insufficient staff resources. **Q3 actions:** Additional capacity to be provided through the recruitment of a Corporate Policy Officer, with a planned start date of 26 October 2026, enabling work in this area to move forward.	On hold	B
Further develop 'Creating Communities' events **Assistant Director Regeneration, Housing and Place comments:** Discussions have been held to plan a new event at Valentine Park, booklets have been drafted to support this event. **Q3 actions:** Continue with arrangements for the event at Valentine Park and finalise the booklets.	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) **Assistant Director Corporate Services comments:** Limited progress has been made, due to significant staffing shortages in the team. A proposal was presented to ELT, however due to resources constraints this has yet to progress further. **Q3 actions**: Additional capacity to be provided through the recruitment of a Corporate Policy Officer, with a planned start date of 26 October 2026, enabling work in this area to move forward.	Ongoing	G ↓ A
Develop a Health and Wellbeing Strategy and Action Plan **Assistant Director Health, Wellbeing and Public Protection comments:** Two new sub-groups have been established under the Health and Wellbeing Partnership to progress the Marmot recommendations and support work towards becoming an Age Friendly District.	Sept 2026	G ↔

Project description and comments	Target Date	
These complement the existing Healthy and Active Lifestyles Group and Health Inequalities Sub-group. A review of grant-funded projects delivered between 2022 and 2026 has commenced to assess outcomes and identify key achievements. The findings will inform the development of future strategic priorities and support learning from the Marmot health inequalities agenda. **Q3 actions:** Work to co-produce the new strategy with all members will take place in Q3/Q4 with delivery of the new strategy at the end of Q4.		
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:** Health and Wellbeing Partnership (HWP) has agreed £200k of funding to partners over the next 2 years for projects that support improved health and wellbeing for residents. These projects explicitly aim to reduce health inequalities and increase opportunities for residents here in West Norfolk and are aligned with learning from the Marmot health inequalities programme, delivering against the 19 starting well recommendations. HWP is working to develop the plan for £229k community resilience monies for 2026-28. This programme, when delivery starts, will focus on an asset-based community development approach targeting Downham Market and its rural villages, driving resilience and reducing the impacts of poverty, a key recommendation of the Starting Well report. **Q3 actions:** Delivery of projects for the HWP grants will begin in Q3 with interim monitoring feedback due March 2027, this will be included in Q4 reporting. In Q3, finalise the plan for approval and move towards arranging engagement sessions in Downham Market for the Crisis Resilience Funding with delivery to begin in Q3/Q4 and to continue to March 2028 with regular reviews being undertaken at the HWP.	Oct 2026	**G** ↔

Managing the Business

Our Performance Indicators in detail

R Performance indicator is 5% or more below target

A Performance indicator is up to 5% below target

G Performance indicator has achieved target

M Monitor only

Promote growth and prosperity to benefit West Norfolk									
Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	94%	92%	89%			70%	G ↔	
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	92%	100%	92%			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%	0.88%			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%	0.78%			10%	G ↔	
1.5	% of major planning applications determined with an extension of time (EOT)	25%	56%	56%			50%	R ↔	Completing Section 106 agreements within timescales can make this a challenging target. Overall decisions are being made quicker and this is key to improving performance.

Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
1.6	% of non-major planning applications determined with an extension of time (EOT)	10%	15%	16%			35%	G ↔	
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	£0			£0	G ↔	
1.8	% of new enforcement cases actioned within 12 weeks of receipt	89%	92%	86%			85%	G ↔	
1.9	No of new homes built through the Council's Major Housing Programme	77	29	49			63	G ↓ R	Delays on 18 units (two blocks of flats) at Florence Fields. Completion is due in Q3.
1.10	No of new Affordable Homes delivered by the Major Housing Programme	12	7	15			Monitor only	M	
1.11	% of rent arrears on industrial units	1.98%	2.22%	3.34%			5%	G ↔	
1.12	% of rent arrears on retail/general units	6.26%	6.53%	15.31%			6%	R ↔	An incorrect rental figure identified and a delay of quarterly rental payments has increased arrears in Q2
1.13	Long stay car parking tickets purchased	332,009	108,169	234,012			332,009	G ↔	Cumulative data
1.14	Short stay car parking tickets purchased	1,226,619	308,356	656,757			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	88% 22 £3,955,741			Monitor only	M	
1.16	Capital contracts awarded to SMEs: (include %, number and value)	68% 17 £22,615,803	80% 4 £417,422	100% 9 £2,835,667			Monitor only	M	
1.17	Revenue contracts awarded to SMEs: (include %, number and value)	69% 38 £4,565,383	72% 13 £750,204	81% 13 £1,120,074			Monitor only	M	

Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
1.18	No of new homes delivered in the Borough to meet the housing need target	704	168	206			Monitor only	M	
1.19	No of new affordable homes delivered in the Borough	217	25	60			Monitor only	M	Quarterly figures may change due to delays receiving data from Registered Providers

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%	93.96%			90%	G ↔	Cumulative data
2.2	Increase installed solar power capacity by 15% to 824.3 kWp	-	716.8	717.0			824.3	G ↔	Cumulative data
2.3	No of brown bins in use for composting	29,225	29,533	29,665			29,000	G ↔	
2.4	Total tonnage of garden waste collected and treated	10,370	3,131	5,790			11,000	G ↔	
2.5	Total tonnage of food waste collected and treated	1,719	472	945			1,700	G ↑ A	Cumulative data
2.6	Total tonnage of mixed recycling collected and treated	14,111	3,475	6,963			14,000	A ↔	Cumulative data
2.7	No of fly tipping incidents recorded	2,462	439	392			Monitor only	M	
2.8	% of fly tipping cases initially assessed within 1 day of being recorded	95%	100%	100%			97%	G ↔	

Efficient and effective delivery of our services									
Ref	**Performance indicator**	**2025/26**	**2026/27**						
			Q1	**Q2**	**Q3**	**Full Year**	**Target**	**Comments**	
3.1	Average time Customer Information Centre takes to answer an incoming call	1 mins 36 secs	2 mins 50 secs	3 mins 44 secs			2 minutes	R ↔	Despite staffing pressures, CIC handled more than 20,000 calls. Training & recruitment is ongoing to improve call waiting times
3.2	Average time Customer Information Centre takes to answer a webchat	-	28 secs	24 secs			1 minute	G ↔	
3.3	Customer Information Centre satisfaction rate	-	79%	79%			75%	G ↔	
3.4	% of supplier invoices paid within 30 days	99%	99%	99%			99%	G ↔	
3.5	% of local supplier invoices paid within 10 days	96%	96%	96%			96%	G ↔	
3.6	% of invoices with a valid PO raised in advance of invoice date	-	71%	73%			100%		Cumulative data
3.7	% of Council Tax collected against outstanding balance	97.1%	27.8%	54.8%			97.1%	G ↔	Cumulative data
3.8	% of Business Rates collected against outstanding balance	97.9%	30.4%	55.0%			98.6%	G ↔	Cumulative data
3.9	% of BID Levy collected	97.5%	46.5%	74.2%			97.5%	G ↔	
3.10	% of press releases covered by media within one month of being issued	95%	100%	100%			95%	G ↔	
3.11	No of cyber security incidents reported	0	0	2			Monitor only	M	
3.12	Permanent employee headcount (actual)	620	625	633			Monitor only	M	

Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
3.13	Level of staff turnover	8.47%	1.82%	3.50%			Monitor only	M	Cumulative data
3.14	Average number of working days sickness per FTE	9.49	1.93	4.87			8.70 days	G ↔	Cumulative data
3.15	% of employees undertaking apprenticeships	2.4%	2.1%	2.2%			2.0%	G ↔	

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	20 families 67 singles			Monitor only	M	
4.2	Households placed in nightly paid temporary accommodation	48 families 190 singles	8 families 54 singles	12 families 61 singles			Monitor only	M	
4.3	No of Homeless applications received	659	141	127			Monitor only	M	
4.4	No of households housed through the housing register	650	139	155			Monitor only	M	
4.5	No of verified instances (not people) of rough sleepers recorded	39	10	21			Monitor only	M	3-7 people continue to rough sleep despite offers of accommodation resulting in repeated instances being recorded.
4.6	No of days to process new housing benefit and council tax support claims	15	16	16			20	G ↔	
4.7	No of days to process housing benefit and council tax support changes of circumstances	13	7	11			20	G ↔	
4.8	% of food premises achieving a rating of 3 or above	94%	93%	93%			90%	G ↔	

Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
4.9	% of housing adaptations completed within time	84%	88%	86%			80%	G ↔	
4.10	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	3,585	1,519	1,323			4,000	G ↔	
4.11	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	91%	86%	90%			80%	G ↔	
4.12	No of HMO licence applications received	22	4	1			Monitor only	M	
4.13	% of HMO licence applications receiving a draft licence or draft refusal within 45 working days of application validation	80%	20%	33%			80%	R ↔	Vacant posts and the additional duties arising from the Renters' Rights Act impacted on performance in Q1 and Q2.Service review to be completed in Q4 2026/27
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%	-4%			3.5%	G ↓ R	Leisure attendance is 6% below last year - reduced holiday activity and increased competition. Active Community attendance is up 9% YTD and is expected to improve overall performance by year end.

Ref	Performance indicator	2025/26	2026/27						
			Q1	Q2	Q3	Full Year	Target	Comments	
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%	20%			4%	G ↔	

Agenda Item 9

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	10th November 2026		
TITLE:	Council Tax Support: Final Scheme for Working Age People for 2027/2028		
TYPE OF REPORT:	Cabinet Report to Full Council		
PORTFOLIO(S):	Councillor Chris Morley, Cabinet Member for Finance		
REPORT AUTHOR:	Jo Stanton, Revenues and Benefits Manager		
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.

Borough Council of
King's Lynn &
West Norfolk

REPORT TO CABINET

DATE OF MEETING	17 November 2026
REPORT TITLE	Council Tax Support: Final Scheme for Working Age People for 2027/2028
LEAD MEMBER	Councillor Chris Morley, Cabinet Member for Finance
LEAD OFFICER	Jo Stanton, Revenues and Benefits Manager E-mail: joanne.stanton@west-norfolk.gov.uk Direct dial: 01553 616349
CONSULTEES	Norfolk County Council; Norfolk Police and Crime Commissioner; Corporate Performance Panel; Cabinet Members.
WARDS AFFECTED	All wards are affected, with particular impact in PE30, PE31 and PE38.

KEY DECISION	Yes – the report recommends that the final Council Tax Support Scheme for working age people for 2027/2028 is approved.
DECISION MAKER	Recommendations to Council
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	YES – pre-screening EIA

SUMMARY OF REPORT

The Council Tax Support Scheme reduces the council tax bills for eligible working age residents on low incomes. The Council must review and agree its local working age scheme each financial year, taking into account statutory requirements and the impact on vulnerable groups.

The proposed Council Tax Support Scheme for 2027/2028 continues the 2026/2027 scheme with minor updates. These updates reflect wider welfare reform changes and clarify parts of the scheme rules. The consultation on the draft scheme has now ended, and no further changes are proposed. Cabinet is therefore asked to recommend the draft scheme to Full Council for approval as the final Council Tax Support Scheme for 2027/2028.

RECOMMENDATIONS

Recommendation to Full Council:

That the draft Council Tax Support Scheme for 2027/2028 is agreed as the final Council Tax Support Scheme for working age people for 2027/2028.

REASON FOR DECISION

To ensure that a Council Tax Support Scheme for working age people for 2027/2028 is approved by Full Council within the statutory timetable, and in sufficient time to support the Council Tax Base and budget-setting process for 2027/2028.

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 scheme supports residents on low incomes, helping to sustain household finances and reduce the risk of council tax arrears.
Protect our Environment	There are no direct environmental implications arising from the recommendation.
Efficient and effective delivery of our services	Agreeing the scheme in good time gives certainty for annual billing, budget planning and operational delivery.
Support our communities	Council Tax Support directly supports low-income working age households by reducing the amount of council tax they have to pay.

REPORT DETAIL

1. Introduction

1.1 The council has a local Council Tax Support Scheme to help working age residents on low incomes with the cost of their council tax bills. There are national regulations for pension age residents, so this report only relates to the local working age scheme. The council must review and approve its working age scheme each financial year.

2. Background

2.1 The local Council Tax Support Scheme was first introduced in 2013. The scheme was based on the national pension age scheme, but everyone who was working age and not classed as vulnerable was expected to pay at least 25% of their weekly council

tax bill. This contribution was reduced to 16% from April 2022 and removed entirely from April 2024.

2.2 The current scheme can cover up to 100% of a resident's council tax liability. The award will be less than 100% where a household has more income than the amount allowed under the scheme rules, for example where they have earnings or other income.

2.3 For 2027/2028, the Council is again required to consider the scheme for the following financial year and agree the final scheme before the statutory deadline. No major changes are proposed. Minor amendments will be made to reflect welfare reform changes to the national Council Tax Support scheme for pension age people and to clarify some administrative matters.

2.4 The final Council Tax Support scheme must be approved by Full Council by 11 March 2027. In practice, for operational and budget-setting reasons, the scheme needs to be agreed by 31 January 2027 so that the Council Tax Base and wider budget-setting process can be completed.

2.5 Before the final scheme is agreed, the Council must consult with its major preceptors and undertake public consultation on the draft scheme. The major preceptors are Norfolk County Council and the Norfolk Police and Crime Commissioner. The draft scheme was subject to a six-week public consultation period and the results are included as part of this report. The draft scheme is subject to a six-week public consultation period and the results are included as part of this report.

3. Proposal

3.1 It is proposed that Cabinet recommends to Council that the draft Council Tax Support Scheme for 2027/2028 is approved as the final scheme for 2027/2028. The full Council Tax Support scheme rules for 2026/2027 can be found here Council Tax Support regulations | Council Tax Support regulations | Borough Council of King's Lynn & West Norfolk

3.2 The draft scheme is the 2026/2027 Council Tax Support scheme incorporating minor amendments and was agreed by Delegated Decision. The report can be found here Agenda for Cabinet Members Delegated Decisions on Friday, 10th July, 2026.

3.3 Continuing the 2026/2027 scheme for 2027/2028 continues to give households receiving Council Tax Support stability and certainty. It also meets the requirement to agree a working age scheme each year and allows the Council Tax Base and budget to be prepared on time.

4. Options Considered

4.1 Continue with the existing Council Tax Support scheme

4.1.1 The option of continuing the existing working age Council Tax Support Scheme, with minor amendments, has been considered. This provides continuity for residents, keeps the scheme broadly aligned with the pension age scheme where appropriate,

and avoids introducing additional complexity for residents or administration. This is the recommended option for 2027/2028.

4.1.2 The scheme will be updated so it is in line with national welfare reform changes for other benefits. The administrative wording change confirms that the Council will base its calculation of Council Tax Support on the same rules as those used by the Department for Work and Pensions for the calculation of the Universal Credit award. The current rules are not explicitly clear on how certain other income will be treated, so the wording needs to be amended. This also keeps the scheme in line with other benefits. No other changes are proposed for 2027/2028.

4.3 Make the scheme more generous

4.3.1 Alternative options include making the scheme more generous, for example by reducing the amount by which weekly Council Tax Support is reduced where a household has more income than the scheme allows. This would provide additional help for working age residents, but it could mean giving more support to working age people than pension age residents, as the Council cannot amend the rules for the national pension age scheme. It would also create two significantly different sets of scheme rules. There would also be an adverse impact on the projections in the Financial Strategy. This option is not recommended.

4.4 Make the scheme less generous

4.4.1 The Council could also make the scheme less generous by reducing the level of Council Tax Support awarded. This could have a positive impact on the projections in the Financial Strategy, but it would reduce help for households on low incomes, creating council tax charges that households on the lowest incomes may struggle to pay, and which would be difficult to collect. This option is not recommended.

4.5 Use an alternative method to support low income residents

4.5.1 A different model could also be considered, such as a banded discount scheme where a set percentage discount is awarded based on a person's income and household circumstances. This would be a more significant change and would require further modelling, consultation and consideration of the impact on residents and the Council Tax Base. This option is not recommended.

4.6 Do nothing

4.6.1 Doing nothing is not a viable option because the Council is required to review and approve a local Council Tax Support Scheme for working age people each financial year. Failure to agree a scheme in time would create uncertainty for residents, preceptors and the Council's budget-setting process. This option is not recommended.

5. Consultation

5.1 The Council Tax Support regulations require the Council to consult its major preceptors before choosing a draft scheme for public consultation.

5.2 Norfolk County Council and Norfolk's Police and Crime Commissioner were contacted for their views on the draft scheme. The Police and Crime Commissioner stated they had no further comments to add. Norfolk County Council has not responded.

5.3 The public consultation ran from 27 July to 7 September 2026. Fifteen people started the survey, but only four completed it. This was fewer than the 16 completed responses received for the 2026/2027 scheme. The low response may reflect the fact that no major changes are proposed.

5.4 The four responses opposed both the continuation of the current working-age CTS scheme and the proposed amendments for 2027/2028. The dominant themes were concerns about fairness to full-paying council taxpayers, a belief that all residents should contribute financially towards local services, and opposition to increasing or maintaining subsidised support levels.

5.5 The full results of the survey, including all the comments, are included at Appendix C which should be read in conjunction with this section. A summary of the survey responses is below:

	Continue Current Working Age CTS Scheme?	**Support Proposed Changes?**	**Key Comments**
1	Disagree	Disagree	No council tax subsidies should be provided. Individuals should prioritise spending within their means.
2	Disagree	Disagree	Maximum support should be capped at 50%. Believes current support discourages some people from increasing work.
3	Disagree	Disagree	Concerned costs fall on other taxpayers. Opposes removal of the two-child benefit cap and believes all households should contribute.
4	Disagree	Disagree	Strong objection to taxpayers subsidising others. Suggests reducing discounts and requiring all residents to contribute towards council services.

5.6 The consultation responses should be considered alongside the wider evidence. Four completed responses were received, compared with 9,366 households receiving help with their council tax bills and over 74,000 households in the borough. Therefore the responses should not be treated as representative of the borough as a whole. Having considered the responses and the wider evidence, no changes are proposed to the final Council Tax Support Scheme for 2027/2028.

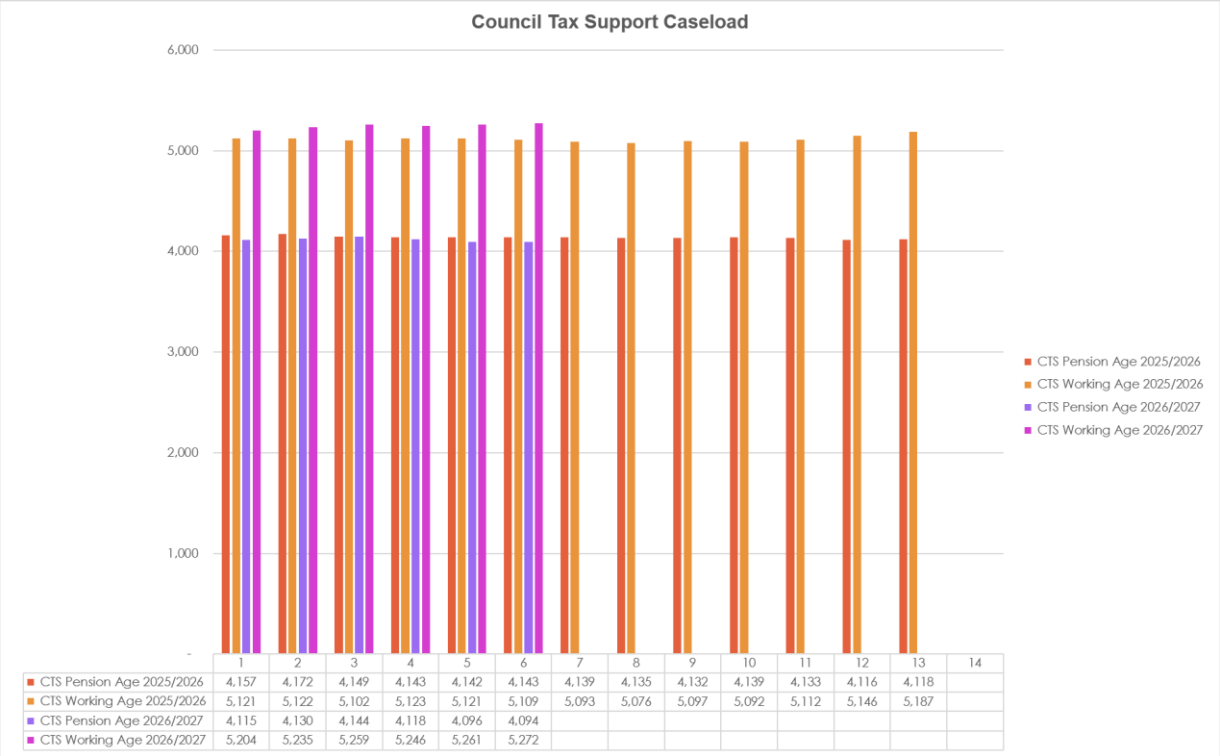
6. Caseload and Financial Implications

6.1 Council Tax Support is treated as a council tax discount and the financial impact is reflected in the Council Tax Base. The impact of both working age and pension age Council Tax Support is shared between preceptors in proportion to their share of the council tax bill. The Council's share of the overall cost is met through the Council Tax Base which is reflected in the figures in the Financial Strategy.

6.2 The estimated financial impact of the 2027/2028 scheme is based on the latest Council Tax Support caseload and Band D equivalent figures available on 1 September 2026.

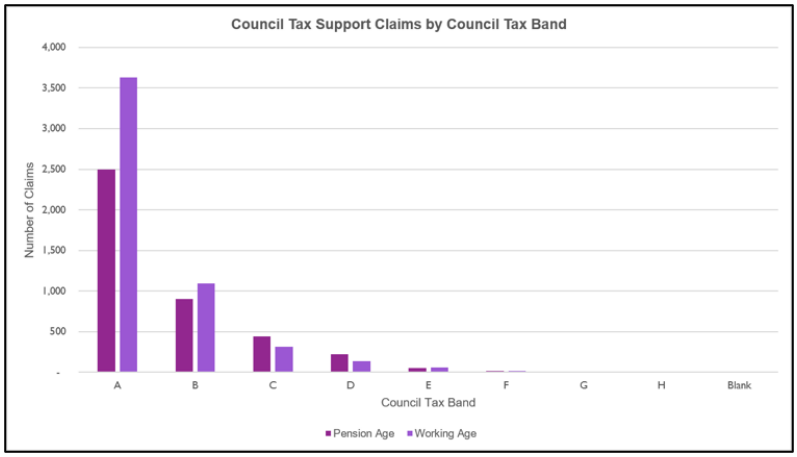
6.3 The estimated total value of Council Tax Support awards is £12.158 million, an increase of £0.791 million since April 2026. Working age households receive £6.729 million, or 55.3% of the total. Pension age households receive £5.429 million, or 44.7%.

6.4 9,366 households claim Council Tax Support, comprising 5,272 working-age households and 4,094 pension-age households. Since April, the total caseload has remained relatively stable, increasing by 47 claims, driven by 68 additional working-age claims, partly offset by 21 fewer pension-age claims. The average annual Council Tax Support award is £1,298.

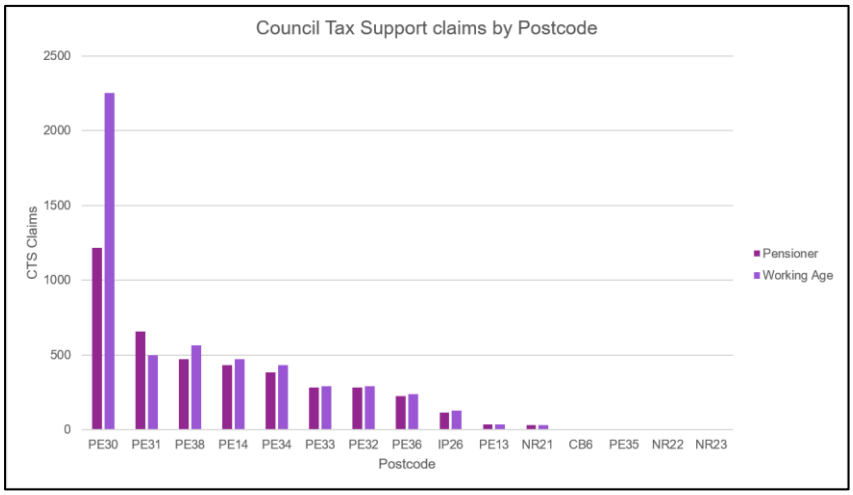


	1	2	3	4	5	6	7	8	9	10	11	12	13	14
CTS Pension Age 2025/2026	4,157	4,172	4,149	4,143	4,142	4,143	4,139	4,135	4,132	4,139	4,133	4,116	4,118	
CTS Working Age 2025/2026	5,121	5,122	5,102	5,123	5,121	5,109	5,093	5,076	5,097	5,092	5,112	5,146	5,187	
CTS Pension Age 2026/2027	4,115	4,130	4,144	4,118	4,096	4,094								
CTS Working Age 2026/2027	5,204	5,235	5,259	5,246	5,261	5,272								

6.5 Council Tax Support claims by Council Tax Band are shown in the chart below. Households in Bands A and B continue to account for the majority of CTS claims, with 86% of households in the two lowest council tax bands.



6.6 Claims by Postcode Area and the Working Age / Pension Age split are shown below. The majority of the claims are in the PE30 (King's Lynn) area followed by PE31 and PE38.



6.7 The impact of the scheme on the Council's taxbase represents 5,003 Band D equivalent properties. This is 89 Band D equivalents above the estimated figures in the Financial Strategy of 4,914.1 Band D equivalents, however this is more than offset by an increase in new properties and additional income from the Second Homes Premium. The estimated future impact is within the assumptions in the Medium Term Financial Strategy.

7. HR Implications

7.1 None. The proposal does not require changes to staffing levels, structures or HR policies.

8. Policy Implications

8.1 The proposal forms part of the Council's annual policy for Council Tax Support. The scheme supports the Council's priority to support communities by providing financial assistance to working age residents on low incomes.

8.2 The scheme is kept under review so that it remains aligned with relevant welfare benefit changes, national pension age Council Tax Support provisions where appropriate, and the Council's wider financial and equality duties.

9. Climate Change and Environmental Implications and considerations

9.1 None. The recommendation relates to the Council Tax Support Scheme and does not have direct climate change, environmental or biodiversity implications.

10. Statutory and Legal Implications

10.1 The Council is required under section 13A(2) of the Local Government Finance Act 1992 to make a local Council Tax Support Scheme for working age people. The scheme must be reviewed annually and agreed before the start of the financial year to which it relates.

10.2 Schedule 1A of the Local Government Finance Act 1992 sets out the process that must be followed when reviewing and agreeing the scheme. The Council must consult its major preceptors, publish and consult on a draft scheme, consult with its taxpayers and then agree the final scheme.

10.3 The statutory deadline for agreeing the 2027/2028 scheme is 11 March 2027. However, in practice the scheme needs to be agreed by 31 January 2027 because it forms part of the Council Tax Base and budget-setting process.

11. Local Government Reorganisation Implications

11.1 There are no direct Local Government Reorganisation implications arising from this report and it is unaffected by the recent announcement of a pause to LGR.

12. Health and Safety Implications

12.1 None. The recommendation does not create any direct health and safety implications.

13. Consultees

13.1 The Council has consulted with its major preceptors and the general public. Details of the consultation response are at Section 5.

14. Equality Impact Assessment

14.1 A pre-screening Equality Impact Assessment is included with this report.

14.2 The scheme maintains support for households on low incomes and helps reduce the risk of financial hardship and council tax arrears. The scheme continues to have positive equality impacts as it maintains the more generous support for those in vulnerable groups and those with relevant protected characteristics, whilst providing more help to customers not in vulnerable groups or covered by equality considerations.

14.3 A full Equality Impact Assessment is not required as this is a continuation of an existing policy and no major changes have been made. The scheme continues to provide the same or an improved level of support and provisions exist for the award of a discretionary reduction in exceptional cases.

15. Risk Management Implications

15.1 Failure to agree a Council Tax Support Scheme by 31 January 2027 would mean that the Council would be unable to set its Council Tax Base and budget for 2027/2028 within the required timetable. This could affect the wider budget-setting process for the Council and major preceptors.

15.2 The budget impact of the Council Tax Support Scheme is based on household numbers and is reflected in the Financial Strategy. The impact will be affected by the changing circumstances and demographics of taxpayers, including household welfare, age mix and additional households entering the tax base.

15.3 The Council Tax Support Scheme is based on an assessment of household income against an allowed amount. Wider economic pressures are not currently causing an increase in the Council Tax Support caseload, as household incomes are generally stable or rising due to wage and benefit increases. However, household expenditure is also increasing, which continues to place pressure on household budgets.

15.4 Other support with rising costs is available through the Council, government and other organisations, including the Crisis and Resilience Fund. In the current economic climate, the risk assessment cannot be neutral, but it is considered that there is sufficient flexibility in the Council's financial structure to withstand any adverse impact.

15.5 If the Council Tax Support caseload falls, the Council Tax Base and council tax income will increase, creating a surplus on the Collection Fund. The impact of the Council Tax Support Scheme is, and will continue to be, operationally reviewed monthly.

16. Conclusion

16.1 The Council is required to review and agree a local Council Tax Support Scheme for working age residents each financial year. For 2027/2028, the recommended approach is to continue the existing 2026/2027 scheme, with minor amendments to reflect welfare reform changes to the national pension age scheme and clarify administrative wording. This approach provides continuity and certainty for residents on low incomes, supports the Council's annual billing and budget-setting timetable, and enables the Council to meet its statutory duty.

16.2 Cabinet is therefore asked to recommend to Council that the draft working age Council Tax Support Scheme for 2027/2028 is approved as the final scheme.

LIST OF APPENDICES
Appendix A – Equality Impact Assessment Appendix B – Council Tax Support Scheme Principles Appendix C – Consultation Responses and Summary

LIST OF BACKGROUND PAPERS
There are no background papers

APPENDIX A: PRE SCREENING EQUALITY IMPACT ASSESSMENT

For equalities profile information please visit Norfolk Insight - Demographics and Statistics - Data Observatory				
Name of policy/service/function	Local Council Tax Support Scheme for working age people 2027/2028			
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.	Council Tax Support is a means-tested council tax discount for residents on low income. The council is required to review and agree a local Council Tax Support Scheme for working age people each financial year. Pension age residents are covered by a separate national scheme. The aim of the local working age scheme is to reduce council tax liability for eligible low-income households and help reduce financial hardship and council tax arrears.			
Who has been consulted as part of the development of the policy/service/function? – new only *(identify stakeholders consulted with)*	Not applicable – this is an existing annual scheme. Consultation is undertaken with major preceptors and residents as part of the annual review process.			

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.		Positive	Negative	Neutral	Unsure
	Age	✓			
	Disability	✓			
	Sex	✓			
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity	✓			
	Race	✓			
	Religion or belief			✓	
	Sexual orientation			✓	
	Armed forces community			✓	

NB. Equality neutral means no negative impact on any group. ***If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.*** **For more information on health inequalities please visit The King's Fund*	Care leavers	✓			
	Health inequalities*	✓			
	Other (eg low income, caring responsibilities)	✓			

Please provide a brief explanation of the answers above:
The scheme is designed to support working age residents on low incomes by reducing the amount of council tax they pay. The strongest positive impact is therefore for low-income households, including residents with caring responsibilities and those experiencing financial hardship. Positive impacts may also arise for disabled residents, residents with long-term health conditions, care leavers, households affected by pregnancy or maternity, and some working age households where income is temporarily reduced or unstable.

The scheme is means-tested and is not designed around protected characteristics. No negative impacts have been identified at this stage. Categories marked as neutral are not expected to be directly affected because entitlement is based on household income, liability and circumstances rather than the protected characteristic itself.

A full EIA was completed in August 2016. No major changes have been made since then so a further full EIA is not required.

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	The scheme is based on financial need and applies consistently to eligible working age residents. Although some residents who do not qualify may perceive the scheme as favouring those who receive support, this is a consequence of a means-tested statutory discount scheme and not a specific impact on relations between equality communities.
3. Could this policy/service be perceived as impacting on communities differently?	Yes	The scheme may be perceived as affecting working age and pension age residents differently because pension age residents are covered by a national scheme, while the council sets the local working age scheme. The report explains

		that this EIA relates only to the local working age scheme. Certain geographical communities are also impacted more than others as they have higher numbers of Council Tax Support recipients. No adverse equality impacts have been identified.
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: The identified impacts are positive or neutral. The scheme continues to provide financial support for low-income working age residents and no adverse impacts have been identified. The distinction between working age and pension age schemes arises from national legislation and scheme responsibilities. **Decision agreed by EWG member: …Allison Bingham.**		
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:** No minor adverse impacts have been identified. The scheme will continue to be monitored through normal operational review and annual scheme review processes. **Actions agreed by EWG member:** **Allison Bingham**
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	The scheme is specifically designed to reduce the council tax liability of working age residents on low incomes. It helps address financial disadvantage by reducing household bills and supporting residents who may otherwise be at greater risk of arrears or hardship.
Assessment completed by: Name	Jo Stanton	
Job title	Revenues and Benefits Manager	
Date completed	8 September 2026	
Reviewed by EWG member		**Date** **Allison Bingham** **2nd October 2026**
☐ **Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy** (corporate.policy@west-norfolk.gov.uk)		

Appendix B

Summary of the Working Age and Pension Age CTS Scheme rules

	National Pension Age CTS Scheme	Our Working Age CTS Scheme
Maximum Level of Support	100%	100%
Capital Limit	£16,000	£16,000
Weekly Deduction for a Non-Dependant: • Not working • Weekly Earnings under £236 • Weekly Earnings between £236-£410 • Weekly Earnings between £410-£511 • Weekly Earnings above £511 • Any other not included above	 £4.60 £4.60 £9.40 £11.80 £14.15 £0	 £4.60 £4.60 £9.40 £11.80 £14.15 £0
Weekly Earnings Disregard: • Single • Couple • Disabled or Carer • Lone Parent	 £5 £10 £20 £25	 £15 £20 £30 £35
Self-employed people – earnings used	Actual earnings	Actual earnings
Second Adult Rebate[1]	Included	Included
Backdating of a new claim	3 months	3 months

The full set of Council Tax Support Regulations for Working Age people can be found at:

https://www.west-norfolk.gov.uk/info/20019/council_tax_support/610/council_tax_support_regulations

[1] Certain people who do not qualify for CTS can receive a discount of up to 25% if they have a second adult living with them who is on a low income.

Appendix C: Summary of completed consultation surveys

Consultation period	Responses received	Overall position
27 July to 7 September 2026	4 completed surveys	All 4 disagreed with both questions

Purpose and interpretation
This appendix summarises the four completed survey responses received from the Council Tax Support Scheme 2027/2028 consultation.

Context: *The findings represent four respondents only and should be read as a summary of the views submitted, not as wholly representative of the wider borough population.*

1. Summary of individual responses

Response	Continue working-age CTS scheme?	Agree with proposed changes?	Summary of reasons and suggested changes	Stated impact
1	Disagree	Disagree	Opposed council tax support in principle, stating that subsidies are borne by those who pay. Proposed that no subsidy should be applied and that households should prioritise spending within finite income.	Said all households should recognise that income is finite and prioritise essential spending.
2	Disagree	Disagree	Considered that no household should receive 100% support. Proposed a maximum award of 50%, with the aim of encouraging greater participation in paid work.	Believed reduced support could encourage work and lessen the perceived burden on full council tax payers.
3	Disagree	Disagree	Concerned that scheme costs would be added to other residents' council tax bills. Specifically opposed removal of the two-child limit and proposed that every household should contribute towards services.	Believed wider taxpayers would provide less support to others and could potentially pay less.
4	Disagree	Disagree	Objected to full-paying residents subsidising others. Proposed reducing discounts and	Said recipients may need to pay a greater share, while wider taxpayers

			requiring all residents to make a contribution towards the council services they use.	could potentially pay less.

2. Main themes from the comments

Theme	Responses	Summary
Fairness to full-paying council tax payers	4 of 4	All four responses expressed concern that CTS places costs on residents who pay council tax in full.
A contribution from every household	3 of 4	Three responses called for all households to make some contribution towards council tax or local services.
Reduced levels of support	2 of 4	Two responses expressly proposed reducing support. One suggested a maximum award of 50%; another proposed lower discounts.
Employment and self-sufficiency	1 of 4	One response linked a lower maximum award to encouraging people to return to work or increase paid work.
Opposition to removal of the two-child limit	1 of 4	One response specifically objected to the proposed removal of the two-child limit.
Perceived effect on wider taxpayers	3 of 4	Three responses suggested that reducing support could lessen the amount borne by other council tax payers.

3. Respondent profile

Characteristic	Recorded responses
Gender	2 male; 1 female; 1 preferred not to say
Age	2 aged 65 and over; 1 aged 55–64; 1 preferred not to say
Ethnicity	3 White; 1 preferred not to say
Long-term illness, impairment or disability	1 yes; 2 no; 1 preferred not to say

4. Overall conclusion

All four respondents disagreed with continuing the existing working-age CTS scheme and with the proposed changes. The most consistent concern was perceived fairness to residents paying council tax in full.

Respondents commonly favoured requiring all households to contribute, with some advocating lower maximum support. The small response base should be clearly recognised when these findings are considered.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	10th November 2026		
TITLE:	Council Tax Discounts, Levies and Premiums for Empty Properties and Second Homes for 2027/2028		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Cllr Chris Morley, Cabinet Member for Finance		
REPORT AUTHOR:	Jo Stanton, Revenues and Benefits Manager		
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.

Borough Council of
King's Lynn &
West Norfolk

REPORT TO CABINET

DATE OF MEETING	17 November 2026
REPORT TITLE	Council Tax Discounts, Levies and Premiums for Empty Properties and Second Homes for 2027/2028
LEAD MEMBER	Cllr Chris Morley, Cabinet Member for Finance
LEAD OFFICER	Jo Stanton, Revenues and Benefits Manager
CONSULTEES	Cabinet
WARDS AFFECTED	All wards, with a greater concentration of affected properties in some coastal and rural communities.

KEY DECISION	YES: Affects a number of wards and relates to income of £500,000 or more
DECISION MAKER	Recommendations to Council
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	PRE-SCREEN COMPLETED

SUMMARY OF REPORT

Councils have discretionary powers to vary the discounts for empty properties, uninhabitable properties and second homes, and to charge additional premiums (levies) for long-term empty properties and second homes.

Councils will retain their proportionate share of any additional income raised by reducing discounts or charging levies and premiums. For 2027/2028 estimated additional income of £6.5m will be raised for distribution between the precepting bodies, the majority of which is attributable to Norfolk County Council.

This report summarises the current position and makes recommendations for the discounts and premiums for empty properties, uninhabitable properties and second homes for 2027/2028.

RECOMMENDATIONS

Recommendation to Full Council:

The following discounts, levies and premiums are continued for 2027/2028, subject to the Statutory Exceptions:

Class A Second Homes:

- 0% discount, i.e. no reduction;

Class B Second Homes:

- 0% discount i.e. no reduction, plus,
- An additional premium of 100% - subject to negotiation with Norfolk County Council, to return to BCKLWN a 25% share of the additional income generated by the second homes premium in line with those arrangements agreed in 2024/25 and 2025/26

Class C Empty / Unfurnished Properties:

- 0% discount, i.e. no reduction, plus,
- The relevant Long-Term Empty Property Levy (as below)

Class D Uninhabitable Properties:

- 25% discount for 12 months starting on the day the property becomes uninhabitable; then:
- 0% discount once the 12-month period has expired, plus
- The relevant Long-Term Empty Property Levy (as below)

Long-Term Empty Properties (following on from Class C and Class D above):

- A premium of 100% where the property has been empty for at least one year but less than five years,
- A premium of 200% where the property has been empty for at least five years but less than ten years, and
- A premium of 300% where the property has been empty for at least ten years.

That authority be delegated to the Leader of the Council, in consultation with the Section 151 Officer, to negotiate and agree with Norfolk County Council the proportion of additional Council Tax income arising from the second homes premium to be returned to the Borough Council for 2027/2028.

REASON FOR DECISION

The decision to vary the levels of discounts and to charge an additional premium or levy for empty properties is at the discretion of the Council. The decision must be ratified each year by full Council.

This report ensures the decision on the levels of discounts, levies, premiums for empty properties, uninhabitable properties and second homes is made for 2027/2028. Delegating the authority to negotiate with Norfolk County Council allows discussions to be undertaken for the return of a proportion of the additional income to support priorities within West Norfolk.

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 proposal supports growth and prosperity by encouraging empty homes and second homes to be used as permanent homes where possible, helping to support sustainable communities and the local economy. The additional income raised also supports the council's financial position and helps fund local services.
Protect our Environment	There are no direct environmental implications.
Efficient and effective delivery of our services	The proposal continues an established policy and can be administered through existing council tax processes.
Support our communities	The proposal supports communities by recognising the impact that empty properties and second homes can have on local areas, particularly in parts of the borough where housing availability is more limited. Continuing the current premiums and levies helps encourage properties to be occupied as permanent homes and contributes additional income to support local services, including housing and homelessness work. Allowing a 25% discount for uninhabitable properties recognises that these dwellings need some additional support before they can be brought back into use.

REPORT DETAIL

1. Introduction

1.1 This report outlines the proposed council tax discounts, levies and premiums for empty properties, uninhabitable properties and second homes for 2027/2028. The proposed discounts and premiums aim to incentivise the use of empty properties, bringing them back into use as permanent homes. The additional income generated will be used for local services including housing and homelessness prevention.

2. Background

2.1 Councils have powers to vary the nationally set council tax discounts for empty properties, second homes and uninhabitable properties, and to charge premiums (levies) for long-term empty properties and second homes. These powers are discretionary and decisions in respect of these discounts and premiums must be ratified annually by full Council.

2.2 Allowing councils to vary discounts and charge premiums or levies is intended to encourage better use of housing stock. For empty properties, the approach is intended to encourage owners to bring homes back into use. Giving a reduction for uninhabitable properties recognises these properties need work to bring them back into use and also allows owners an extra year before levies are imposed. Continuing a higher charge for second homes recognises the impact these properties can have on local housing availability, council incomes and the delivery of local services.

2.3 The discretionary powers do not include changing the reduction for any property which is exempt from payment of council tax, for example where a resident has gone into care or where the owner has passed away and probate has not yet been granted. These properties continue to benefit from a full council tax reduction.

2.4 The changes to the discounts and levies for empty properties are well established. Empty properties have not received any council tax discount since 2019, and long-term empty properties have paid some form of levy since 2013. The Council introduced the 100% second home premium from 1 April 2025. Comprehensive information covering the introduction of the premium, including links to meeting papers and recordings, Frequently Asked Questions and Exceptions is included on the Council's website at www.west-norfolk.gov.uk/secondhomes.

2.5 The recommendations for discounts, levies and premiums for empty properties, uninhabitable properties and second homes for 2027/2028 are shown below. These are a continuation of the 2026/2027 discounts, levies and premiums.

Table 1: Proposed Discounts, Levies and Premiums for Empty Properties, Uninhabitable Properties and Second Homes for 2027/2028

Property Type	Definition	Proposed Discount	Proposed Premium or Levy	Number on 1 September 2026
All Properties	All domestic properties on the Council Tax list			77,045
Class A and Class B Properties **Furnished properties which are no-one's main home** (commonly	Class A properties have a restriction on occupancy for at least 28 days a year. Class B properties have no occupancy restriction and pay the Premium.	0%	100%	2,667 Plus 509 properties subject to an exception. Total second homes = 3,176

referred to as Second Homes).	There are exceptions to the Second Home Premium, as described in paragraph 2.7.			
Class C **Empty and Unfurnished Properties**	Properties where there is no occupier and no furniture in the property. The charge depends on how long the property has been empty as below:			
	Properties which have been empty and unfurnished for less than a year	0%	0%	1,355
	Properties which have been empty and unfurnished for at least one year but less than five years	0%	100%	974
	Properties which have been empty and unfurnished for at least five years but less than ten years	0%	200%	83
	Properties which have been empty and unfurnished for at least ten years.	0%	300%	23
	Total empty and unfurnished properties *These exclude any empty property which qualifies for an exemption from payment of council tax, including those where the resident is now in a care home or where the council taxpayer has passed away and probate has not yet been granted.*			2,255 Plus 148 properties subject to an exception Total empty and unfurnished properties 2,403
Class D **Uninhabitable Properties**	Properties which are uninhabitable as they require, or are undergoing, work to their structure such as the roof, walls, floors, ceilings and foundations. Once the 12-month discount expires these	25% for 12 months	0%	72

	properties are treated as empty and unfurnished properties.			

2.6 Not included in the table above are 1,159 properties which are commercially let self-catering accommodation. These are shown in the business rates list and do not pay council tax.

2.7 The regulations include a number of statutory exceptions to the long-term empty property levies and second home premium, including a 12-month deferral for properties genuinely available for sale or for let, permanent exceptions for certain taxpayers serving in the Armed Forces, and extensions for properties after probate has been granted. In addition, there are Delegated Powers for individual applications to be considered. The Exceptions Policy was agreed in 2024 and is attached at appendix B. No changes are proposed for 2027/2028.

3. Proposal

3.1 The proposal is to continue with the current levels of council tax discounts, levies and premiums for 2027/2028.

3.2 The majority of the additional Council Tax income generated by the second homes premium is attributable to Norfolk County Council as the principal precepting authority. In previous years arrangements have been discussed with the County Council regarding the return of a proportion of this additional income to the Borough Council. It is proposed that authority is delegated to the Leader, in consultation with the Section 151 Officer, to negotiate and agree the level of any contribution to be returned for 2027/2028.

4. Options Considered

4.1 The council tax discounts, levies and premiums have been in place for several years and are the established charges for these types of properties. The premium for second homes was introduced in April 2025, and 2027/2028 will be the third year it has been charged.

4.2.1 Increasing or reinstating discounts

The option of reinstating or increasing discounts was considered but is not recommended. This would reduce the council tax charge for empty properties and second homes, reduce council tax income and would not support the policy objective of encouraging empty homes to be brought back into use.

4.2.2 Varying charges within the area

The option of applying different premiums or discounts in different areas was considered but is not recommended. It may encourage a postcode lottery, where empty property and second homeowners relocate to areas where the charge is lower placing additional housing pressures on these locations. A borough-wide approach is simpler to administer, easier for taxpayers to understand and ensures the policy is applied consistently.

4.2.3 Not charging premiums or levies

The option of not charging additional amounts for long-term empty properties and second homes was considered but is not recommended. Removing these charges would weaken the policy objective of encouraging empty properties and second homes to be used as main homes and reduce the additional council tax income supporting housing and homelessness services. Whilst the majority of the income goes to Norfolk County Council, the Borough still retains a significant sum which is included in the projections in the financial strategy.

4.2.4 Charging a lower percentage premium or levy

The option of reducing the percentage charge for the long-term empty levy and second home premium was considered but is not recommended. The current levels were agreed by Council, are consistent with the existing policy approach and support the council tax base. They are also in line with the levies and premiums charged by neighbouring authorities with high numbers of these types of property. Reducing the percentage would reduce income without providing a clear policy benefit, and a lower charge could encourage more empty properties and second homes into the area.

5. Financial Implications

5.1 The proposals have financial implications because reducing discounts and charging premiums and levies affects the council tax base and the amount of council tax income raised.

5.2 For 2027/2028 the estimated additional income from the second homes premium is £6.51m. This is distributed between the precepting bodies in accordance with their share of the council tax precept, with approximately £4.94m to Norfolk County Council, £0.92m to Norfolk Police, £0.42m to the Borough Council and £0.23m to parish and town councils.

5.3 In 2025/2026, Norfolk County Council agreed to return 25% (£1,191,731) of its additional income arising from the second homes premium to the Borough Council. The funding was earmarked for affordable housing and homelessness priorities and is being used to support the recruitment of an Empty Homes Officer and the delivery of additional affordable rented homes in the borough.

5.4 For 2026/2027, the Borough Council’s share is estimated at £1.134 million and is subject to reconciliation against the actual position at year end. This is also being applied to agreed homelessness priorities.

5.5 For 2027/2028, the Council will seek to negotiate the return of a proportion of the County Council’s additional income arising from the second homes premium, with the aim of securing a contribution equivalent to the 25% agreed in the previous two years. As the outcome of those negotiations is not yet known, no additional income will be included in the Council’s financial projections unless and until an agreement has been reached.

5.6 There is a risk the projections will change due to customer behaviour or fluctuations in the number of empty properties and second homes. The intention of the proposal is to bring empty properties and second homes back into use as main homes so a fall in the number of these types of properties is to be expected. Changes in the number of empty properties and second homes will be reflected in the tax base. It is expected that growth from new properties will provide a degree of offset, but the overall position will continue to be monitored through the Council Tax base and Collection Fund processes.

5.7 The proposal is a key element of the taxbase calculation and is part of the projections within the medium-term financial strategy. The council's share of the additional income supports the budget and this strategy.

6. HR Implications

6.1 None.

7. Policy Implications

7.1 This continues an existing policy. There are no new implications, as no changes are recommended. The proposals support the Corporate Strategy objective of **Growth and Prosperity** by encouraging effective use of housing stock and bringing properties back into use as main homes. They also support the objective to **Support our Communities** by recognising the impact of empty properties and second homes on local communities and housing availability, and by investing in our Housing and Homelessness services.

8. Climate Change and Environmental Implications and considerations

8.1 None

9. Statutory and Legal Implications

9.1 The powers to reduce or remove nationally set discounts for long-term empty properties, second homes and uninhabitable properties are discretionary and are conferred by Legislation and Regulations. Any decision to vary these discounts or charge premiums and levies must be ratified annually by full Council.

9.2 The relevant legislation includes sections 79 and 80 of the Levelling-up and Regeneration Act 2023, the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018, the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003, the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012, sections 11A, 11B, 11C and 11D of the Local Government Finance Act 1992, and section 75 of the Local Government Act 2003

9.3 The Levelling-Up and Regeneration Act 2023 extends councils' discretionary powers, allowing a premium of up to 100% to be charged for second homes in a council's area. The Council Tax (Prescribed Classes of Dwellings and Consequential Amendments) (England) Regulations 2024 specify the prescribed exceptions from the levies and premiums.

10. Local Government Reorganisation Implications

10.1 The decision to vary the discounts and charge additional amounts for empty properties and second homes is made by each local authority. These decisions will be aligned for LGR as part of the ongoing workstreams. No action needs to be taken for the 2027/2028 financial year, and the decision is unaffected by the current pause in Local Government Reorganisation.

11. Health and Safety Implications

11.1 None.

12. Consultees

- Corporate Performance Panel
- Council Leader
- Cabinet Member for Finance

There are no statutory consultees.

13. Equality Impact Assessment

13.1 The pre-screening Equality Impact Assessment is included at Appendix A.

14. Risk Management Implications

14.1 There are no significant risk management implications arising from continuing the current policy. The existing discounts, premiums, levies and exceptions are established and already in operation and are administered within existing processes.

14.2 The main risks are changes in taxpayer behaviour and changes in the number of properties qualifying for an exception. These risks are mitigated through published guidance, application forms, existing discretionary relief arrangements, monitoring of case volumes and continued review through council tax base and collection fund processes.

15. Conclusion

15.1 The report recommends continuing the current levels of council tax discounts, premiums and levies for 2027/2028. This maintains the existing, established, policy approach, supports the council tax base and budget-setting process, and continues to encourage empty properties to be brought back into use.

LIST OF APPENDICES

Appendix A Equality Impact Assessment
Appendix B Exceptions Policy

LIST OF BACKGROUND PAPERS

None

PRE SCREENING EQUALITY IMPACT ASSESSMENT

For equalities profile information please visit Norfolk Insight - Demographics and Statistics - Data Observatory

Name of policy/service/function	Council Tax Discounts, Levies and Premiums for Empty Properties and Second Homes for 2027/2028			
Is this a new or existing policy/ service/function? *(tick as appropriate)*	New		Existing	√
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	The policy sets the level of discounts and premiums (levies) for empty properties and second homes for 2027/2028 The powers to vary the discount are contained in regulations, but the decision to do so is at the discretion of the council.			
Who has been consulted as part of the development of the policy/service/function? – new only *(identify stakeholders consulted with)*	N/A – this is a continuation of an existing policy			

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. ***If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.***		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 policy applies according to property status rather than protected characteristic. Some individual taxpayers may experience an increased Council Tax liability. However, statutory exceptions, the Council's Exceptions Policy and its discretionary powers provide mechanisms to consider specified circumstances and cases of financial hardship. No disproportionate adverse impact on a protected group has been identified through the pre-screening assessment.

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	The policy will not affect equality communities
3. Could this policy/service be perceived as impacting on communities differently?	Yes	It will apply more to communities where there are higher numbers of empty properties and second homes but will not impact communities because of any equality issues or protected characteristics. It will have a positive impact on people on a low income as the additional income contributes towards the council's budgets and provision of local services, including housing and homelessness prevention.
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	No	**Actions:** There is no impact on any equality community or any specific group with a protected characteristic. There are a number of statutory exceptions to the levies, premiums and discount reductions. The council also has a Discretionary Relief Policy and can reduce a council tax charge in exceptional circumstances or if a person is suffering financial hardship.

		In addition there are statutory exceptions for certain Armed Forces Accommodation supporting the Armed Forces Covenant.
		Actions agreed by EWG member: ……
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	**Please provide brief summary:**

Assessment completed by: Name	Jo Stanton		
Job title	Revenues and Benefits Manager		
Date completed	29 September 2026		
Reviewed by EWG member		**Date**	

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

Revision 7

Appendix B

Exceptions Policy – see separate pdf file

1. Executive Summary

The Levelling-Up and Regeneration Act 2023 gives councils powers to charge a council tax premium (or levy) for certain types of property (dwelling) in its area. The properties are those which are furnished but no-one's main home, commonly referred to as Second Homes, and properties which are unfurnished and unoccupied, known as Empty Properties.

The government has also introduced regulations laying out certain circumstances where the premium or levy does not apply. This Policy includes these statutory exceptions along with further locally agreed exceptions.

The exceptions apply from 1 April 2025.

The power to decide the guidelines for the exceptions to the premiums is given under Delegated Authority as below:

CAB89 – Cabinet 15 Jan 2024, Council 31 Jan 2024

Cabinet Report para 4.1.5:

Delegate authority to the Revenues and Benefits Manager, in consultation with the s151 Officer and Council Leader, to agree the technical guidelines for any exceptions to the premiums imposed by central government.

2. Definitions

Dwelling	Residential property which is the subject of the council tax charge
Empty Dwelling	Any dwelling shown in the Council Tax Valuation List which is unfurnished and unoccupied. A Long-Term Empty Dwelling is one which is unfurnished and unoccupied for six months or more. A Long-Term Empty Dwelling will pay the additional Levy once it has been unfurnished and unoccupied for 12 months or more.
Exempt Dwelling	Any dwelling which qualifies for an exemption from payment of council tax under the provisions of the Council Tax (Exempt Dwellings) Order 1992 (as amended)
Liable Person	The person(s) who is responsible for paying the council tax under the council tax regulations; normally the person(s) whose name appears on the council tax bill
Long Term Empty Dwelling Levy	An additional charge of 100%, 200% or 300% of the amount of council tax payable for the period where the property meets the definition of a Long-Term Empty Dwelling and has been unoccupied for 12 months or more. The actual amount of the Levy depends on how long the dwelling has remained empty.
Relevant Transaction	Transfer on sale of the freehold, or of the leasehold for a term of seven years or more
Second Home	Any dwelling shown in the Council Tax Valuation List which is furnished but is unoccupied and no-one's main home
Second Home Premium	An additional charge of 100% of the amount of council tax payable for the period where the dwelling meets the definition of a Second Home.

3. Exceptions to the Council Tax Second Homes Premium and Long-Term Empty Dwelling Levy

4.

The Council Tax (Prescribed Classes of Dwellings and Consequential Amendments) (England) Regulations 2024 include the circumstances in which the second home premium or empty dwelling levy does not apply.

The premium and levy will not apply to any dwelling which is classed as an Exempt Dwelling.

The exceptions are summarised below and the table should be read in conjunction with the detailed criteria in the regulations.

Class	Reason	Premium this Applies To	Period of Exception	Qualifying Conditions	Evidence Required
E	The liable person lives elsewhere in Armed Forces Accommodation	Second Homes Empty Dwellings	Whilst the qualifying conditions are met	The dwelling would be the sole or main residence of the liable person if they did not live elsewhere in Armed Forces accommodation.	Proof of address and residence in Armed Forces Accommodation
F	The dwelling is an annexe which forms part of a single dwelling, and is used by the resident as part of their sole or main residence	Second Homes Empty Dwellings	Whilst the qualifying conditions are met	The dwelling is an annexe which forms part of the liable person's sole or main residence and is being used as part of their main residence. This does not include any annexe used a second home, or where the other part of the property is a second home.	Proof of use and site visit if necessary.
G	The dwelling is being actively marketed for Sale	Second Homes Empty Dwellings	12 months from the date the dwelling is first placed on the market	The dwelling must be marketed for sale at a price that is reasonable for the sale of the dwelling, or an offer has been accepted and the sale is awaiting completion. A further exception will not apply unless there has been a Relevant Transaction.	A current contract with an Estate Agent for the sale of the dwelling. Marketing information, including Sales Particulars and online listings. A current Energy Performance Certificate (or

					proof of a recent application for one). Details of any viewings or offers in respect of the dwelling. Comparable sales prices achieved for similar properties to demonstrate the asking price is reasonable. Information regarding any sale agreed for the dwelling.
H	The dwelling is being actively marketed for Let	Second Homes Empty Dwellings	12 months from the date the dwelling is first marketed for let	The tenancy terms, conditions and rent must be reasonable for the letting of the dwelling, or an offer to rent has been accepted but the tenancy has not yet started. A further exception will not apply unless the dwelling has been let on a tenancy granted for a term of six months or more.	A current contract with a Lettings Agent for arranging the rental of the dwelling. Details of the type of tenancy the dwelling will be let under. Comparable rental prices for similar properties to demonstrate the rent is reasonable. Details of where the dwelling is advertised for

					let. Information regarding any agreed letting to a tenant.
I	Probate has been granted but the dwelling remains empty	Second Homes Empty Dwellings	12 months from the date probate is granted	The dwelling fell into exemption Class F (Empty Awaiting Probate), remains empty after a grant of probate has been made, and the estate remains the liable party for council tax. The dwelling will receive an exemption from payment of council tax for six months after probate is granted. A further exception will not apply unless there has been a Relevant Transaction.	Copy of the grant of Probate. Confirmation that the estate is the liable party for council tax and that the property has not been assented or passed over to another person.
J	The dwelling is a Job-Related Dwelling	Second Homes	Whilst the qualifying conditions are met.	The liable party must also be liable for council tax at the occupied rate for another dwelling, and be required to occupy that property as a condition of their employment.	Address of second property. Contract of employment confirming the requirement to live elsewhere.
K	The dwelling is a Caravan Pitch or a Boat Mooring	Second Homes	Whilst the qualifying conditions are met	The dwelling is a pitch occupied by a caravan, or a mooring occupied by a boat.	Site visit if required
L	The dwelling is subject to a Planning Condition preventing	Second Homes	Whilst the qualifying conditions are met	The dwelling must have an occupancy restriction imposed by a planning condition for one of the following reasons:	Copy of the Planning Permission containing the restriction on occupancy or specifying the dwelling

	occupancy			• Preventing occupancy for a continuous period of at least 28 days in one year, • Specifying it may only be used as a holiday let, or • Preventing it being occupied as someone's sole or main residence.	cannot be used as a main home or must be used as a holiday let.
M	Uninhabitable Dwellings	Empty Dwellings	12 months from the date the property becomes uninhabitable	The dwelling is one which falls in Class D – i.e. it is one which qualifies for a reduction as it is uninhabitable. *Note – this council currently awards a 25% discount for 12 months to uninhabitable dwellings and they will not be subject to the long-term empty property levy during the qualifying period.*	Evidence that the dwelling requires or is undergoing work to its structure to render it habitable, including work to the walls, floors, ceilings, foundations or roof.
Z1	Unoccupied Furnished Residential Lets	Second Homes	Whilst the qualifying conditions are met	The dwelling is one which is furnished and is let on an assured shorthold tenancy (or equivalent) to occupants who occupy the dwelling as their main home. The exception applies for the days when the property is unoccupied.	Evidence that the former tenant used the property as their main home, and proof that the property is being marketed for let on an assured shorthold tenancy (or equivalent).
Z2	Properties constructed pre-1948 where an occupancy restriction would	Second Homes	Whilst the qualifying conditions are met	Any property constructed pre-1948 Planning Occupancy restrictions being introduced. These properties suffer from flooding during the winter but pre date the introducing of the occupancy	Property deeds or similar showing the date of construction Evidence that the property

	apply had the legislation been in force when the property was constructed			restriction rules being introduced *(as agreed by Members 05/02/2025)*	is unsuitable as a main home and would likely be subject to an occupancy restriction
Z3	Properties where the liable person is a Resident Doctor undertaking their training at the Queen Elizabeth Hospital	Second Homes	Whilst the qualifying conditions are met	1. The property is furnished but is no-one's main home, 2. The property is occupied by a Resident Doctor and they are liable to pay the council tax (i.e. they have a tenancy agreement for at least six months or they are the owner of the property), and 3. The property is used by a Resident Doctor as living accommodation whilst they are undertaking training at the Queen Elizabeth Hospital in King's Lynn. *(As agreed by Members 6 June 2025)*	Employment contract showing status as a Resident Doctor Details of main residence, including proof of liability to pay council tax at the full rate at that addresses Details of the requirement to undertake training at the hospital, including duration of placement

5. Other Circumstances

The discretionary powers to reduce or remit council tax liability under s13(a) Local Government Act 1992 still apply and are contained in the council's Council Tax Discretionary Relief Policy.

6. Applications

The liable person may be required to complete an application form to apply for an exception to the premium or levy, unless we decide we are able to apply the exception without one.

7. Evidence

We may ask for any reasonable evidence to support an application for an exception to the premium or levy. Failure to provide this is likely to result in an application being unsuccessful.

8. False Information and Fraudulent Applications

Any attempts to commit fraud through false statements and fraudulent applications for an exception are taken extremely serious and we may take further action against anyone attempting to defraud the council tax system.

Sanctions include a penalty of £70 for first offence, and £280 for each second and subsequent offence, and prosecution under the Fraud Act 2006.

9. Appeals

The decision not to apply an exception can be appealed. In the first instance an appeal should be made in writing or by email to the Revenues and Benefits Manager, clearly stating why the appeal is being made, and providing evidence.

10. Equalities Implications

A Pre-Screening Equalities Impact Assessment is included at Appendix A.

11. Reference Documents

The Levelling-Up and Regeneration Act 2023

The Council Tax (Prescribed Classes of Dwellings and Consequential Amendments)(England) Regulations 2024 (Statutory Instrument 2024/1007)

Cabinet Report of 15 January 2024 and minutes of the Council Meeting 31 January 2024

12. Version Control

Policy name	Second Homes Premiums and Long-Term Empty Levies– Policy for Exceptions			
Policy description	Policy detailing the exceptions to the additional premiums for certain council tax properties			
Responsible Officer	Jo Stanton, Revenues and Benefits Manager			
Version number	Date formally approved	Reason for update	Author	Review date
1.0	30 January 2025	Policy Creation	Jo Stanton	1 January 2026
2.0	As above	Policy update to include exceptions agreed since January 2026	Jo Stanton	1 January 2029

Pre-Screening Equality Impact Assessment

Borough Council of King's Lynn & West Norfolk

Name of policy	Policy for Exceptions to the council tax Second Homes Premium and Long-Term Empty Levy
Is this a new or existing policy/ service/function?	New
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations	The policy details the circumstances in which the additional council tax charges for long term empty properties and second homes will not apply. This is a new policy and includes the statutory exceptions to the premiums and levies.

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 **according to their different protected characteristic**, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group.		Positive	Negative	Neutral	Unsure
	Age			√	
	Disability			√	
	Gender			√	
	Gender Re-assignment			√	
	Marriage/civil partnership			√	
	Pregnancy & maternity			√	
	Race			√	
	Religion or belief			√	
	Sexual orientation			√	
	Other (eg low income)	√			

Question	Answer	Comments
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No	
3. Could this policy/service be perceived as impacting on communities differently?	No	
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	
5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	N/A	**Actions:** **Actions agreed by EWG member:**  **Alison Demonty**

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:

The policy reflects the statutory exceptions to the second homes premiums and long term empty property levies, meaning those who qualify will not be required to pay the additional council tax charge.

There is a positive impact on the Armed Forces community who live elsewhere in accommodation provided by the MOD as they are excepted from paying the additional premiums. This also supports our Armed Forces Covenant.

The council has a Council Tax Discretionary Reliefs policy and any individual who is affected by the increased charges but who doesn't qualify for an exception is able to apply for a reduction under our discretionary relief policy.

Decision agreed by EWG member: 

Alison Demonty

Assessment completed by: **Name**	**Jo Stanton**
Job title	**Revenues and Benefits Manager**
Date	**13 November 2024**

GENERAL EXCEPTION NOTICE TO THE CHAIR OF THE CORPORATE PERFORMANCE PANEL OF A KEY DECISION TO BE MADE BY THE CABINET NOT PREVIOUSLY INCLUDED ON THE PUBLISHED FORWARD PLAN

Under Regulation 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, local authorities are required to publish a Forward Plan of key decisions to be made by the Executive at least 28 clear days before the date of the meeting at which the decision is to be taken.

In the event that the publication of the intention to make a key decision at least 28 days before the meeting is impracticable, the local authority must inform the Chair of the relevant overview and scrutiny committee (Corporate Performance Panel) of "*the matter about which the decision is to be made*", in accordance with Regulation 10 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

The following notice is hereby provided:

Matter about which the decision is to be made
Cabinet may make the following key decision at its meeting on 17th November 2026 Recommendation to Full Council: The following discounts and premiums are continued for 2027/2028: Class A: Second Homes Discount for 2027/2028: • No reduction, i.e. a 0% discount; Class B Second Homes Discount for 2027/2028: • No reduction i.e. a 0% discount, plus • An additional premium of 100% Class C Empty / Unfurnished Discount 2027/2028: • 0% for both the initial and follow on periods Long-term empty property premiums (levy) for 2027/2028: • 100% for properties empty between one and five years, • 200% for properties empty longer than five years, and • 300% for properties empty longer than 10 years. Class D Uninhabitable Properties for 2027/2028: • 25% for 12 months starting on the day the property becomes uninhabitable; then: • 0% once the 12-month period has expired; **Reason for Decision:** The decision to vary the levels of discounts and to charge an additional premium or levy for empty properties is at the discretion of the Council. The decision must be ratified each year by full Council. This report ensures the decision on the levels of discounts, levies, premiums for empty properties, uninhabitable properties and second homes is made for 2027/2028.

Reasons why compliance with Regulation 9 was impracticable
The Council's constitution defines a key decision as follows: *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* *(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 where significant under a) above is £500,000 or more and significant under b) above is one third of the resident population in a ward.* This decision was not included on the Forward Decisions List 28 days in advance because the proposals contained within the report were subject to ongoing review. The decision needs to be considered by Full Council in December to align with the Council's budget-setting timetable and to enable any approved recommendations to be incorporated into the budget preparation process. Delaying consideration beyond this date would have had implications for the timely development of the Council's budget and financial planning arrangements.

This notice is to be published 5 clear days before the identified key decision may be taken by Cabinet on 17th November 2026



Name Kate Blakemore, Chief Executive

Date: xxxxxxxxxxxxxxx

Agenda Item 11

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	10th November 2026		
TITLE:	Councillor Community Project Fund 2026/27: Award of Grants		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Cllr Chris Morley – Finance Portfolio Holder		
REPORT AUTHOR:	Carl Holland - Assistant Director - Finance (Deputy S151)		
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 the 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	17 November 2026
REPORT TITLE	Councillor Community Project Fund 2026/27: Award of Grants
LEAD MEMBER	Cllr Chris Morley – Finance Portfolio Holder
LEAD OFFICER	Michelle Drewery – Deputy Chief Executive and Section 151 Officer
CONSULTEES	Councillor Community Grants and Budget Setting Task Group
WARDS AFFECTED	All

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

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

SUMMARY OF REPORT

This report presents the recommendations of the Councillor Community Grants and Budget Setting Task Group following its assessment of applications to the 2026/27 Councillor Community Project Fund. Appendix A lists applications recommended for approval, totalling £412,676 towards projects with a stated total value of £1,111,865. Appendix B lists applications not recommended for funding.

RECOMMENDATIONS

Cabinet resolves to:

1) approve the grant awards set out in Appendix A, subject to the conditions and assurance requirements identified;
2) note the applications set out in Appendix B that are not recommended for funding;
3) delegate authority to the Assistant Director Finance, in consultation with the Portfolio Holder for Finance, to finalise grant conditions and make any minor adjustments necessary to ensure that awards remain within the approved £500,000 budget; and
4) require that no grant payment is released until all relevant eligibility, due diligence and assurance requirements have been satisfactorily completed.

REASON FOR DECISION

To enable Cabinet to determine which bids should be approved under the 2026/2027 Councillor Community Project Fund scheme.

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	
Support our communities	The Community Projects Fund supports the Council's Corporate Priorities by investing in projects that strengthen communities, improve local facilities, enhance health and wellbeing, promote community resilience, support rural areas and deliver long-term social value.

REPORT DETAIL

1. Introduction

1.1 The Community Project Fund is designed to support councillors in delivering community-led projects that improve local facilities, enhance wellbeing and strengthen community resilience across the Borough. Projects should demonstrate a clear and measurable community benefit.

1.2 The Task Group Terms of Reference provide that the Group will:

- Receive applications from Borough Councillors on behalf of eligible applicants.
- Assess the applications against the agreed criteria.
- Make recommendations to Cabinet in relation to the awarding of grants from the Community Project Fund.

1.3 The Task Group considered 48 applications requesting total grant funding of £651,833 towards projects with a stated total value of £1,862,983. Following evaluation, the Task Group recommends applications totalling £412,676 for approval. These applications relate to projects with a stated total value of £1,111,865. The Task Group is advisory and has no delegated decision-making powers; the final decisions will be made by Cabinet on 17 November 2026.

2. Background

2.1 The published guidance for the Community Project Fund set out the eligibility requirements and parameters for the scheme. The key requirements are summarised below:

- The fund will support projects that can demonstrate a clear public benefit and address an identifiable community need.
- Projects must be completed by 31 March 2028.
- Examples of projects that may be supported include, but are not limited to:
  - improvements to community buildings, play areas or sports facilities;
  - projects enhancing local green spaces or environmental sustainability;
  - activities promoting health, wellbeing or social inclusion;
  - community safety initiatives; and
  - digital or infrastructure improvements where there is a direct community benefit.

2.2 A key feature of the scheme is providing councillors with the opportunity to support projects within their wards. All applications require councillor endorsement. Applications may seek:

- Revenue funding of up to £5,000
- Capital funding of up to £25,000.

2.3 A summary of the evaluation criteria used is shown in the following table.

Criterion	Points	What good looks like
Community Need & Evidence	15	Clear local need supported by evidence, consultation, demand data or community support.
Community Benefit & Impact	15	Meaningful, measurable benefits for local people, with good reach and impact.
Value for Money	15	Strong outcomes for the funding requested, including matched funding or in-kind support where available.
Deliverability & Readiness	15	Realistic plan, clear timetable, manageable risks and capacity to deliver by 31 March 2028.
Rural Balance & Fair Distribution	10	Fair geographic distribution, particularly supporting rural or underserved communities.
Eligibility & Financial Position	10	Meets fund rules and demonstrates an appropriate financial position and genuine need for grant support.

Sustainability & Longer-Term Benefit	20	Lasting outcomes, a strong legacy or self-sustaining community benefit beyond the funding period.
TOTAL	100	

3. Proposal

3.1 Cabinet is asked to consider the Task Group evaluation of the applications, together with the individual application summaries and the scoring and ranking set out in appendices to this report.

3.2 The applications were initially assessed by officers against the published eligibility requirements and scoring criteria to provide a consistent evidence-based assessment. The Councillor Community Grants and Budget Setting Task Group subsequently considered the officer evaluations alongside the application information and any further information available to the Task Group. The Task Group was able to exercise its judgement in forming its recommendations to Cabinet and, in a number of cases, its recommendation differed from the initial officer proposal. Cabinet is therefore asked to determine the applications having regard to both the evaluation information and the Task Group's recommendations. This reflects the Task Group's advisory role, with the final decision resting with Cabinet.

3.3 The applications where the Task Group's recommendation differed from the initial officer proposal are summarised below:

Ref	Applicant/Project	Amount Requested	Amount Proposed	Reason for Change
008	Clenchwarton Memorial Hall – air conditioning installation	£8,519	£8,519	Recommendation was to reject but the Task Group supported the project taking into account the wider benefits of other improvements to the facilities that would make this installation more efficient.
009	Dersingham Parish Council – replacement of street lighting columns	£14,105	£0	Recommendation was to approve. However, the project was rejected by the Task Group because it was felt to be a parish council responsibility.
030	Pandora – laptop and	£20,000	£15,000	Amount requested was a mix of capital and revenue spend. The revenue

	outreach provision			exceeded the permitted amount of £5,000. Amount amended accordingly.
035	Sandringham Bowls Club – Restore and maintain playing surface of bowling green	£22,000 for project cost of £21,244	£21,244	Applicant rounded figures up. Can only claim for maximum project cost. Amount amended accordingly.
037	St Margarets with St Nicholas – William Street Car Park resurfacing	£25,000	£25,000	Recommendation was to reject. However, the Task Group supported the wider benefits that the project would bring including the health and safety improvements to the locality.
043	Tilney St Lawrence – Community Winter Warm Hub Space	£6,692 for project cost of £3,762	£3,762	Requested 2 years funding. Criteria is for one year only. Requested amount amended accordingly.
045	St Margarets Church King's Lynn – Walsingham Way Pilgrim Guide	£3,069	£3,069	The application scored below the indicative approval threshold of 50 points. However, the Task Group considered that the wider benefits and value for money justified recommending the application for approval.

3.4 The Task Group's recommendations reflect its consideration of the applications as a whole and are not determined solely by the numerical evaluation score. Where the Task Group amended the officer proposal, the rationale is recorded above to provide a clear audit trail for Cabinet. The final recommendations are set out in Appendices A and B.

4. Options Considered

4.1 Option 1: Approve the Task Group's recommendations

Cabinet may approve the applications recommended for funding, subject to the total awards remaining within the approved £500,000 budget and the satisfactory completion of any specified due diligence or assurance requirements.

4.2 Option 2: Approve the Task Group's recommendations with amendments

Cabinet may approve the Task Group's recommendations subject to amendments, including adding or removing applications, varying the amount awarded to individual applicants or applying additional conditions to an award. Any amended allocation must remain within the approved budget of £500,000, and Cabinet should record the reasons for departing from the Task Group's recommendations.

4.3 Option 3: Refer applications back for further consideration

Cabinet may defer a decision on some or all applications and request that the Task Group or officers undertake further evaluation, seek additional information or provide further assurance before the applications are reconsidered.

5. Financial Implications

5.1 Full Council, at its meeting on 26 February 2026, approved the establishment of a Councillor Community Projects Fund of £500,000 within the 2026/27 budget.

5.2 A total of 48 applications were received, requesting grant funding of £651,833 towards projects with a stated total value of £1,862,983. The total funding requested therefore exceeds the available budget by £151,833.

5.3 Appendix A sets out the applications recommended for approval by the Task Group, with recommended funding totalling £412,676 towards projects with a stated total value of £1,111,865. Appendix B sets out those applications not recommended for funding.

5.4 If Cabinet approves the Task Group's recommendations in full, £87,324 of the £500,000 fund would remain unallocated. Cabinet may amend the recommendations provided that the total value of awards does not exceed the approved budget.

5.5 Any award approved by Cabinet will remain subject to the applicant satisfying the requirements of the scheme and providing any outstanding documentation, evidence, clarification or assurance requested by the Council. No payment will be released until the relevant requirements have been satisfactorily completed. This is consistent with the proposed approach to conditional awards and due diligence set out elsewhere in the report.

5.6 Where an applicant does not satisfactorily meet these requirements, the funding will not be released and will remain within the Community Project Fund. Any funding that remains unallocated following Cabinet's decision, together with any funding subsequently released in this way, will remain within the Fund. Any further use or allocation of these funds will be subject to a further decision in accordance with the Council's appropriate decision-making arrangements.

5.7 Successful applicants will be issued with a formal grant offer setting out the approved purpose, amount awarded, payment arrangements, delivery and

monitoring requirements and the circumstances in which funding may be withheld or recovered. Expenditure will be monitored against the approved Fund and in accordance with the conditions of award.

6. HR Implications

6.1 None.

7. Policy Implications

7.1 None

8. Climate Change and Environmental Implications and considerations

8.1 The fund itself does not give rise to a single direct environmental impact. Environmental effects will depend upon the nature of the individual projects supported. Some applications may deliver positive environmental outcomes, including improvements to green spaces, energy efficiency or local sustainability.

8.2 Applicants will remain responsible for securing all necessary planning permissions, environmental consents, licences and other regulatory approvals. Where relevant, environmental risks and benefits will be considered as part of the assessment and conditions of award.

9. Statutory and Legal Implications

9.1 None

10. Local Government Reorganisation Implications

10.1 None

11. Health and Safety Implications

11.1 None

12. Consultees

12.1 The establishment of the fund was approved as part of the Council's consideration of its 2026/27 budget. The scheme was subsequently promoted through Borough Councillors and published information.

12.2 Evidence of local engagement, consultation, demand or community support has been considered within the Community Need and Evidence criterion. The nature and extent of that evidence varies between applications and is reflected in the individual evaluation scores and application summaries.

13. Equality Impact Assessment

13.1 The fund is intended to support projects that deliver benefits for local communities, including projects promoting health, wellbeing, accessibility and social inclusion. Individual applications have been considered against the published criteria, including the nature and reach of the proposed community benefit.

13.2 Applicants are responsible for ensuring that funded activities and facilities comply with relevant equality and accessibility requirements. Where appropriate, specific equality or accessibility matters may be addressed through conditions attached to an award.

13.3 Information about the scheme was published on the Council's website and promoted through Borough Councillors within their wards. Support was available where assistance was required with the administration of an application.

14. Risk Management Implications

14.1 Applications have been evaluated by officers against the published eligibility requirements and evaluation criteria. The principal risks associated with the scheme are that a project is not delivered as proposed, costs increase, match funding is not secured, required permissions or legal interests are not in place, expenditure is not eligible, or the intended community benefits are not achieved.

14.2 Where an application is recommended subject to further clarification or assurance, this will be identified as a condition of the award. No payment will be made until the relevant requirements have been satisfied to the Council's satisfaction.

14.3 Each successful applicant will be required to enter into a grant agreement or accept a formal grant offer setting out the approved purpose, the amount awarded, the period for delivery, monitoring and evidence requirements, and the circumstances in which funding may be withheld or recovered. This will include provisions relating to unspent grant, expenditure outside the approved purpose, failure to complete the project and failure to comply with the terms of the award.

14.4 Applicants will remain responsible for securing all necessary permissions, consents, licences, funding and legal agreements required to deliver their projects. Approval of grant funding by the Council will not constitute approval under any separate regulatory or statutory process.

14.5 Appropriate due diligence and proportionate monitoring will be undertaken, having regard to the value, nature and risk of each award.

15. Conclusion

15.1 The fund has attracted significant interest, with 48 applications seeking £651,833 against an available budget of £500,000. The applications have been evaluated against the published criteria to support a consistent and evidence-based prioritisation process.

15.2 Cabinet is invited to consider the Task Group's recommendations and determine which applications should be approved. In doing so, Cabinet should have regard to the evaluation scores, the eligibility and deliverability of individual projects, any outstanding conditions or assurance requirements, the overall distribution of awards and the requirement to remain within the approved budget.

LIST OF APPENDICES
• Appendix A – Bids recommended for approval • Appendix B – Bids recommended for Rejection • Appendix C – Summary of Bid Supporting Information • Appendix D – Applicant Submission Guidance

LIST OF BACKGROUND PAPERS
• The Budget, Financial Strategy and Council Tax Resolution – Council 26 February 2026 • Community Project Fund and Budget Setting Task group

PRE SCREENING EQUALITY IMPACT ASSESSMENT

For equalities profile information please visit Norfolk Insight - Demographics and Statistics - Data Observatory				
Name of policy/service/function	Councillor Community Project Fund 2026/2027			
Is this a new or existing policy/ service/function? *(tick as appropriate)*	New	✓	Existing	
Brief summary/description of the main aims of the policy/service/function being screened. **Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.**	The fund is intended to support projects that deliver benefits for local communities, including projects promoting health, wellbeing, accessibility and social inclusion.			



Who has been consulted as part of the development of the policy/service/function? – new only *(identify stakeholders consulted with)*	Applicants are responsible for ensuring that funded activities and facilities comply with relevant equality and accessibility requirements. Where appropriate, specific equality or accessibility matters may be addressed through conditions attached to an award.				
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.** ***If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.*** ****For more information on health inequalities please visit <u>The King's Fund</u>***		Positive	Negative	Neutral	Unsure
	Age			✓	
	Disability			✓	
	Sex			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Armed forces community			✓	
	Care leavers			✓	
	Health inequalities*			✓	
	Other (eg low income, caring responsibilities)			✓	
Please provide a brief explanation of the answers above: Individual applications have been considered against the published criteria, including the nature and reach of the proposed community benefit.					

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	The scheme was widely publicised, with a long window for bid submission from 31 July 2026 to 2 October 2026.



3. Could this policy/service be perceived as impacting on communities differently?	~~Yes /~~ No	This grant fund is offered in addition to existing services and funding schemes and therefore broadens access to funding.	
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**	Yes / No	**Actions:** **Actions agreed by EWG member:** **……**	
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes / No	**Please provide brief summary:**	
Assessment completed by: Name	**Carl Holland**		
Job title	**Assistant Director Finance**		
Date completed	**22 October 2026**		
Reviewed by EWG member	Louise Gayton	**Date**	27/10/2026
✓ Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)			

Appendix A - Recommended for Approval (ranked High to Low)

					SCORING CRITERIA										
Ref	**Organisation**	**Project Name — Brief Description of Project**	**Project Cost**	**Amount Requested**	**Community Need & Evidence**	**Community Benefit & Impact**	**Value for Money**	**Deliverability & Readiness**	**Rural Balance & Fair Distribution**	**Eligibility & Financial Position**	**Sustainability & Longer Term Benefit**	**TOTAL Points**	**Task Group Proposal**	**Revenue/ Capital**	**Councillor Supporting**
			£	£	*(max 15 points)*	*(max 15 points)*	*(max 15 points)*	*(max 15 points)*	*(max 10 points)*	*(max 10 points)*	*(max 20 points)*				
002	Barroway Drove Village Hall	Barroway Drove Village Hall Toilet Refurbishment and Accessibility Improvement — Refurbishment of Toilets	£30,000	£25,000	15	12	11	14	10	8	17	**87**	**Approve**	Capital	Vivienne Spikings
013	Downham Market Sports Federation	Transforming Downham Market Sports Federation into a Community Hub — Extensive refurbishment to Downham Market Pavilion	£33,342	£25,000	14	12	13	14	8	8	18	**87**	**Approve**	Capital	Andy Bullen
018	Harpley Village Hall	Harpley Village Hall Cinema - Community Audio Visual Equipment — Purchase & installation of audio visual equipment, in order to provide community cinema (application above)	£6,000	£6,000	14	12	12	14	10	7	18	**87**	**Approve**	Capital	Alistair Beales
042	Thornham Sports Pavilion	Completion of Sports Pavilion — Completion of building and renovation works	£515,000	£25,000	12	11	15	15	8	8	18	**87**	**Approve**	Capital	Tom de Winton
016	Great Massingham Car Scheme	Great Massingham Area Community Car Scheme — Ongoing running costs of car scheme	£13,611	£5,000	14	12	15	13	10	7	15	**86**	**Approve**	Revenue	Chris Morley
033	Purfleet Trust	South Lynn Community Centre — Development of South Lynn Community Centre into an accessible community hub, including housing the Purfleet Pantry	£24,700	£24,700	15	12	13	14	4	8	18	**84**	**Approve**	Capital	Jo Rust
017	Harpley Village Hall	Harpley Village Hall Cinema - First year Community Film Programme — Establish a Community Cinema and permanent audio visual facility	£1,200	£1,200	14	12	12	14	10	5	15	**82**	**Approve**	Revenue	Alistair Beales
003	Boughton Parish Council	Boughton Pond Restoration Project — Various works to the pond	£8,176	£6,000	12	8	12	14	9	9	16	**80**	**Approve**	Capital	Sue Lintern
005	Castle Acre Village Hall	Raise the Roof — Repairs to roof	£37,875	£8,150	10	10	12	12	10	8	18	**80**	**Approve**	Capital	Alistair Beales

026	North Wootton Village Hall	North Wootton Village Hall - Air conditioning & Solar panels — Installation of air conditioning & solar panels	£27,058	£24,357	10	12	11	10	8	9	20	**80**	**Approve**	Capital	Richard Coates
039	Stoke Ferry	Stoke Ferry Common - Preserving a Community Asset — Purchase of common in Stoke Ferry	£24,100	£19,000	12	10	11	8	9	10	18	**78**	**Approve**	Capital	Sue Lintern
034	Rudhams & District Village Hall	Refurbishment of Toilets — Refurbishment of Toilets	£14,520	£14,520	12	11	8	11	10	7	18	**77**	**Approve**	Capital	Chris Morley
022	King's Lynn Creative Studios	Creative Foundations - Inclusive Creativity & Connection for King's Lynn — Delivery and equip inclusive creative & music provision for Kings Lynn	£29,164	£21,304	10	12	12	14	5	9	14	**76**	**Approve**	Capital	Deborah Henegan
036	Terrington St Clement Church	Corner Room at the back of the Church — To build a new structure in the narthex of the church	£30,000	£10,500	7	8	12	12	8	8	18	**73**	**Approve**	Capital	Paul Kunes
043	Tilney St Lawrence Village Hall & Community Hub	Community Winter Warm Hub — Winter warm space	£3,762	£3,762	10	13	10	10	10	8	11	**72**	**Approve**	Capital	Barry Ayres
020	Hunstanton Sailing Club	Watersports Portable Cabin — Removal and replacement of watersports portable cabin	£16,664	£13,184	11	12	11	8	6	6	17	**71**	**Approve**	Capital	Angie Dickinson
019	Howdale Pax	Howdale Pax Heating & Electrics — Electrical works & replacement of outdated heating equipment	£17,734	£15,415	10	12	12	7	6	8	15	**70**	**Approve**	Capital	Josie Ratcliffe
011	Downham Market & District Food Bank	Downham Market & District Food Bank — General running costs	£56,907	£5,000	11	11	8	11	8	10	10	**69**	**Approve**	Revenue	Joshua Osborne and Josie Ratcliffe
023	King's Lynn Town Band	Building Improvements — Refurbishment of outbuilding	£5,256	£2,756	6	8	12	15	5	7	15	**68**	**Approve**	Revenue	Paul Bland
035	Sandringham Bowls Club	Sandringham Bowls Club Improvements — Restore and maintain playing surface of the bowling green	£21,244	£21,244	7	11	7	12	9	8	14	**68**	**Approve**	Capital	Anthony Bubb

046	Wereham Village Hall	Wereham Village Hall Sustainability Projects — a) Installation of solar panels b) Installation of retractable awnings c) Installation of steel entrance canopy	£47,205	£25,000	7	11	8	7	8	6	20	**67**	**Approve**	Capital	Sue Lintern
025	Little Miracles Charity	Inclusive Play Together — Delivery of Inclusive Play Together Initiative	£3,870	£3,034	7	11	10	15	5	8	10	**66**	**Approve**	Revenue	Simon Ring
007	MAP	Chill Spot — Provision of youth group services	£23,712	£3,712	8	12	12	14	4	5	10	**65**	**Approve**	Revenue	Jo Rust
029	Outwell Parish Council	Pen Sluice Project — Making a feature of the area, including the lock and its mechanisms	£30,000	£20,800	2	11	10	11	8	4	18	**64**	**Approve**	Capital	Chris Crofts
032	PLUS at Edward de Moundeford	Plus at Edward de Moundeford — Pre loved school uniform shop	£5,000	£5,000	8	11	7	8	9	10	10	**63**	**Approve**	Revenue	Martin Storey
008	Clenchwarton Memorial Hall	Clenchwarton Memorial Air Conditioning — Air Conditioning	£8,519	£8,519	11	9	7	9	9	7	10	**62**	**Approve**	Capital	Steve Bearshaw
048	YMCA Norfolk	Unlocking Potential, Building Belonging — Support for young people aged 18 to 25 living in Woolstencroft Avenue, Kings Lynn	£5,000	£5,000	12	8	11	14	5	4	8	**62**	**Approve**	Revenue	Austen Moore
038	Stanhoe Parish Council	Dredging & Desilting of village ponds — Dredging, desilting and rewilding of village ponds	£6,000	£6,000	9	8	8	10	10	3	12	**60**	**Approve**	Capital	Alistair Beales
006	Castle Acre Bowls Club	Weatherproof Benches — Two new weather proof benches for the green	£1,236	£1,000	4	7	8	14	8	4	12	**57**	**Approve**	Revenue	Alistair Beales
030	Pandora Project	Pandora West Norfolk — New laptops for staff	£20,000	£15,000	11	11	7	7	7	4	10	**57**	**Approve**	Capital	Deborah Henegan
044	Walpole Parish Foundation Recreation Trust	Walpole Community Centre Cladding Repairs — Replacement of external cladding at the community centre	£9,450	£9,450	7	7	5	13	8	5	11	**56**	**Approve**	Capital	Julian Kirk
031	Pelicans Hockey Club	Local School Engagement with hockey and offering activities for more children — Joint initiative with Pelicans and local schools	£6,000	£5,000	8	8	8	7	5	7	10	**53**	**Approve**	Revenue	Simon Ring

045	St Margarets Church King's Lynn	Walsingham Way Pilgrim Guide — Walsingham Way Pilgrim Guide	£4,560	£3,069	11	7	4	8	7	4	8	**49**	**Approve**	Revenue	Deborah Henegan
037	St Margarets with St Nicholas	William Street Car Park Resurfacing — Car Park Resurfacing	£25,000	£25,000	8	8	8	3	3	4	11	**45**	**Approve**	Capital	Francis Bone & Deborah Henegan
			£1,111,865	**£412,676**											

Appendix B - Recommended to Reject (Ranked High to Low)

					SCORING CRITERIA										
Ref	**Organisation**	**Project Name — Brief Description of Project**	**Project Cost**	**Amount Requested**	**Community Need & Evidence**	**Community Benefit & Impact**	**Value for Money**	**Deliverability & Readiness**	**Rural Balance & Fair Distribution**	**Eligibility & Financial Position**	**Sustainability & Longer Term Benefit**	**TOTAL Points**	**Task Group Proposal**	**Revenue/ Capital**	**Councillor Supporting**
			£	£	*(max 15 points)*	*(max 15 points)*	*(max 15 points)*	*(max 15 points)*	*(max 10 points)*	*(max 10 points)*	*(max 20 points)*				
047	Wretton Parish Council	Wretton Village Play Area — Replacement of play equipment	£97,388	£25,000	14	12	10	5	10	4	13	**68**	**Reject**	Capital	Sue Lintern
027	North Wootton Parish Council	North Wootton Winter Wellbeing & 10th Anniversary Christmas Fair — Warm Space Winter craft workshops	£6,016	£3,516	12	12	10	13	6	4	10	**67**	**Reject**	Revenue	Simon Ring
040	SWAN	Provision of Family Support Service — Ongoing provision of Family Support service - focuses on the entire family, and not just the young people	£60,000	£5,000	12	12	11	12	8	0	10	**65**	**Reject**	Revenue	Joshua Osborne
009	Dersingham Parish Council	Street Light Safety — Replacement of street lighting columns belonging to the parish council	£28,210	£14,105	12	8	9	12	8	4	11	**64**	**Reject**	Capital	Anthony Bubb
041	Ten Mile Bank	Ten Mile Bank Playing Field — Purchase of school playing field	£25,000	£25,000	7	12	10	3	9	5	18	**64**	**Reject**	Capital	Martin Storey
012	Downham Market Town Council	New Skate Park — New skate park at Jubilee Community Centre	£300,000	£15,000	8	11	8	4	5	0	17	**53**	**Reject**	Capital	Joshua Osborn
010	Discover King's Lynn	Digital Screens for King's Lynn — Installation of three, freestanding LED digital screens	£15,000	£15,000	7	8	6	7	3	4	13	**48**	**Reject**	Capital	Deborah Henegan
014	Fen Zen CIC	Fen Zen Community Resilience Hub / Base - Development & Planning Project — Professional feasibility, design, consultation and planning work for a Low Impact Community Resilience base	£17,000	£15,000	11	7	4	4	9	6	6	**47**	**Reject**	Capital	Peter Hodson
024	King's Lynn Town Football Club	Keeping the Lights on After Matchdays — Installation of solar panels	£79,611	£25,000	4	7	12	4	3	7	10	**47**	**Reject**	Capital	Joshua Lowe

					SCORING CRITERIA										
Ref	**Organisation**	**Project Name — Brief Description of Project**	**Project Cost**	**Amount Requested**	**Community Need & Evidence**	**Community Benefit & Impact**	**Value for Money**	**Deliverability & Readiness**	**Rural Balance & Fair Distribution**	**Eligibility & Financial Position**	**Sustainability & Longer Term Benefit**	**TOTAL Points**	**Task Group Proposal**	**Revenue/ Capital**	**Councillor Supporting**
			£	**£**	***(max 15 points)***	***(max 15 points)***	***(max 15 points)***	***(max 15 points)***	***(max 10 points)***	***(max 10 points)***	***(max 20 points)***				
021	King's Lynn Civic Society	Tree planting and benches on King's Lynn High Street — Planting of trees and placement of benches on part of High Street, King's Lynn	£53,000	£25,000	7	9	8	1	3	2	11	**41**	**Reject**	Capital	Deborah Henegan
001	Adapted Sports Hub	The Adapted Sports Hub Trust — Provision of specialist services for less abled children and adults This application is for prelim fees and associated costs	£25,121	£25,000	7	8	4	3	6	6	6	**40**	**Reject**	Capital	Simon Ring
028	Northwold Parish Council	Funding for Sports Equipment — Purchase of 2 basketball hoops	£350	£350	3	7	4	8	7	0	11	**40**	**Reject**	Revenue	Stephen Lawrence
004	Burnham Market Community Gym	Burnham Market Community Gym — Not for profit gym for Burnham Market and neighbouring villages	£30,000	£30,000	4	7	5	3	9	0	6	**34**	**Reject**	Capital £25k Revenue £5k	Sam Sandell
015	Flitcham Social Club	Solar Electricity Generation — Delivery of solar generated electricity	£17,500	£7,500	1	2	5	5	8	1	6	**28**	**Reject**	Capital	Alistair Beales
			£754,196	**£230,471**											

1. Adapted Sports Hub Trust

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Simon Ring	**Ward / area**	Borough-wide
Project cost	£25,121	**Amount requested**	£25,000
People benefiting	2,000+	**Match funding**	Yes

Project description: pre-build planning, surveys, design, compliance and professional work for a fully accessible sports hub at Lynnsport. The requested funding covers the pre-construction stage, including design, surveys, planning, compliance and professional input, rather than the physical build itself.

Local need: No fully accessible gym or inclusive sports hub currently serves the borough. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Demand evidenced through adapted cycling activity and consultation with disabled people and partner groups. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Disabled children and adults, carers, families and partner organisations gain inclusive sporting opportunities. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Establishes the planning foundation for a long-term inclusive sports and community facility. It would move the scheme from concept towards a deliverable capital project and create the basis for future construction funding. The longer-term intention is to widen access to sport, wellbeing and social activity for disabled people and their families.
Measures of success: Planning milestones, stakeholder engagement, approvals and progression towards construction. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Unlocks a major shared community asset and leverages volunteer and in-kind support. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Borough-wide reach, including rural residents who face access barriers. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Targets an underserved group across the borough. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

2. Barroway Drove Village Hall Toilet Refurbishment

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Vivienne Spikings	**Ward / area**	Upwell & Delph
Project cost	£30,000 requested (above the £25,000 stated maximum award)	**Amount requested**	£25,000
People benefiting	475 weekly users	**Match funding**	Yes

Project description: Refurbishment of ladies, accessible and baby-changing facilities, including improved separate access. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: Facilities dating from 1982 have recurring plumbing, maintenance and accessibility issues. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Surveys, petitions and community feedback support the improvements. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Improves dignity, privacy and access for disabled users, parents, carers, older people and hall users. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Provides reliable, modern and accessible facilities and reduces maintenance problems. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: User satisfaction, accessibility and reduced maintenance issues. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Addresses several building and access issues within one project. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Supports a well-used rural village facility. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Benefits a broad range of community groups. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

3. Boughton Pond Restoration Project

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Sue Lintern	**Ward / area**	Wissey
Project cost	£8,176	**Amount requested**	£6,000
People benefiting	2,764	**Match funding**	Yes

Project description: Bank remodelling, planting, landscaping and habitat restoration following drought impacts. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: A central village landmark and wildlife habitat has dried and deteriorated. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Public meetings, consultation and ecological assessment support intervention. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Benefits residents, visitors, wildlife and local biodiversity. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Creates a more resilient pond environment and reduces future drought impacts. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Water levels, habitat recovery, planting success and resident feedback. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Protects a valued heritage and environmental asset with volunteer input. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Supports a small rural village with limited alternatives. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Provides village-wide and ecological benefit. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

4. Burnham Market Community Gym

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Sam Sandell	**Ward / area**	Burnham Market
Project cost	£25,000 Capital £5,000 Revenue	**Amount requested**	£25,000 Capital £5,000 Revenue
People benefiting	550	**Match funding**	No

Project description: Creation of a not-for-profit gym in the former cricket pavilion, including equipment and start-up costs. The proposal combines capital equipment with start-up revenue support so that the gym can begin operating as a not-for-profit local facility.

Local need: Limited local fitness provision, transport barriers, rural isolation and health inequalities. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Application cites ageing population, wellbeing need and exercise referral demand. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Older residents, young people, sports clubs, working-age adults and isolated residents. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Improves physical and mental wellbeing and creates a local social hub. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Membership, referrals, partnerships and participant feedback. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Reduces travel and provides local health and community benefits. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Strong rural benefit where facilities are limited. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Aims to remove cost and travel barriers. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

5. Raise the Roof - Castle Acre Village Hall

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Alistair Beales	**Ward / area**	Castle Acre & Great Massingham
Project cost	£37,875	**Amount requested**	£8,150
People benefiting	1,000	**Match funding**	Yes

Project description: Major roof, timber, insulation, porch and parapet repairs to safeguard the hall. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: The principal village social hub requires significant repairs to remain operational. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** A community survey recorded strong support for maintaining the hall. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Protects a venue used by community groups, events and cultural activities. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Prevents water ingress, improves efficiency and secures the hall for future use. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Completion of repairs and continued community use. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Protects an important historic community building. The grant forms part of a wider funding package involving reserves, fundraising and a further external application. The works protect an existing historic asset and should reduce the risk of more costly deterioration.
Rural balance: Vital facility in a small rural community. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Benefits the ward and neighbouring communities. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

6. Castle Acre Coronation Bowls Club Benches

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Alistair Beales	**Ward / area**	Castle Acre
Project cost	£1,236	**Amount requested**	£1,000
People benefiting	75+	**Match funding**	Yes

Project description: Purchase of two recycled-plastic weatherproof benches overlooking the bowling green. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: Members and spectators requested additional accessible seating. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Feedback from users identified demand for seating on another side of the green. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Improves comfort and the spectator experience for members, residents and visiting teams. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Encourages interaction and participation at the club. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Use of benches and potential membership growth. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Durable recycled material with low maintenance requirements. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Supports a volunteer-led rural club. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Low-cost improvement to a shared sporting facility. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

7. Chill Spot Youth Provision

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Jo Rust	**Ward / area**	Gaywood Clock
Project cost	£23,712	**Amount requested**	£3,712
People benefiting	40 annually	**Match funding**	Yes

Project description: Free youth club activities, trips, arts, games and wellbeing support at Gaywood Community Centre. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: Young people face deprivation, poor mental health, isolation and limited youth provision. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Local service evidence identifies demand for safe and structured activities. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Young people aged 11-16 gain relationships, confidence, aspirations and access to support. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Reduces isolation and improves wellbeing and engagement. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Attendance, surveys, case studies and outcome monitoring. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Uses existing funded staffing, with grant focused on activities. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Primarily addresses urban deprivation. This is primarily an urban deprivation project rather than a rural-access proposal. Its balance case rests on targeting young people who face social and economic barriers within Gaywood.	**Fair distribution:** Targets young people who may otherwise be excluded. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

8. Clenchwarton Memorial Hall Air Conditioning

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Steven Bearshaw	**Ward / area**	Clenchwarton
Project cost	£8,519	**Amount requested**	£8,519
People benefiting	100+	**Match funding**	Potential contribution discussed but not quantified

Project description: Installation of combined air-conditioning and heating units in the memorial hall. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: Extreme temperatures affect preschool, classes and wider hall use. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** User groups have reported uncomfortable conditions in hot weather. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Benefits preschool children, classes, groups and event users. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Creates a comfortable, usable venue throughout the year. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: User feedback, attendance and energy performance. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Provides cooling and heating and complements solar infrastructure. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Supports a rural village hall. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Benefits multiple groups and age ranges. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

9. Dersingham Street Light Safety

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Tony Bubb	**Ward / area**	Dersingham
Project cost	£28,210	**Amount requested**	£14,105
People benefiting	4,600	**Match funding**	Yes

Project description: Replacement of five severely corroded streetlight columns. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: Engineering inspections identified structural and public-safety risks. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Condition inspections provide the evidence for replacement. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Residents and visitors benefit from safe, reliable lighting. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Removes risk of structural failure and maintains lighting. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Completion of replacements and removal of identified risk. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Prevents failure and more costly reactive works. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Supports a large rural village. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Public infrastructure benefits the whole community. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

10. Discover King's Lynn Digital Screens

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Deborah Heneghan	**Ward / area**	St Margaret's with St Nicholas
Project cost	£15,000	**Amount requested**	£15,000
People benefiting	6.1m annual footfall estimate	**Match funding**	No

Project description: Three freestanding digital information screens promoting events, businesses, heritage and services. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: Visitors may remain in limited parts of the centre and miss wider attractions and businesses. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Footfall analysis and business feedback support better information and wayfinding. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Residents, visitors, businesses and community organisations gain greater visibility. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Improves awareness, dwell time and movement around the town centre. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: App use, business feedback, surveys and QR interactions. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Long-life infrastructure serving a large audience. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Urban project with borough-wide visitor reach. The physical installation is town-centre based, but the information displayed could promote events and services used by residents and visitors from across the borough. The project should therefore be assessed mainly as a public-realm and economic-support proposal rather than a rural facility.	**Fair distribution:** Promotes opportunities across the town centre. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

11. Downham Market & District Foodbank

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Joshua Osborne & Josie Ratcliffe	**Ward / area**	Downham Market and surrounding villages
Project cost	£56,907	**Amount requested**	£5,000
People benefiting	1,200	**Match funding**	Yes

Project description: Emergency food provision with financial inclusion, debt, welfare and advice support. The funding supports continued emergency food provision alongside financial inclusion, debt and welfare support. This combines immediate crisis help with advice intended to improve longer-term household resilience.

Local need: Poverty, food and fuel insecurity and financial hardship are increasing. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** More than 1,200 annual food parcels and growing referrals evidence need. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Supports families, pensioners, low-income households and people in crisis. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Meets immediate need while helping residents towards financial resilience. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Parcels, financial gains, debt outcomes and feedback. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Combines donated food, volunteers and advice outcomes. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Serves Downham and surrounding rural communities. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Targets residents in greatest financial need. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

12. Downham Market Skate Park

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Joshua Osborne	**Ward / area**	Downham Market
Project cost	£300,000	**Amount requested**	£15,000
People benefiting	625	**Match funding**	Yes

Project description: Construction of a new purpose-built skate park at the Jubilee Community Centre. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: The former park was removed after deteriorating beyond repair. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Consultation showed demand from young people and residents. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Supports skateboard, scooter and BMX users, families and young people. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Creates a safe facility for activity, skills and social interaction. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Usage, participation, feedback and engagement. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Substantial Town Council investment already committed. The grant requested is a relatively small part of the overall capital cost, with substantial Town Council investment already committed. If completed, the park would provide a long-life recreational asset with open community access.
Rural balance: Serves a rural market town and wider catchment. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Open recreational asset for local young people. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

13. Downham Market Sports Federation Community Hub

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Andy Bullen	**Ward / area**	North Downham
Project cost	£33,342	**Amount requested**	£25,000
People benefiting	1,200+	**Match funding**	Yes

Project description: Refurbishment of squash courts and creation of a modern community kitchen. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: Outdated facilities limit participation and wider community use. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Consultation supports improved sports and catering facilities. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Sports clubs, groups, families, volunteers and resident's benefit. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Enables greater participation, events, community meals and income generation. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Participation, bookings, new users, events and income. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Improves an existing asset rather than constructing a new one. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Serves Downham and surrounding rural communities. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Multiple organisations and users benefit. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

14. Fen Zen Community Resilience Hub

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Peter Hudson	**Ward / area**	Denver
Project cost	£17,000	**Amount requested**	£15,000
People benefiting	250+	**Match funding**	Yes

Project description: Feasibility, planning and professional work for a low-impact community resilience hub. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: Demand for food resilience, practical skills, wellbeing and community connection. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Seven years of activity and growing site use support the proposal. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Children, families, volunteers, isolated residents and community groups. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Provides the foundation for a long-term resilience and support facility. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Completion of studies, consultation and planning submission. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Builds on established activity and volunteer contributions. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Supports rural communities. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Provides shared resilience and wellbeing benefits. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

15. Flitcham Community Centre Solar Project

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Alistair Beales	**Ward / area**	Massingham with Castle Acre
Project cost	£17,500	**Amount requested**	£7,500
People benefiting	250	**Match funding**	Yes

Project description: Installation of solar electricity generation and battery storage. The project would install solar generation and battery storage at the community centre. The purpose is to reduce electricity costs and improve the long-term viability of a facility used for local clubs, events and social activity.

Local need: Electricity is the community centre's largest operating cost. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Community support and fundraising demonstrate local backing. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Supports clubs, events and social activity in a small village. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Reduces running costs and improves long-term sustainability. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Energy generation, savings and continued community use. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Long-term energy savings and potential resilience. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Strong benefit to a small rural community. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Protects a shared village facility. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

16. Great Massingham Area Community Car Scheme

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Chris Morley	**Ward / area**	Great Massingham and surrounding villages
Project cost	£13,611	**Amount requested**	£5,000
People benefiting	200	**Match funding**	Yes

Project description: Volunteer transport enabling access to healthcare, shopping and social activities. The volunteer-led service provides journeys to healthcare, shopping and social activities for residents who cannot readily use other transport. Support is intended to maintain a practical service across Great Massingham and neighbouring villages.

Local need: Public transport is very limited across a dispersed rural area. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Established demand from residents and partner organisations. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Older and isolated residents and people with mobility or financial difficulties. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Reduces isolation and improves access to essential services. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Journeys, users, destinations and feedback. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Leverages volunteer drivers and partner support. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Directly addresses rural transport disadvantage. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Serves several villages and priority residents. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

17. Harpley Village Hall Cinema - Revenue

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Alistair Beales	**Ward / area**	Harpley
Project cost	£1,200	**Amount requested**	£1,200
People benefiting	Up to 1,440 attendances	**Match funding**	In-kind

Project description: First-year film licensing and screening programme for a new community cinema. This revenue request would fund the first year of film licensing and screenings for a new village cinema. It complements the separate capital bid for projection and sound equipment.

Local need: Residents have limited local cultural opportunities and transport options. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Cinema was the most popular request in village consultation. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Residents gain accessible local film and social activity. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Creates regular cultural provision and reduces travel. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Screenings, attendance and participant feedback. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Low revenue request supports regular local activity. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Strong rural access benefit. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Open to the whole village and wider area. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

18. Harpley Village Hall Cinema

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Alistair Beales	**Ward / area**	Harpley
Project cost	£6,000	**Amount requested**	£6,000
People benefiting	Up to 1,440 attendances	**Match funding**	In-kind

Project description: Purchase and installation of projection, sound and audiovisual equipment. This capital request would purchase and install projection, sound and audiovisual equipment. The equipment would support cinema screenings and could also be used for other village hall activities.

Local need: The village lacks local cinema and cultural facilities. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Identified through extensive community consultation. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Creates a lasting cinema resource and supports other hall uses. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Enables regular screenings and wider audiovisual activities. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Use of equipment, screenings and attendance. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Long-life equipment supporting multiple activities. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Strong rural access benefit. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Shared village hall resource. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

19. Howdale Scout and Guide Hut Heating & Electrics

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Josie Ratcliffe	**Ward / area**	Downham Market East
Project cost	£17,734	**Amount requested**	£15,415
People benefiting	170	**Match funding**	Yes

Project description: Electrical upgrades, replacement heating and solar panels at the Scout and Guide Hut. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: The building failed electrical inspections and could not be used safely. Electrical inspection failures prevented safe use of the Scout and Guide Hut. The project is therefore driven by an immediate compliance and safety requirement as well as the need to improve heating and energy performance.	**Community need / evidence:** Safety inspections establish the need. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Supports Scout and Guide groups and secures a youth facility. The expected benefits extend beyond the immediate applicant by supporting wider participation, access, wellbeing or community resilience.	**Difference the project makes:** Restores safe use and reduces energy costs. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Compliance completion, energy savings and resumed use. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Combines safety works and energy improvements. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Serves a market town and rural catchment. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Benefits established youth organisations. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

20. Hunstanton Sailing Club Watersports Cabin

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Angie Dickinson	**Ward / area**	Hunstanton
Project cost	£16,664	**Amount requested**	£13,184
People benefiting	6,000+	**Match funding**	Yes

Project description: Replacement weatherproof portable cabin with power, internet and solar capability. The proposal is intended to turn the identified need into a deliverable activity or lasting community asset, using the grant for the specific works or service described.

Local need: The existing cabin is structurally corroded and nearing end of life. The application therefore presents the project as a response to a current local gap, condition issue or barrier rather than an optional enhancement.	**Community need / evidence:** Condition of the existing facility establishes need. The evidence cited provides a basis for assessing whether the proposal reflects demand from users, residents or partner organisations.
Community benefit: Members, watersports users, instructors and Parkrun users benefit. The cabin would support sailing and watersports activity and is also expected to assist instructors and users connected with promenade activities. This gives the investment a broader recreational and visitor benefit than club membership alone.	**Difference the project makes:** Strengthens recreation, watersports provision and visitor appeal. If delivered, the project would remove or reduce the principal barrier identified in the application and improve the sustainability or reach of the provision.
Measures of success: Participation, facility use, membership and feedback. These indicators should enable progress to be reviewed after funding and provide evidence of both delivery and community impact.	**Value for money:** Club contribution and multi-user benefit. Value is strengthened where the proposal uses existing assets, volunteer input, partner support or match funding to extend the benefit of the grant.
Rural balance: Serves a coastal community and visitors. This should be considered alongside the availability of alternative facilities, transport and services for residents in the relevant catchment.	**Fair distribution:** Supports several activities and user groups. The proposal should be considered in the context of both geographic spread and whether it reaches communities or groups with limited existing provision.

21. King’s Lynn High Street Trees and Benches

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Deborah Heneghan	**Ward / area**	St Margaret’s with St Nicholas
Project cost	£53,000	**Amount requested**	£25,000
People benefiting	200,000 stated	**Match funding**	No

Project description: The Civic Society proposes tree planting with integrated benches outside the former Debenhams building at the lower end of King’s Lynn High Street. An external contractor would carry out the capital works. The scheme is intended to improve the public realm, provide more suitable seating and add shade during hotter weather.

Local need: This part of the High Street is described as neglected and in need of investment. Existing seating is considered unsuitable for older people and residents with mobility needs. The application links the proposal to the King’s Lynn Public Realm Action Plan and the need for a greener, more consistent streetscape.	**Community need / evidence:** King’s Lynn masterplan consultation is cited as showing support for more town-centre greening and a more inviting public realm. Ward councillors also report that residents and businesses regularly raise the need to improve this section of the High Street.
Community benefit: Residents, visitors, shoppers and nearby businesses would benefit from a more comfortable and attractive environment. New seating would improve resting opportunities, while trees would provide shade and support climate resilience. The applicant expects the scheme to encourage people to spend longer in this part of the town centre.	**Difference the project makes:** The project would rejuvenate an underinvested section of the High Street and strengthen pride in the town centre. It may support footfall and local spending while making the area more comfortable during hot weather. The benefit would be long-term if appropriate maintenance arrangements are confirmed.
Measures of success: The Civic Society and ward councillors propose to liaise with local businesses about footfall and dwell time. Photographs, expenditure evidence and an end-of-project report would also be provided.	**Value for money:** The applicant describes this as a modest initial outlay with recurring benefits and limited ongoing maintenance. No match funding is confirmed, although other funding would be explored if the grant is secured. Maintenance responsibility with the Council’s open spaces team still needs to be agreed.
Rural balance: This is a town-centre project rather than a rural intervention. Its borough-wide case is that residents and visitors from rural communities also use King’s Lynn as the principal shopping and service centre.	**Fair distribution:** The application argues that this part of the town has received little recent investment. Benefits would be open to all High Street users rather than restricted to a defined organisation or membership group.

22. Creative Foundations - KL Creatives Studios

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Deborah Heneghan	**Ward / area**	St Margaret's with St Nicholas
Project cost	£29,164	**Amount requested**	£21,304
People benefiting	180	**Match funding**	Yes

Project description: The mixed capital and revenue project would equip and deliver three strands from a step-free creative facility: Create and Play for children and families, a six-week Young Creators programme, and Tony's Music Group for older residents. Funding would support facilitators, materials and refreshments alongside recording, film, podcast, arts, sensory and PA equipment, plus website and branding work. Delivery includes a partnership with the Royal Central School of Speech and Drama.

Local need: King's Lynn is identified as a Culture Priority Place and the applicant says there was previously no comparable fully accessible creative facility locally. Rural transport, low income, disability and neurodivergence can prevent residents from travelling to alternative provision. Existing equipment also limits the standard and range of work participants can produce.	**Community need / evidence:** Evidence includes 53 registered members across the three strands, rapid growth in family participation, referrals from Norfolk and Waveney Mind, partner letters and programme records. The applicant reports 22 children registered for Create and Play, 10 young people for Young Creators and 21 members of Tony's Music Group.
Community benefit: Children, including many with SEND, would gain inclusive creative and sensory activity; young people would gain access to professional facilities, portfolio outputs and specialist input; and older residents would gain regular social contact. Parents, carers, community groups and partner organisations would also benefit from the equipped studios and event space.	**Difference the project makes:** The project would increase both capacity and the quality of local creative provision. Participants could produce recordings, films, podcasts and practical artwork rather than only taking part in short activities. The equipment would also strengthen the organisation's ability to earn income and sustain future community provision.
Measures of success: Attendance, retention, SEND reach, participant and parent feedback, partner feedback, equipment usage and completed creative outputs would be monitored. All assets and expenditure would be recorded, with an end-of-project report bringing together reach and outcomes.	**Value for money:** The grant request is supported by £7,860 of studio space, volunteer facilitation and university-funded placement support. Capital equipment would be used across several programmes and community hires over multiple years. The organisation is new and has modest reserves, but argues that the equipment will increase earned-income capacity.
Rural balance: The facility is central in King's Lynn but serves residents from surrounding villages where comparable provision is limited. Step-free access and a sensory room reduce access barriers, while portable equipment may allow activities to be taken to partner venues.	**Fair distribution:** The project targets groups described as least served by existing cultural provision, including disabled and neurodivergent children, young people facing barriers, isolated older residents and low-income families. Although town-based, its referral network and portable assets give it wider geographic reach.

23. King’s Lynn Town Band Building Improvements

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Paul Bland	**Ward / area**	King’s Lynn and West Norfolk
Project cost	£5,256	**Amount requested**	£2,756
People benefiting	3,000	**Match funding**	Yes

Project description: The Town Band seeks structural and waterproofing works to an outbuilding recently converted into toilets and a kitchen. The building has since been found to be unstable and affected by water deterioration. The works are intended to protect the refurbishment and secure the band room for continued use.

Local need: The band needs safe, watertight premises for rehearsals, tuition, instrument storage and community activity. Without the works, the recent investment in the toilet and kitchen facilities could be lost and the organisation may need more expensive alternative premises.	**Community need / evidence:** The application relies on the band’s long history, regular performances, messages of support and requests from schools and uniformed groups. It provides free tuition and instruments, sustains a junior band and performs for civic occasions and charities across the borough.
Community benefit: Learners, band members, concert audiences, supported charities and civic events would benefit. Free tuition lowers barriers to learning music, while the improved building would support safe storage and reliable delivery of rehearsals and performances.	**Difference the project makes:** The works would make the building stable and watertight, preserving the band’s operational base. This would protect existing facilities and enable the band to continue music tuition, public performances and charitable fundraising.
Measures of success: Immediate success would be completion of the works and confirmation that the building is safe and watertight. Longer-term indicators are continued tuition, rehearsals, performances and use of the premises.	**Value for money:** The band confirms a £2,500 cash contribution and the quote is supported by a cost breakdown. The project protects recent refurbishment and may avoid the higher cost of relocating. The form contains differing cost figures, so the final eligible cost and request should be confirmed.
Rural balance: The premises are in King’s Lynn, but membership, learners, civic activity and performances draw from across West Norfolk. The proposal is therefore borough-wide rather than specifically rural.	**Fair distribution:** Benefits are not confined to one ward because tuition is open and performances support civic and charitable activity across the borough. The application also offers access to music for people who may not otherwise afford lessons or instruments.

24. King’s Lynn Town FC - Keeping the Lights On

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Joshua Lowe	**Ward / area**	Gaywood Chase
Project cost	£79,611	**Amount requested**	£25,000
People benefiting	5,000	**Match funding**	Yes

Project description: The club seeks a contribution towards solar panels as part of a five-year sustainability plan. Reduced energy costs are intended to make it more viable to open the ground outside matchdays for events, social activity and wellbeing provision. The club describes the investment as enabling the stadium to operate as a wider community asset.

Local need: Energy and operating costs are placing pressure on the club’s finances. The application also identifies local mental-health and social-isolation need and wants to use the ground for more regular community activity. The solar scheme is therefore presented as both an environmental measure and an enabler of wider use.	**Community need / evidence:** The application cites the club’s partnership with 8:56, local health information and support material. It identifies a need for places where residents can meet, socialise and access activities beyond traditional football use.
Community benefit: Families, young people, adults, older residents and people experiencing loneliness are expected to benefit from a more regularly open facility. Potential college partnerships could also offer practical skills and intergenerational activity.	**Difference the project makes:** The project would reduce reliance on grid electricity and release resources for facilities and community use. It aims to change the ground from a mainly matchday venue into a year-round place for connection, activity and wellbeing.
Measures of success: The club would track electricity use, costs and solar generation before and after installation. It would also record non-matchday events, visitor numbers, community usage and participant feedback.	**Value for money:** The £25,000 request forms part of a £79,611 project, with £54,611 stated as owner funding. Solar panels are expected to provide long-term savings and environmental benefit. The club’s accounts show a significant deficit, so the panel may wish to consider financial sustainability alongside the confirmed contribution.
Rural balance: The project is physically town-based and the form’s description of the club as rural is not consistent with its King’s Lynn location. Its wider case is that supporters and community users come from across the borough, including surrounding rural areas.	**Fair distribution:** The proposed non-matchday activity would be open beyond football supporters and the sponsoring councillor states that benefits extend across the town and borough. Investment would therefore support an existing large asset with broad potential reach.

25. Little Miracles - Inclusive Play Together

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Simon Ring	**Ward / area**	King's Lynn and surrounding areas
Project cost	£3,870	**Amount requested**	£3,034
People benefiting	250	**Match funding**	Yes

Project description: This is a 12-month programme of 12 free inclusive play sessions for disabled children, children with additional needs and their families. Six sessions would be held in King's Lynn and six in Heacham. Funding would cover venue admission and hire, with staffing supported separately.

Local need: Families can face sensory, developmental, financial and social barriers when using mainstream activities. Suitable provision is limited and fear of misunderstanding or judgement can further reduce participation. Free sessions at two locations are intended to address cost and travel barriers.	**Community need / evidence:** A survey of 99 families provides detailed evidence on additional needs, emotional wellbeing, acceptance, accessible activities, financial pressure and isolation. The application also reports strong positive outcomes from Little Miracles' existing activities, including participation, friendships and wellbeing.
Community benefit: Children would gain active, sensory and social play in welcoming environments. Parents, carers and siblings would share positive experiences, meet families with similar circumstances and develop supportive relationships.	**Difference the project makes:** The programme would remove admission costs and provide regular rather than one-off activity. Expected outcomes include greater confidence, friendships, inclusion and emotional wellbeing for children, alongside reduced isolation for families.
Measures of success: Registration and attendance would record sessions, unique families and total family participation. Accessible feedback, an end-of-project survey, staff observations and case studies would assess access, inclusion, wellbeing and social connection.	**Value for money:** The £3,870 grant would fund venue costs, with £836 of staffing supported through Awards for All. Existing venue knowledge and the intention to negotiate bulk prices support delivery. The programme is time-limited and creates no ongoing asset liability.
Rural balance: Half of the sessions would take place in Heacham, improving access for rural and coastal families who would otherwise need to travel into King's Lynn. This explicitly shares provision between urban and rural locations.	**Fair distribution:** The even split between King's Lynn and Heacham supports geographic balance. The project also targets families for whom disability, income, transport and sensory needs can create unequal access to ordinary leisure opportunities.

26. North Wootton Village Hall - Air Conditioning and Solar

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Richard Coates	**Ward / area**	North Wootton
Project cost	£27,058	**Amount requested**	£24,357
People benefiting	700	**Match funding**	Yes

Project description: The capital project would install air conditioning and solar panels at North Wootton Village Hall. Professional contractors would deliver the works, with the Village Hall Committee responsible thereafter. The combined scheme is designed to improve comfort and reduce electricity costs.

Local need: Recent hot weather has made the hall uncomfortable and affected attendance and hiring decisions. Energy costs also place pressure on affordability. The committee wants to future-proof the hall and use it as a cool space in summer and warm community hub in winter.	**Community need / evidence:** Evidence includes letters from regular hirers, six pages of resident support and estimated annual energy savings of £1,388 at current prices. The hall is described as being in use almost every day.
Community benefit: Regular users include yoga groups, church activity, U3A, craft groups, markets, bingo, meetings and private events. Residents would also benefit from a more resilient community space during extreme weather.	**Difference the project makes:** The project would maintain a comfortable temperature, reduce purchased electricity and help keep hire charges affordable. It could also attract groups previously deterred by summer temperatures.
Measures of success: The committee would compare attendance during hot weather and monitor electricity usage and generation. New bookings and feedback from existing hirers would provide further evidence of success.	**Value for money:** The hall would contribute £2,701, around 10% of the project cost, and has obtained quotations. The scheme offers both service improvement and recurring energy savings, though the grant request represents most of the capital cost.
Rural balance: North Wootton is not treated as rural by some funders because of proximity to King's Lynn, despite retaining a village character and limited alternatives. The application argues that this reduces access to other grant programmes.	**Fair distribution:** The hall serves many groups and would provide a shared warm or cool hub rather than a single-purpose facility. Funding would support a village community that may not qualify for rural schemes but still relies on volunteer-run infrastructure.

27. North Wootton Winter Wellbeing and Christmas Fair

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Simon Ring	**Ward / area**	The Woottons
Project cost	£6,016	**Amount requested**	£3,516
People benefiting	1,600	**Match funding**	Yes

Project description: The revenue project combines six free warm-space craft workshops with North Wootton's 10th annual Christmas Fair. Funding would cover tutors, materials, promotion, accessible transport, entertainment and venue operations. The Village Hall Management Committee and registered volunteers would deliver the programme.

Local need: The project addresses winter loneliness, reduced mobility and financial pressure. Keeping activities free is central to ensuring that older residents, care home residents and low-income families can participate.	**Community need / evidence:** Community consultation describes the fair and workshops as valued social infrastructure. The councillor's statement reports strong support for tackling loneliness and indicates that many respondents would struggle to attend if charges were introduced.
Community benefit: Older and isolated residents, care home residents, families and children would benefit from warm, accessible and intergenerational activity. Funded transport would help residents who might otherwise be unable to attend.	**Difference the project makes:** The programme would remove financial barriers, create purposeful winter social contact and strengthen community cohesion. It would also develop volunteer experience and repeatable craft skills.
Measures of success: Targets include more than 1,500 fair attendees and 120 workshop places. Headcounts, exit feedback and resident case studies would assess attendance and wellbeing impact.	**Value for money:** The application calculates a low grant cost per beneficiary and includes £2,288 of volunteer time. Additional match funding is described as pending, so only confirmed contributions should be relied upon. Reusable materials and volunteer capacity provide a legacy beyond the event.
Rural balance: The applicant describes North Wootton as a village lacking statutory leisure facilities and reliant on its volunteer-run hall. Accessible transport and local delivery particularly support residents with limited mobility.	**Fair distribution:** Activities are open across the Woottons and the consultation includes surrounding areas. The free-at-point-of-access model spreads benefit across age groups and households facing both social and financial barriers.

28. Northwold Recreation Ground Basketball Hoops

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Stephen Lawrence	**Ward / area**	Northwold
Project cost	£350	**Amount requested**	£350
People benefiting	20	**Match funding**	No

Project description: The Parish Council proposes two basketball hoops within the existing recreation ground. The equipment is intended to complement recent play investment focused on younger children. It would provide an additional activity for residents aged 12 to 18.

Local need: The existing recreation offer mainly serves children up to age 12. The application identifies a gap for teenagers and seeks to give that group another local way to exercise and socialise.	**Community need / evidence:** Need was identified through village consultation using social media and the village newsletter. The evidence is limited in detail but directly relates to the target age group.
Community benefit: Young people aged 12 to 18 would benefit most directly. The wider community may benefit from more balanced recreation provision across different ages.	**Difference the project makes:** The equipment would create another outlet for exercise and informal social contact. It would complete the Parish Council's recent effort to broaden the age range served at the recreation ground.
Measures of success: Usage and participation would be observed, with social media or other local feedback used to report outcomes. The application does not propose a detailed baseline or formal monitoring method.	**Value for money:** This is a low-cost addition to an existing recreation site. The form shows inconsistent total costs of £350 and £500, and no match funding is identified, so the final price and eligible request should be verified.
Rural balance: Northwold is a rural parish and the equipment would be locally available without travel to a larger settlement. The application itself does not provide detailed evidence about alternative facilities or transport barriers.	**Fair distribution:** The proposal aims to balance previous investment by adding provision for teenagers rather than younger children alone. Its direct beneficiary number is modest, but the asset would remain available for ongoing community use.

29. Outwell Pen Sluice Regeneration

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Jane Sutton / Christopher Crofts	**Ward / area**	Outwell
Project cost	£30,000	**Amount requested**	£20,800
People benefiting	6,000	**Match funding**	Yes

Project description: The Parish Council proposes to conserve and enhance the historic Pen Sluice area, including surviving lock walls and mechanisms. Works include landscaping, fencing, paths, seating, picnic facilities, interpretation boards and a new village sign. The completed site would provide recreation, heritage interpretation and environmental improvement.

Local need: The site is an underused and neglected historic asset. Outwell has limited public green space and local heritage attractions, and the project is intended to prevent further deterioration while making the area safer and more accessible.	**Community need / evidence:** Letters of support from county and borough councillors accompany the application. The case also draws on the site's historic significance and the Parish Council's direct knowledge, although wider formal consultation is not described.
Community benefit: Residents, families, older people, schools, walkers, community groups and visitors would gain a free outdoor space. Benefits include recreation, learning, biodiversity, village pride and potential visitor activity.	**Difference the project makes:** The project would transform the site into a usable community space while safeguarding local waterway heritage. It would provide interpretation, places to sit and opportunities for outdoor activity and education.
Measures of success: Site condition, access, educational use, biodiversity, visitor observations and community feedback would be monitored. Photographs and inspections would compare the site before and after works.	**Value for money:** The project combines heritage, environment, recreation and tourism outcomes. Confirmed contributions include £3,000 from the Parish Council and £150 public donations. Quotations support the principal work packages, while ongoing maintenance would sit with the Parish Council.
Rural balance: Outwell is a rural community with fewer amenities and external funding opportunities than larger settlements. Local delivery reduces the need to travel elsewhere for accessible outdoor recreation.	**Fair distribution:** The scheme would create an open public asset rather than provision for a restricted group. It supports geographic balance by directing capital investment to rural heritage and green infrastructure.

30. Pandora West Norfolk

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Deborah Heneghan	**Ward / area**	West Norfolk
Project cost	£20,000	**Amount requested**	£20,000 – amended to £15,000
People benefiting	300	**Match funding**	No

Project description: The mixed project would purchase ten laptops and support room hire and staff travel for specialist domestic-abuse services. The technology would be used for case management, risk assessments, safety plans, secure communication and online support. Venue and travel funding would enable outreach and recovery activity across West Norfolk.

Local need: Front-line staff report that slow, ageing laptops delay notetaking and access to resources. Survivors, particularly in rural areas, may also face transport, safety and coercive-control barriers to reaching support.	**Community need / evidence:** Need is evidenced through staff supervision, current service experience and the operational difficulties created by unreliable equipment. The application also identifies King's Lynn as the largest client cohort and describes separate support for children aged 5 to 18.
Community benefit: Women, children and young people affected by domestic abuse would receive more timely, flexible and secure support. Outreach would improve access for residents who cannot safely or practically travel to the main office.	**Difference the project makes:** The project would improve response times, staff efficiency and access to safety planning, advocacy and recovery support. It is intended to strengthen safety, wellbeing, confidence and resilience while reducing geographic barriers.
Measures of success: Pandora would track people supported, outreach sessions, risk assessments, safeguarding interventions and use of the funded resources. Intake and exit evaluation, feedback, case studies and service data would evidence outcomes.	**Value for money:** Laptops are expected to serve front-line workers for several years, while room and travel funding directly extend reach. No match funding is identified. The charity holds reserves under a policy linked to funding gaps and closure liabilities, which the panel may consider alongside the full-funding request.
Rural balance: Rural access is a central element because public transport, distance and isolation can prevent survivors from seeking help. Travel funding and local venues would take specialist support closer to residents.	**Fair distribution:** The service is borough-wide and addresses a specialist need not confined to one ward. Funding would support both the larger King's Lynn caseload and smaller rural communities where access barriers can be greater.

31. Pelicans Hockey School Engagement

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor		**Ward / area**	The Woottons and local schools
Project cost	£6,000	**Amount requested**	£5,000
People benefiting	200	**Match funding**	In-kind

Project description: The club proposes at least 100 hours of coaching in partnership with local schools. Qualified coaching, equipment and structured pathways would introduce children to hockey and link school participation to the club. The applicant also intends to explore opportunities for parents to participate.

Local need: Children face financial, transport and equipment barriers to organised sport. The project would bring coaching into schools, reducing the need for families or schools to fund specialist provision or travel initially.	**Community need / evidence:** Letters from several local schools demonstrate interest in additional hockey and physical-activity opportunities. The applicant proposes starting with a smaller group of schools before wider rollout.
Community benefit: Schoolchildren would gain coaching, physical activity, skill development and a pathway into a local club. Parents may also gain social and sporting opportunities through a separate introductory offer.	**Difference the project makes:** The programme aims to improve health, confidence, wellbeing and social connection. A sustained school-club link could help children continue sport beyond the initial sessions.
Measures of success: The club would monitor coaching hours, school engagement and numbers participating. The application also refers to healthier and happier children, although a method for measuring health or school-performance outcomes is not specified.	**Value for money:** The grant would purchase at least 100 coaching hours at £60 per hour, with schools receiving activity without charge. Volunteer contribution is identified but not valued. The request is predominantly revenue and continuation beyond the funded period is not fully costed.
Rural balance: Coaches can travel to schools that have limited equipment or access to club facilities. This helps reach rural pupils before inviting them to use the hockey pitch.	**Fair distribution:** The offer is intended for all local schools, although initial delivery will focus on a smaller number. Fairness will depend on transparent school selection and whether participation expands beyond the starting cohort.

32. PLUS at Edmund De Moundeford

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Martin Storey	**Ward / area**	Feltwell
Project cost	Ongoing	**Amount requested**	£5,000
People benefiting	157 pupils plus families	**Match funding**	Yes - donations and volunteer input

Project description: The volunteer-run school uniform project operates from the primary school and provides pre-loved, new, low-cost and free uniform. Funding would extend storage and purchase stock for back-to-school, winter and summer bundles. The service particularly supports families receiving means-tested free school meals.

Local need: Uniform costs place pressure on families and donated stock does not always cover all sizes or essential new items. Rapid growth has also created a storage constraint. The applicant links the service to wider food-pantry demand and affordable-uniform expectations.	**Community need / evidence:** Demand is evidenced by more than 1,000 donated items, 13 free bundles and nine low-cost bundles provided for pupils returning to school, plus 75 additional individual items sold during the summer holiday. This represented use by around 14% of pupils for essential return-to-school items.
Community benefit: Pupils and families would benefit from affordable clothing, while the school gains a practical support service. Reuse also reduces textile waste and community donations encourage local involvement.	**Difference the project makes:** The project would reduce financial pressure and help children attend school in suitable uniform. Additional storage and stock would allow the service to meet demand more consistently across seasons and sizes.
Measures of success: Sales data, online transactions, stocktakes, bundle numbers, feedback forms and the annual charity report would track activity. These measures can show both community donations and direct family support.	**Value for money:** The operation already exists, has no ongoing overheads and is run by volunteers. It has received small local donations and grants, but holds only £423 in the bank. The form does not provide a detailed cost breakdown for the up-to-£5,000 request, so expenditure should be agreed before award.
Rural balance: Feltwell is a rural community and the service is based within the local primary school, avoiding travel for families. The school is described as a central community hub.	**Fair distribution:** The project targets families experiencing financial pressure while remaining open to the whole school community. It supports a rural area and a model the organisation is willing to share with other schools.

33. Purfleet Trust South Lynn Community Centre

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Jo Rust	**Ward / area**	South Lynn
Project cost	£24,700	**Amount requested**	£24,700
People benefiting	3,000 annually	**Match funding**	Yes

Project description: The Trust proposes to develop the centre into a hub combining Purfleet Pantry, an affordable cafe, practical support, activities, volunteering, training and employability opportunities. Capital works include kitchen refurbishment, a serving hatch, cafe furnishing and office alterations for Little Discoverers. Revenue funding would support the Pantry Manager for the first six months to establish the hub.

Local need: South Lynn experiences financial pressure, food insecurity, isolation, health inequality and barriers to support and employment. Existing Pantry experience shows that affordable food needs often sit alongside low confidence, digital exclusion, unemployment and difficulty navigating services.	**Community need / evidence:** The Trust cites more than 1,000 registered Pantry members, three years of direct delivery, staff and volunteer knowledge and local deprivation data. A structured community engagement day and continuing consultation would shape the activity programme.
Community benefit: Low-income households, families, older residents, unemployed people, volunteers, people affected by homelessness and the wider community would benefit. The building would provide food, advice, training, health activity and social connection from one accessible site.	**Difference the project makes:** The scheme aims to establish a regular programme, create at least 40 volunteering opportunities and provide routes into training or employment. Cafe and shop income would also contribute to long-term operation and reinvestment.
Measures of success: Footfall, unique users, Pantry and cafe use, activity attendance, volunteers, training and progression would be recorded. Feedback, Outcome Stars, casework data, cafe income and qualitative case studies would supplement the figures.	**Value for money:** The grant unlocks permanent building improvements and a six-month establishment period. Confirmed or stated support includes a coffee-machine grant, donated goods, volunteer days and smoking-cessation funding. The request is for the full project cost, but it leverages a wider package of partner contributions.
Rural balance: This is an urban deprivation project rather than a rural proposal. Its balance case is that equitable distribution should reflect significant need in South Lynn as well as rural geography.	**Fair distribution:** The centre would be open to the whole community and support multiple needs rather than one closed group. Investment would direct funding to a deprived neighbourhood while providing some access for residents from elsewhere in West Norfolk.

34. Rudhams and District Village Hall Toilets

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Chris Morley	**Ward / area**	The Rudhams and local villages
Project cost	£14,520	**Amount requested**	£14,520
People benefiting	1,576 users; approx. 8,000 attendances	**Match funding**	No

Project description: The project would fully refurbish male, female and accessible toilets as part of a wider programme to improve safety, accessibility and energy efficiency. Works include cubicles, sanitaryware, flooring and decoration. The hall serves five communities and hosts regular groups, fundraising and events.

Local need: Annual surveys and booking feedback describe the toilets as tired, cold and below modern expectations. Potential hirers have not proceeded with bookings, and winter conditions particularly affect children, older people and disabled users.	**Community need / evidence:** Need is supported by recurring user comments, booking feedback and the hall's own surveys. The Trustees link better facilities to continued affordability, accessibility and the ability to attract private and community bookings.
Community benefit: Residents across five communities would benefit, especially older, disabled and younger users. Better facilities would support regular groups, celebrations, SEND-inclusive activity and fundraising for outdoor recreation.	**Difference the project makes:** The refurbishment is expected to improve comfort and accessibility, increase bookings and help retain affordable hire charges. Modern water and energy-efficient fittings should also reduce running costs.
Measures of success: Bookings, repeat bookings, footfall, customer surveys and informal feedback would be monitored. Photographs and expenditure evidence would support completion reporting.	**Value for money:** Two quotes were obtained and the lower complete-refurbishment quote selected. No match funding is offered because reserves are being used for decoration, seating match funding and future building risks. The works create a long-term improvement but rely wholly on the grant.
Rural balance: The hall is in a Tier 5 rural village with limited services and transport and serves outlying hamlets. It is described as the only shared building available for family and community events across the five communities.	**Fair distribution:** The facility is shared by several villages and a broad range of users. Funding would address rural under-provision and help residents avoid travelling to better-equipped venues elsewhere.

35. Sandringham Bowls Club Improvements

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Anthony Bubb	**Ward / area**	Dersingham / Sandringham Parish
Project cost	£18,166 – amended to £21,244 following Vat Clarification	**Amount requested**	£22,000 – amended to £21,244
People benefiting	500	**Match funding**	Yes - prior spend and volunteer input

Project description: The mixed project would make paths and edging around the changing hut safer, install an irrigation system and continue professional green renovation and treatment. The objective is to prevent falls and restore a playable bowling surface. Club members would continue routine maintenance.

Local need: Uneven paths create a fall risk, while drought, rabbits and moles have damaged the green beyond the club's normal maintenance capacity. The closure of the associated social club reduced financial and social support for the bowling facility.	**Community need / evidence:** Photographs, user experience, previous incidents and comments from visiting teams support the need. The club has already funded temporary pest controls and more than £3,000 of green treatment and fertiliser.
Community benefit: About 50 members, including older and less mobile people, families and a junior member, benefit directly. More than 40 visiting clubs within roughly 20 miles also use the facility through league and cup fixtures.	**Difference the project makes:** The project would remove immediate safety hazards, improve the playing surface and help retain and attract members. It would support regular league participation and the club's wider social and wellbeing role.
Measures of success: The club would use photographs, incident experience, member and visiting-team feedback, green playability and longer-term membership trends. Expenditure and progress reports would also be provided.	**Value for money:** The club has already funded initial treatment and contributes labour, maintenance and donated services. Several quotations support the work. The full £22,000 request is significant relative to reserves, but the capital elements are intended to stabilise future maintenance.
Rural balance: The club is in a small rural village and provides local activity for residents with limited mobility. It also supports a network of rural clubs across a wider catchment.	**Fair distribution:** Although direct membership is modest, league use spreads benefit across many settlements. The facility also supports winter carpet bowls indirectly through overlapping membership.

36. St Clement's Church Community Room

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Paul Kunes	**Ward / area**	Terrington St Clement
Project cost	£30,000	**Amount requested**	£10,500
People benefiting	500	**Match funding**	Yes

Project description: The project would construct a permanent meeting room in the church narthex, replacing a temporary shed arrangement. It would adapt an underused part of the Grade I listed church into a warm space for small groups. A diocesan faculty has been approved.

Local need: The church is in a rural area described as within the most deprived 20% nationally and the large building is difficult and expensive to heat. Community groups need a warm, manageable room rather than heating the whole church.	**Community need / evidence:** Need is evidenced through steadily growing participation and feedback from parents, older residents, young people and other group users. Existing activities include a toddler group, community cafe and youth group.
Community benefit: Parents with young children, teenagers, bereaved or unemployed residents and older people would benefit. The room would provide privacy for feeding babies and a warmer winter setting for small groups and cafe users.	**Difference the project makes:** The project would make an underused area functional, improve comfort and allow community activity to continue more efficiently. Heating one room instead of the entire church should lower energy use for smaller meetings.
Measures of success: Usage numbers and feedback from groups would be monitored, with the project working party reporting quarterly to the Parochial Church Council.	**Value for money:** The scheme reuses existing space and should reduce heating costs for small activities. Match funding is being sought from businesses, individuals and grant-making trusts, but the extracted form does not state the project cost or contribution values.
Rural balance: Terrington St Clement is a rural parish with deprivation and limited local facilities. The project provides a warm meeting place within the village, reducing reliance on travel elsewhere.	**Fair distribution:** The space would be open to community users of different ages and backgrounds, not only the congregation. The councillor notes that comparable funding has supported halls and youth buildings across other parts of the ward.

37. William Street Car Park Resurfacing

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Deborah Heneghan & Francis Bone	**Ward / area**	St Margaret's with St Nicholas
Project cost	£25,000	**Amount requested**	£25,000
People benefiting	50 direct plus surrounding residents	**Match funding**	No

Project description: The project would resurface William Street car park, with the Council responsible for delivery. The site is described as being in very poor condition and virtually unusable. Restoring it would provide off-street parking for nearby residents.

Local need: The surrounding streets are narrow and parking pressure can restrict access, including for emergency vehicles. Residents and councillors describe the condition as a long-standing problem that has not attracted funding from other sources.	**Community need / evidence:** Resident feedback over several years and photographs of the surface are cited as evidence. The application considers this proportionate because the physical condition and local parking problems are visible and well known.
Community benefit: Residents of William Street and Vancouver Avenue would benefit directly, while neighbouring streets would benefit from reduced parking pressure. Improved access would also support general road safety and emergency response.	**Difference the project makes:** Resurfacing would return the car park to usable condition and move parked vehicles off narrow streets. The application expects safer access and an everyday improvement for the surrounding neighbourhood.
Measures of success: Councillors would monitor carpark use and observe whether pressure on surrounding streets reduces. A fuller before-and-after monitoring method is not specified.	**Value for money:** The application describes a relatively low-cost intervention with benefits lasting many years, but the extracted form does not state project cost or amount requested. Quotes were reportedly prepared by Council officers and no match funding is identified.
Rural balance: This is explicitly an urban project. Its funding case is based on neighbourhood need and lack of alternative funding rather than rural disadvantage.	**Fair distribution:** The application states that this part of the ward has received little recent investment. Although the direct user estimate is small, safer surrounding streets would provide a wider neighbourhood benefit.

38. Stanhoe Parish Ponds

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Sam Sandell	**Ward / area**	Stanhoe
Project cost	£6,000	**Amount requested**	£6,000
People benefiting	50,000 stated, including visitors	**Match funding**	No

Project description: The Parish Council proposes dredging and desilting the main pond and two smaller ponds, with replanting and rewilding at the main site. The ponds are historic village features and wildlife habitats. The Parish Council would oversee the works and future maintenance.

Local need: The ponds have lost depth and water-holding capacity and risk disappearing without intervention. The main pond is an 18th-century landmark, meeting place and habitat used by residents, visitors, geese, ducks and other birds.	**Community need / evidence:** An extraordinary Parish Council meeting was attended by ten residents, all of whom supported restoration. The application also relies on longstanding community use and concern about the pond's condition.
Community benefit: Residents, second-home owners, visitors and local wildlife would benefit. A farmer would also reuse dredged silt, while the pond and adjacent war memorial would continue as a place for rest and social contact.	**Difference the project makes:** The works would restore water capacity, heritage character and habitat and prevent permanent loss of the ponds. Rewilding would improve environmental value and the setting for residents and visitors.
Measures of success: Success would be evidenced by restored ponds, wildlife returning, use of benches and resident feedback at a future Parish Council meeting. Photographs and observation would support reporting.	**Value for money:** The applicant argues that £6,000 is a relatively small investment for a feature that may last many years; the ponds were last dredged around 25 years ago. No match funding is secured, although a resident fundraising campaign is proposed for any shortfall.
Rural balance: Stanhoe is a small rural village that the applicant says is often overlooked because of assumptions about affluence and its small permanent population. The ponds are a central local asset with no comparable replacement.	**Fair distribution:** The application notes very limited recent local grant funding and support from the northern part of the borough. However, some main-pond work had already been undertaken before this application, so retrospective eligibility should be resolved separately.

.

39. Stoke Ferry Common - Preserving a Community Asset

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Sue Lintern	**Ward / area**	Stoke Ferry and Wretton / Wissey
Project cost	£24,100	**Amount requested**	£19,000
People benefiting	1,500	**Match funding**	Yes - £5,100 CIL

Project description: The Council recently received the Common as a community asset and proposes a designated parking area, bunds, dead hedging, accessible opening and boundary protection. The objective is to stop unauthorised vehicles damaging the grassland while keeping the site accessible.

Local need: Unauthorised vehicles are eroding grassland and damaging habitats. An online survey of 115 users recorded regular use and majority support for parking, child safety measures, wildlife habitat improvement and marshland protection.	**Community need / evidence:** A 115-response user survey supports parking, safety and habitat improvements. An online survey of 115 users recorded regular use and majority support for parking, child safety measures, wildlife habitat improvement and marshland protection.
Community benefit: The project is preventative: it should reduce erosion, allow grass recovery and protect habitats while providing safer access for walkers, families and visitors.	**Difference the project makes:** Baseline photographs, inspections at around six and twelve months, records of vehicle access and community feedback would be used.
Measures of success: The CIL contribution demonstrates local commitment and the works could avoid larger restoration costs. The absence of a final planning decision and the inconsistent VAT presentation remain material considerations.	**Value for money:** Stoke Ferry is a Key Rural Service Centre with limited public transport and relatively few alternative recreational spaces.
Rural balance: The Common is freely accessible and used by surrounding villages and visitors, so benefit is not restricted to parish residents.	**Fair distribution:** The project is presented as benefiting a broad range of local users and should be considered alongside geographic spread and relative community need.

40. SWAN Youth Project Family Support Service

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Joshua Osborne	**Ward / area**	Downham Market
Project cost	£60,000	**Amount requested**	£5,000
People benefiting	150	**Match funding**	Yes - £50,000 confirmed

Project description: The service provides one-to-one whole-family support, action planning, advocacy and co-working with schools and agencies. Funding contributes to a 40-hour weekly staffing resource delivered from the youth centre and in homes, schools and community settings.

Local need: Families face increasingly complex safeguarding, mental health, SEND, poverty and breakdown issues. Swan reports supporting 73 families in the previous year, safeguarding concerns increasing by one third and 25 young people causing particular concern in three months.	**Community need / evidence:** Service data shows 73 families supported and safeguarding concerns rising. Swan reports supporting 73 families in the previous year, safeguarding concerns increasing by one third and 25 young people causing particular concern in three months.
Community benefit: Children, young people, parents and carers facing domestic abuse, bereavement, poverty, mental health, SEND and family-breakdown issues would benefit from early intervention.	**Difference the project makes:** The service expects improved relationships, resilience, confidence and wellbeing, with fewer problems escalating to crisis.
Measures of success: Families, sessions, engagement, feedback, case reviews and partner evidence would be monitored.	**Value for money:** The application calculates a cost of about £800 per family and confirms £50,000 from other funders, leaving the £5,000 request as the final part of the £60,000 budget.
Rural balance: Downham Market serves a large rural catchment where transport and service access are limited.	**Fair distribution:** Funding would support the borough's second-largest town and families who may struggle to reach services in King's Lynn.

41. Ten Mile Bank Playing Field

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Martin Storey	**Ward / area**	Ten Mile Bank
Project cost	£25,000 estimated	**Amount requested**	£25,000
People benefiting	300	**Match funding**	Yes - £805 raised, £250 grant and potential charity support

Project description: The Association seeks to secure the former school playing field for transfer to the future Ten Mile Bank Parish Council, followed by fencing, tree, grass and play-area improvements if funds permit. The purchase is the first priority.

Local need: The field is the village's only safe enclosed green space and could be lost to development. The field is the village's only fenced safe green space; alternatives require travel on roads without pavements or crossing the A10. The land is registered as an Asset of Community Value.	**Community need / evidence:** Village Green evidence, Asset of Community Value status and community fundraising. The field is the village's only fenced safe green space; alternatives require travel on roads without pavements or crossing the A10. The land is registered as an Asset of Community Value.
Community benefit: All residents could use the field for play, sport, exercise and village events, with particular value for children and families.	**Difference the project makes:** Purchase would secure access in perpetuity and prevent the land being lost to development.
Measures of success: Primary success is completion of the purchase; reports would then cover any improvement works and community impact.	**Value for money:** The applicant describes the estimated £15,000 acquisition as a unique opportunity for approximately one acre, but several improvement estimates are provisional and one was AI-derived.
Rural balance: Ten Mile Bank is a small, low-affluence fenland community with very limited amenities and transport.	**Fair distribution:** The application argues that local play investment has lagged behind Hilgay and that the project would serve the whole village.

42. Thornham Sports Pavilion Completion

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Tom De Winton	**Ward / area**	Thornham
Project cost	£515,000	**Amount requested**	£25,000
People benefiting	1,000	**Match funding**	Yes - £480,000 raised

Project description: The £25,000 request would complete a nearly finished sports pavilion containing five changing rooms, toilets, kitchen facilities and a community room. It is intended for cricket, tennis, bowls, fitness and wider social activity.

Local need: Existing facilities were inadequate for girls, juniors, tennis, bowls and community use. Current facilities are inadequate for girls, juniors and tennis users, and pressure on the main hall restricts indoor bowls, fitness and social sessions. Consultation and letters of support accompany the bid.	**Community need / evidence:** Community plan, surveys and multiple support letters evidence demand. Current facilities are inadequate for girls, juniors and tennis users, and pressure on the main hall restricts indoor bowls, fitness and social sessions. Consultation and letters of support accompany the bid.
Community benefit: Junior and adult sports participants, girls, older residents, isolated people, fitness users and visitors would benefit.	**Difference the project makes:** The pavilion would secure compliant changing, enable winter bowls and regular classes, and provide a warm social hub.
Measures of success: Usage, footfall, number and type of classes, surveys, conversations and annual user events would be monitored.	**Value for money:** Around £480,000 has already been raised through grants, donations and fundraising, including about £180,000 from more than 200 donors. The award would represent the final portion of a large capital scheme.
Rural balance: The pavilion serves a rural coastal community and surrounding villages where comparable facilities and funding options are limited.	**Fair distribution:** The multifunctional building supports different ages, sports and community uses rather than one club alone.

43. Tilney St Lawrence Winter Warm Hub

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Barry Ayres	**Ward / area**	Tilney, Mershe Lande and Wiggenhall
Project cost	£3,762	**Amount requested**	£3,892 year 1 and £2,800 year 2 – amended to £3,762
People benefiting	150	**Match funding**	Yes - 200 volunteer hours

Project description: The project would run ten winter warm-hub sessions with a hot meal, refreshments, activities, community transport support and food-hygiene training. Trustees and volunteers would deliver the programme from Tilney St Lawrence Village Hall.

Local need: Ageing, dispersed population with isolation, disability, unpaid caring and deprivation. The form cites an ageing and dispersed population, 271 older single-person households, disability, unpaid caring and household deprivation.	**Community need / evidence:** Census and public health data provide evidence of need. The form cites an ageing and dispersed population, 271 older single-person households, disability, unpaid caring and household deprivation.
Community benefit: Older residents, people living alone, disabled people, unpaid carers and others with limited social contact would gain a warm and welcoming local meeting place.	**Difference the project makes:** Expected outcomes are reduced loneliness, improved wellbeing, stronger friendships and better awareness of support services.
Measures of success: Monthly attendance, budget, attendee feedback, delivery-team feedback and an April 2027 review would inform continuation.	**Value for money:** The form estimates roughly £12.50 per attendance for consumables and running costs, with equipment reusable in later years and 200 volunteer hours supporting delivery.
Rural balance: The project directly serves dispersed rural villages and includes community transport to address access barriers.	**Fair distribution:** Neighbouring communities would be invited on the same basis as the host village.

44. Walpole Community Centre Cladding Repairs

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Julian Kirk	**Ward / area**	Walsoken, West Walton and Walpole
Project cost	£9,450	**Amount requested**	£9,450
People benefiting	5,000	**Match funding**	No

Project description: The charity seeks full funding to supply and install fibre-cement cladding, trims, flashings and fixings to stop water ingress. Trustees would oversee the contractor and subsequent inspection.

Local need: Leaks threaten the fabric and continued use of the centre. Weekly user groups have reported leaks; delay could lead to further damage and disruption to the centre.	**Community need / evidence:** Weekly user groups have reported water entering the building. Weekly user groups have reported leaks; delay could lead to further damage and disruption to the centre.
Community benefit: Residents and organisations from Walpole, Walsoken, West Walton and surrounding villages use the venue for meetings, activities and events.	**Difference the project makes:** Repairing the cladding would keep the centre dry and available and reduce the risk of more extensive future damage.
Measures of success: Completion records, invoices, photographs, inspections after heavy rain, leak reports and continued bookings would be monitored.	**Value for money:** A written £9,450 quote covers a complete targeted installation. No match funding is offered, and the full award is requested.
Rural balance: The centre is a shared hub for several rural villages with limited alternative venues.	**Fair distribution:** The works protect a facility used across the ward rather than benefiting a single group.

45. Walsingham Way Pilgrim Guide

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Deborah Heneghan	**Ward / area**	King’s Lynn and borough-wide route
Project cost	£4,560	**Amount requested**	£3,069
People benefiting	1,000	**Match funding**	Potential £1,500

Project description: The Walsingham Way Group would design and print a guide for the pilgrimage route launched in June 2026, beginning at King’s Lynn Minster and passing through West Norfolk. Guides would be available at the Minster, Tourist Information Centre and potentially route churches.

Local need: The new route needs accessible information to support use and heritage awareness. Letters of support are the main evidence cited. The application links the guide to King’s Lynn heritage, walking and wellbeing.	**Community need / evidence:** Letters of support accompany the application. Letters of support are the main evidence cited. The application links the guide to King’s Lynn heritage, walking and wellbeing.
Community benefit: Walkers, churches, cafés, residents and visitors would benefit through greater route awareness and visitor activity.	**Difference the project makes:** The guide would add an active heritage offer and strengthen links between King’s Lynn, rural communities and Walsingham.
Measures of success: Guide take-up and a user survey included in the publication would be used.	**Value for money:** The applicant describes a simple product with ongoing heritage and tourism value. The potential £1,500 contribution was unconfirmed and no separate quotation was uploaded in the budget section, although a quotation appears in supporting documents.
Rural balance: The route passes through South and North Wootton, Castle Rising, Sandringham, Anmer and Great Bircham.	**Fair distribution:** Distribution through churches and outlets along the route would spread the benefit across several communities.

46. Wereham Village Hall Sustainability Projects

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Sue Lintern	**Ward / area**	Wissey
Project cost	£47,205	**Amount requested**	£25,000
People benefiting	500	**Match funding**	Yes - £1,000 Parish Council plus volunteers

Project description: The bid combines solar panels and battery storage, three retractable patio awnings and a glazed entrance canopy. The elements can be phased, with solar identified as the first priority.

Local need: The hall is the main village hub and needs lower costs, better access and greater income potential. Wereham has no shop, school or regular public transport, making the Passivhaus village hall an important social hub. Feedback from volunteers and users supports improved sustainability, space and access.	**Community need / evidence:** Community consultation, users, volunteers and support letters evidence need. Wereham has no shop, school or regular public transport, making the Passivhaus village hall an important social hub. Feedback from volunteers and users supports improved sustainability, space and access.
Community benefit: Current and future users, hirers, older people and attendees at activities ranging from bingo and cinema to exercise and computer support would benefit.	**Difference the project makes:** Solar should reduce energy costs; awnings could increase all-weather capacity and hire income; the canopy would improve protection and access.
Measures of success: Usage, attendance, income, energy generation, savings and user feedback would be monitored.	**Value for money:** The three elements total £47,205 and the grant would fund part of a phased programme. £1,000 is confirmed from the Parish Council, with volunteers and further fund searches supporting delivery.
Rural balance: The hall is a focal point in a small rural village with few alternative services.	**Fair distribution:** The improvements support a broad mix of residents and users and aim to sustain an established facility for the wider Wissey area.

47. Wretton Village Play Area

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Sue Lintern	**Ward / area**	Wissey
Project cost	£97,388	**Amount requested**	£25,000
People benefiting	2,786 wider ward estimate	**Match funding**	Yes - £3,962.32 reserve plus volunteers

Project description: The Parish Council proposes replacement of a 20-year-old play area with fencing, gates, surfacing, seating, bins, age-appropriate and accessible equipment, a trim trail and teen shelter. A competitive tender would follow confirmation of land tenure.

Local need: Existing equipment is deteriorating and may need removal; no accessible alternative is nearby. Independent inspection, photographs, council records and a resident survey show deterioration, safety concerns and continued demand. The nearest alternative is not accessible on foot or by usable public transport.	**Community need / evidence:** Resident survey, inspection reports, photographs and council records. Independent inspection, photographs, council records and a resident survey show deterioration, safety concerns and continued demand. The nearest alternative is not accessible on foot or by usable public transport.
Community benefit: Children aged roughly 1 to 14, parents, grandparents, carers and visiting families would benefit, with inclusive equipment for physical and sensory needs.	**Difference the project makes:** The scheme would avoid loss of the village's only play facility and provide safe, inclusive outdoor activity for around 20 years.
Measures of success: A comparable follow-up survey, accessible-equipment observations, annual independent inspections and public feedback would be used.	**Value for money:** The Council will tender competitively, has included contingency and contributes £3,962.32 plus limited CIL and volunteer maintenance. The £25,000 award is intended as an anchor for further applications.
Rural balance: Wretton has no shop or pub, limited public transport and little CIL or precept capacity.	**Fair distribution:** Although direct numbers are modest, the facility reaches a high proportion of local families and is one of very few shared village assets.

48. YMCA Norfolk - Unlocking Potential, Building Belonging

COMMUNITY PROJECTS FUND - APPLICATION SUMMARY

Councillor	Austen Moore	**Ward / area**	North Lynn
Project cost	£5,000	**Amount requested**	£5,000
People benefiting	23	**Match funding**	In-kind staff, facilities and partner support

Project description: The one-year programme for supported-housing residents aged 18 to 25 combines community outings, outdoor pursuits, creative and wellbeing activity, life-skills workshops, safety and healthy-relationship sessions, and a resident garden.

Local need: Young adults affected by homelessness, trauma and hardship face isolation and financial barriers. Consultation with 56 young people identified cost, transport, anxiety, fear of judgement and lack of awareness as barriers. Residents often have histories of homelessness, trauma, family breakdown and poor mental health.	**Community need / evidence:** Consultation with 56 residents and prior activity experience evidence need. Consultation with 56 young people identified cost, transport, anxiety, fear of judgement and lack of awareness as barriers. Residents often have histories of homelessness, trauma, family breakdown and poor mental health.
Community benefit: Approximately 23 residents would gain experiences, practical skills, social networks and links to community venues and providers.	**Difference the project makes:** The project aims to build confidence, wellbeing, independence and readiness for education, training, volunteering or employment.
Measures of success: Attendance, baseline and follow-up outcomes, quarterly review, CRM records, feedback, milestones and case studies would be used.	**Value for money:** At about £217 per direct beneficiary, the grant funds a year-long programme, while staff coordination, safeguarding, facilities and partner input are provided in kind.
Rural balance: This is not a rural project; its case rests on deprivation and disadvantage in North Lynn.	**Fair distribution:** It targets young adults with substantial barriers who may otherwise be excluded from mainstream opportunities.

Community Project Fund

How to Submit a Strong Application – Applicant Guide

This guide is designed to help applicants prepare high-quality applications that clearly demonstrate the value, need, and impact of the proposed project. Strong applications are more likely to score well and secure funding.

1. Understand the Fund Purpose

The Community Project Fund exists to support community-led projects that improve local facilities, enhance wellbeing and strengthen community resilience across the borough. Projects should deliver clear and measurable community benefit and respond to an identified local need.

Projects may be ***capital or revenue in nature***:

- Capital projects may include equipment, building improvements, refurbishments, play areas, sports facilities or other community infrastructure.
- Revenue projects may include activities, programmes, events, running costs or operational initiatives that provide community benefit. Revenue grants are normally limited to £5,000.
- The maximum grant award for any project is £25,000.

Your application will be stronger if the project:

- Responds to a clear local need supported by evidence
- Demonstrates community engagement or consultation
- Benefits a broad section of the community
- Represents good value for money
- Is realistic and deliverable by 31 March 2028
- Supports areas with fewer funding opportunities, particularly rural communities
- Provides benefits that will continue beyond the initial funding period.

2. Check Eligibility Early

Before drafting the application, ensure both the applicant and project are eligible.

Eligible applicants include:

- Constituted community associations and voluntary organisations
- Parish and town councils (subject to fund restrictions)
- Charities
- Social enterprises
- Community interest companies – these must have at least two unrelated directors who have been in office for a minimum of one year
- Other not-for-profit organisations operating within the borough.

Applications will not normally be supported from:

- Commercial or profit-making organisations
- Other statutory organisations
- Organisations receiving a Service Level Agreement from the Borough Council
- Parish or town councils with access to relevant CIL funding for the proposed project
- Parish or town councils with substantial unrestricted reserves.

Eligible projects will:

- Deliver clear community benefit
- Be deliverable by 31 March 2028
- Demonstrate local need or community engagement
- Comply with any relevant planning or regulatory requirements
- Where a lease is in place for any asset (land, buildings etc), this must have a minimum remaining term of 10 years.

Projects will not normally be eligible if they:

- Are already fully funded elsewhere
- Seek retrospective funding for costs already incurred
- Relate to statutory services provided by another organisation
- Cover maintenance that would normally form part of an organisation's core responsibilities.

If you are unsure whether a proposal meets the criteria, seek advice before submitting the application.

3. Build a Clear Case for Community Need

Projects with strong evidence of community need score highest. To strengthen your application:

Gather supporting evidence:

- Feedback from residents or user groups
- Parish/town council consultation responses
- Surveys or petitions
- Local statistics demonstrating need
- Letters of support

Clearly explain:

- What problem the project addresses
- Who is affected and how
- Why the community cannot fund or deliver this without support

The panel is looking for clarity and evidence, not assumptions.

4. Demonstrate Community Benefit and Impact

Make it explicit how the project will make a difference.

Include:

- Who will benefit (e.g., older residents, families, young people, wider community)
- How many people are expected to benefit
- What measurable improvements the project will deliver
- How the project aligns with local priorities or community plans

High-impact, inclusive projects score best.

5. Provide a Clear Budget and Value-for-Money Case

Panels want to see that projects make effective use of public funds.

Strong applications should include:

- A clear and itemised budget
- Recent quotations or cost estimates where appropriate
- A clear explanation of why the proposal represents value for money
- Details of any match funding, volunteer contribution or in-kind support.

Whilst match funding is not mandatory, projects that attract funding from other sources or demonstrate significant community contribution often achieve stronger value-for-money scores because they maximise the impact of the fund.

Remember that councillors are encouraged to support a range of projects across their communities, and well-targeted smaller projects may represent particularly strong value for money.

6. Show Deliverability and Readiness

Applications should demonstrate that the project is realistic, achievable and capable of being delivered by **31 March 2028**.

Strengthen your application by including:

- A clear delivery plan with key milestones
- Confirmation of planning permission, building regulation approval or licences where required
- Clearly defined roles and responsibilities
- Identification of key risks and mitigating actions
- A realistic implementation timetable
- Evidence that the project is ready to proceed

Projects that are fully planned, costed and appropriately governed are likely to score more highly.

7. Address Rural Balance and Local Equity

The fund aims to ensure fair distribution across the borough.

Your application will be stronger if it:

- Supports a rural community with fewer funding options
- Addresses an area with historic under-investment
- Represents a fair distribution of your own councillor-sponsored bids

If the project supports rural parity or communities with limited resources, explain this clearly.

8. Demonstrate Financial Need (for Parish/Town Councils)

Where applicable, make sure the application clearly explains:

- Why parish or town council funds (including CIL) cannot be used
- Why reserves are not available or appropriate
- Why the parish precept cannot be increased to support the project
- What alternative sources were explored

Transparency here prevents delays and strengthens scoring.

9. Show Long-Term Sustainability

Sustainability and longer-term benefit represent the largest scoring element within the assessment framework, making this a particularly important part of the application.

While the fund may support one-off expenditure, applications that demonstrate an enduring legacy are likely to achieve higher scores.

Explain:

- How the project will be maintained following completion
- Who will take responsibility for the asset or activity
- What ongoing community benefits will be achieved
- How the proposal will remain viable beyond the initial funding period
- Whether the project will reduce future costs, risks or funding pressures

Projects with a clear and sustainable long-term impact are strongly encouraged.

10. How Applications Are Scored

Applications are assessed against a scoring framework totalling 100 points. The recommended approval threshold is 50 points, although the final decision rests with the assessment panel.

Assessment Area	**Weighting**
Community Need & Evidence	15
Community Benefit & Impact	15
Value for Money	15
Deliverability & Readiness	15
Rural Balance & Fair Distribution	10
Eligibility & Financial Position	10
Sustainability & Long-Term Benefit	20
TOTAL	**100**

Applications that are well evidenced, offer clear community benefit, represent good value for money and provide long-term impact are most likely to score highly.

11. Monitoring and Reporting Requirements

Successful applicants will be expected to demonstrate that funding has been used for its intended purpose.

This will normally include:

- A short project completion report
- Evidence of expenditure, such as invoices or receipts
- A summary of the community outcomes achieved
- Photographs or other supporting evidence where appropriate.

Applicants should therefore ensure that suitable monitoring arrangements are in place from the outset of the project.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	10th November 2026		
TITLE:	Budget Monitoring Quarter 2 2026/2027		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Councillor Chirs Morley – Portfolio Holder for Finance		
REPORT AUTHOR:	Carl Holland, Assistant Director – Finance (Deputy Section 151 Officer)		
OPEN/EXEMPT	Open (Appendix is Exempt)	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	17 November 2026
REPORT TITLE	**BUDGET MONITORING QUARTER 2 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, ELT and CLT
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	23 October 2026

SUMMARY OF REPORT

This report provides an update on the Council's financial performance against the approved 2026/2027 revenue and capital budgets, based on actual income and expenditure to 30 September 2026 and the latest forecast outturn.

The summary table below shows that the revenue position has improved since the budget was approved, with Borough Spend currently forecast to be £594k below budget, together with £187k of additional Government grant income. This improved position is forecast to result in a £1.971m contribution to the General Fund balance at year end. Further detail on the key movements, savings and efficiencies, and the resulting impact on the Council's financial position is set out in the main body of the report and at Appendix 1.

Revenue	**Approved Budget 2026/27 £**	**Forecast 2026/27 £**	**Forecast Variance £**
Borough Spend	27,655,079	27,060,611	(594,468)
Financing	(28,845,006)	(29,032,006)	(187,000)
Contributions to/(from) General Fund Balance	**1,189,927**	**1,971,395**	**781,468**

The revised capital programme for 2026/2027 is £62.836m, compared with £75.660m reported at Quarter 1, primarily reflecting updated delivery profiles and rephasing of expenditure. Further detail on the capital programme is provided within the report and Appendix 2.

Capital	Approved Budget adjusted for 2025/2026 rephasing £	Budget to Q1 Monitoring Report £	Budget to Q2 Monitoring Report £	Actuals to 30 September 2026 £
Tier 1: Major Projects	48,086,960	49,420,230	42,821,340	14,519,127
Tier 2: Operational Schemes	7,931,120	8,264,120	7,907,760	2,146,199
Tier 3: Operational Schemes	2,971,280	2,971,280	1,513,080	0
Exempt Items	14,929,800	15,004,800	10,593,570	146,827
Total	**73,919,160**	**75,660,430**	**62,835,750**	**16,812,153**

The report also provides updates on reserves, debt collection and recovery, and treasury management, together with the recommendations arising from the Quarter 2 review.

RECOMMENDATIONS

Cabinet resolves to:

1) Note the forecast revenue and revised capital position for 2026/2027.
2) Approve the proposed amendments to the capital programme, including the movement of projects between programme tiers, as set out in the report and appendix 2.
3) Approve the movements between reserves, as set out in the report
4) Notes the updated position on savings and efficiencies, debt recovery and treasury management.

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 Council set its budget for both Revenue and Capital at its meeting on 26 February 2026. 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, reported here, take into consideration emerging data from service managers along with actual income and expenditure for the period 1 April 2026 to 30 September 2026.

1.2. At the end of Quarter 2, the Bank of England base rate was at 3.75%, unchanged from June 2026. For the 12 months ending 30 September 2026, inflation is at 3.5%, an increase from 2.6% in June 2026. This is above the 2% target level set by Government. The lasting effect from inflation on individuals and businesses is being monitored by Council services 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

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

- General Fund (Revenue) – Section 2. and Appendix 1
- Capital – Section 3, Appendix 2 and Exempt Report
- Reserves – Section 4

2. Revenue Budget Monitoring 2026/2027

2.1. Table 1 shows a summary of the forecast revenue position for the year with consideration to actual spend and income during the period 1 April 2026 to 30 September 2026. Notes to the below summary follow table 1 and further detail of the movements can be seen in Appendix 1.

Table 1 – Revenue Forecast Summary

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Corporate Services	2,787,700	1,188,860	976,354	(212,506)	2,787,700	0	3.1
Chief Executive	2,534,900	1,319,620	1,169,823	(149,797)	2,534,900	0	3.2
Environment and Planning	1,884,998	2,199,980	1,896,989	(302,991)	1,631,525	(253,473)	3.3
Health, Wellbeing and Public Protection	556,480	(256,300)	(380,716)	(124,416)	556,480	0	3.4
Corporate Governance & Compliance	2,985,600	1,364,520	1,307,474	(57,046)	3,035,600	50,000	3.5
Leisure and Culture	1,850,970	698,130	1,158,387	460,257	2,095,290	244,320	3.6
Operations and Commercial	(225,640)	(703,940)	(1,138,145	(434,205)	(551,655)	(326,015)	3.7
Property Services	(1,516,150)	(799,310)	(297,822)	501,488	(1,418,820)	97,330	3.8
Regeneration Housing & Place	752,220	922,220	1,087,571	165,351	752,220	0	3.9
Finance	8,611,950	5,087,210	4,860,817	(226,393)	8,254,840	(357,110)	3.10
Cost of Services	**20,223,028**	**11,020,990**	**10,640,731**	**(380,259)**	**20,016,875**	**(206,153)**	
Financing Adjustment	3,561,460	0	0	0	3,561,460	0	3.11
Internal Drainage Boards	3,870,591	1,934,520	1,909,761	(24,760)	3,821,072	(49,519)	3.12
Borough Spend	**27,655,079**	**12,955,510**	**12,550,492**	**(405,018)**	**27,060,612**	**(594,467)**	
Contributions to /(from) Reserves	1,189,927	0	592,018	592,018	1,971,395	781,468	
Borough Requirement	**28,845,006**	**12,955,510**	**13,142,510**	**187,000**	**29,032,006**	**187,000**	
Revenue Support Grant	(16,983,200)	(8,568,608)	(8,568,608)	0	(16,983,200)	0	
Other Government Grants	(2,839,720)	(583,027)	(770,027)	(187,000)	(3,026,720)	(187,000)	3.12
Council Tax	(9,022,086)	(3,803,875)	(3,803,875)	0	(9,022,086)	0	
Grand Total	**(28,845,006)**	**(12,955,510)**	**(13,142,510)**	**(187,000)**	**(29,032,006)**	**(187,000)**	

2.1.1. Key points of note:

- Exceptionally dry conditions were 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 occurred throughout quarter 2 and resulted in a revised favourable forecast of (£142k). The weather may also have contributed to a favourable position on car parking income with an estimated favourable forecast of (£403k).

- 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. Spend on Business Rates for empty and Council occupied industrial units has been reported with an adverse variance of £97k.

- The discretionary element of Housing Benefit payments for provision of temporary and supported accommodation has been reduced as a result of proactive solutions to access property that better meets the needs of users whilst also being at a reduced cost compared to hotel accommodation. This has resulted in an estimated favourable variance of (£357k).

- 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.

- Government grant of (£537k) towards Internal Drainage Board levies was confirmed and received in Quarter 2, (£187k) above budget.

2.2. Progress against the savings and efficiencies identified in the Medium-Term Financial Strategy (MTFS) is monitored as part of the Council's overall financial position. The MTFS 2025–2030, approved on 26 February 2026, includes a savings and efficiency target of £2.279m for 2026/2027. At the end of Quarter 2, £2.186m of savings and efficiencies are forecast to be achieved. The table below provides a RAG assessment of the level of confidence in delivery of the forecast savings by the end of the financial year.

2026/27 status update at Q2					
Status	**Q1**	**Q2**	**Q3**	**Q4**	**Full Year**
	Actual	**Actual**	**Estimated**	**Estimated**	
G – Green	£422,206	£275,104	£204,470	£234,470	£1,136,250
A – Amber	£27,500	£402,894	£217,500	£227,500	£875,394
R – Red	£0	£0	£70,000	£105,000	£175,000
Grand Total	**£449,706**	**£677,998**	**£491,970**	**£566,970**	**£2,186,644**

2.3. The turnover savings target assumes brief vacancies after staff leave. Where critical posts need immediate cover to maintain services, savings are offset by temporary or agency staffing, overtime and recruitment costs.

2.4. The cost of living pay award for 2026/2027 were agreed at 3.3% and have been actioned during September 2026 and take effect from 1 April 2026. The following table indicates potential turnover savings above the budgeted target. Given that this remains an emerging position, the additional saving has not been incorporated into the Quarter 2 forecast outturn at this stage and will continue to be monitored.

	Estimated Outturn £
Salaries	29,270,898
Cost of recruitment, agency, and professional fees	1,585,251
Total estimated costs	**30,856,149**
2026/2027 Budget	33,154,000
Turnover Savings Target	(1,350,000)
Savings over Target	(947,851)
Total estimated savings	**(2,297,851)**

3. Capital Budget 2026/2027

3.1. A summary of the position as at 30 September 2026 for the capital programme is shown below in Table 2. A detailed breakdown of the capital programme is included at Appendix 2 and the Exempt Report.

Table 2 – Capital Forecast Summary

	2026/2027 Approved Budget	**Budget to Q1 Monitoring Report**	**Adjusted for Rephasing: Budget to Q2 Monitoring Report**	**Actuals to 30 September 2026**
	£	**£**	**£**	
Tier 1 Major Projects				
Programme and Place	25,141,630	25,141,630	22,592,050	12,246,766
Regeneration, Housing and Place	14,219,750	14,219,750	12,970,440	1,920,558
Health, Wellbeing & Public Protection	7,858,850	7,858,850	5,458,850	351,802
Leisure and Culture	866,730	2,200,000	1,800,000	0
Total Tier 1	***48,086,960***	***49,420,230***	***42,821,340***	***14,519,126***
Tier 2 Operational Schemes				
Corporate Services	1,845,000	1,845,000	1,845,000	385,756
Health Wellbeing and Public Protection	2,637,530	2,637,530	2,593,300	1,123,139
Leisure And Culture	442,000	442,000	442,000	10,869
Operations and Commercial	1,917,940	2,167,940	2,050,810	486,805
Property Services	1,088,650	1,171,650	976,650	139,631
Total Tier 2	**7,931,120**	**8,264,120**	**7,907,760**	**2,146,200**

	2026/2027 Approved Budget	Budget to Q1 Monitoring Report	Adjusted for Rephasing: Budget to Q2 Monitoring Report	Actuals to 30 September 2026
Tier 3 Operational Schemes				
Leisure And Culture	1,442,000	1,442,000	672,000	0
Operations and Commercial	867,720	867,720	449,520	0
Property Services	420,500	420,500	270,500	0
Regeneration, Housing and Place	241,060	241,060	121,060	0
Total Tier 3	**2,971,280**	**2,971,280**	**1,513,080**	**0**
Exempt Items	**14,929,800**	**15,004,800**	**10,593,570**	**146,827**
Total Capital Programme (Tiers 1 2 3)	**73,919,160**	**75,660,430**	**62,835,750**	**16,812,153**

3.2. The Quarter 2 review has resulted in a revised 2026/2027 capital programme of £62.836m, compared with £75.660m reported at Quarter 1. The movement principally reflects the latest delivery profiles for individual schemes and the rephasing of expenditure between financial years. The significant programme amendments are explained below, with the detailed programme set out at Appendix 2 and within the Exempt Report where appropriate.

3.3. The following are requested to move from tier three to tier two:

Project	Budget	Note
Depot car park Improvement	£60,000	3.3
Toilet roof – Seagate Road, Hunstanton	£30,000	3.4
Accommodation Refresh	£75,000	3.5
Hunstanton Public Realm	£35,000	3.6
Lynnsport Toilets	£50,000	3.7

3.4. Depot Car Park Improvement - work required to resurface car park and extend operations at the depot.

3.5. Toilet Roof, Seagate Road, Hunstanton - urgent works were required following a leak near an electrical unit.

3.6. Accommodation Refresh – Furniture replacement programme to support office optimisation and health and safety risk assessment.

3.7. Hunstanton Public Realm – Replacement and repair of railings in Esplanade Gardens.

3.8. Lynnsport Toilets - £50k is allocated to refurbish toilets in both facilities (Sports Barn and Kaset Skatepark). The project will provide compliant, accessible and inclusive

toilet facilities, reflecting current accessibility requirements, UK Active guidance and the EHRC Codes of Practice.

3.9. Notes to forecast and programme amendments

3.10. 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. As a result of these requirements the forecast for the current years is reprofiled to next year by £2.4m.

3.11. West Norfolk Racket and Community Sports Hub; is now reported at Tier 1 of the Capital Programme, following a report approved at Council on 29 July agreeing the scope of this project 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 fall into the next financial year. The forecast for the current financial year has been reduced by £400k to reflect this.

3.12. South Lynn fire Safety Training Facility; £30,000 is removed from the Programme, following confirmation the funding award from Community Infrastructure Levy.

3.13. Town Deal - St George's Guildhall Project; The 2026/207 budget (per the appendix) is £8.7m, latest cashflow as at report date has expected costs for 2026/2027 of £8.0m, a £0.7m 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.

3.14. Town 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 have resulted in a £308k budget reprofile to this year, which would fully utilise the project contingency if further savings are not identified*.*

3.15. Lynnsport Investment – Adaptive Sports Hub; This is added to the Capital Programme at Tier 3 to provide funding for feasibility at a cost of up to £30k. Working with the charitable trust on a purpose-built facility for an inclusive sport and physical activity destination for people with disability, additional support needs or long-term health conditions.

4. Reserves

4.1. 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

4.2. The Council approved budget for the 2026/2027 financial year included a contribution of £1,189,927 to the General Fund Reserve. Based on the quarter 2 forecast, the contribution is now estimated at £1,971,395, reflecting the improved forecast revenue position. The resulting forecast General Fund Reserve balance at 31 March 2027 is £11.877,897, as shown in Table 3 below.
Table 3

Projected Movements in General Fund Balances	**2026/2027**
	£
Opening Balance	9,906,502
Estimated contribution to / (from) GF Fund Budget	1,971,395
Closing Balance	11,877,897

4.3 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 4 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 September 2026

Table 4 – Earmarked Reserves Summary

Reserves	Opening balance April 2026	Budgeted movements To/(From) Revenue	Transfers between reserves	In year movements To/(From) Revenue	Note	Outturn Balance 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)	-	157,094	-		(7,321,928)
Grants Reserves	(3,112,016)	8,600	948,515	-		(2,154,901)
Holding Accounts	(74,296)	-	3,000	-		(71,296)
Other	(229,422)	(51,510)	-	-		(280,932)
Planning Reserves	(179,648)	459,800	-	-		280,152
Repairs and Renewal Reserves	(613,093)	(146,920)	(122,305)	-		(882,317)
Ring Fenced Reserves	(7,979,117)	(1,626,190)	(1,205,300)	12,500	1	(10,798,107)
Educational Skills Attainment	(187,902)	-	-	-		(187,902)
Sub Total	**(20,700,448)**	**(1,355,700)**	**(218,996)**	**12,500**		**(22,262,644)**
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)	1,328,754	7,238	2	(5,300,220)
Climate Change Strategy	(491,646)	48,760	-	-		(442,886)
Grants Reserves	(1,803,019)	(63,000)	-	18,140	3	(1,847,879)
Holding Accounts	(1,189,995)	(70,000)	(52,753)	2,495	4	(1,310,253)
Planning Reserves	(167,050)	-	-	167,050	5	-
Project Reserves	(675,910)	-	-	-		(675,910)
Change Management	(2,046,841)	416,240	(1,104,625)	500,000	6	(2,235,226)
Repairs and Renewal Reserves	(729,012)	5,380	47,619	-		(676,012)
Ring Fenced Reserves	(44,414)	(10,000)	-	-		(54,414)
Sub Total	**(13,523,488)**	**66,770**	**218,996**	**694,923**		**(12,542,800)**
Grand Total	**(34,640,439)**	**(1,301,130)**	**-**	**707,423**		**(35,234,146)**

4.4 Notes to Table 4

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

4.4.2 **Transfers between reserves:** A review of all commitments against reserves has been undertaken. This has released £372,753 from various earmarked reserves. From this £250k has been transferred to the Cabinet Emergency fund as explained below. And the balance of £122,753 transferred to the Change Management Reserve.

£250k has been transferred from other reserves to establish a Cabinet Emergency Reserve. An evidence-led process is in place to assess funding requests on a

case-by-case basis, supported by assessment criteria and senior officer advice. The reserve has been created by repurposing funds previously held for Leader-led community support.

The fund total of £250,000 is intended to provide one-off capital or revenue funding to charities, voluntary organisations, community interest companies, parish councils, public sector bodies, and other not-for-profit organisations where either:

- An unforeseen financial need threatens the continuation of an important service or community asset; or

4.2.1. An opportunity arises to deliver projects that support the council's Corporate Plan objectives and priorities.

4.4.3 In year movements (to)/from revenue total £707,423: This balance accounts for other movements, that have been determined in-year, to and from reserves during the year of £707,423. See notes below.

Note 1: Ring Fenced Reserves: The in-year movement noted in table 4 relates to funding allocated from the Cabinet Emergency Reserve to the end of quarter 2 under the agreed delegated arrangements

Note 2: Capital Programme Resources: Careline Transfer to revenue. Total £7,238.

Note 3: Grants Reserves: To cover the cost of Revenues and Benefits software and collection fund suite. Total £18,140.

Note 4: Holding Accounts: Contribution to fund the Local Hero awards.Total £2,495.

Note 5: Planning Reserves: Release of funds to help support the cost of the Local Plan. Total £167,050.

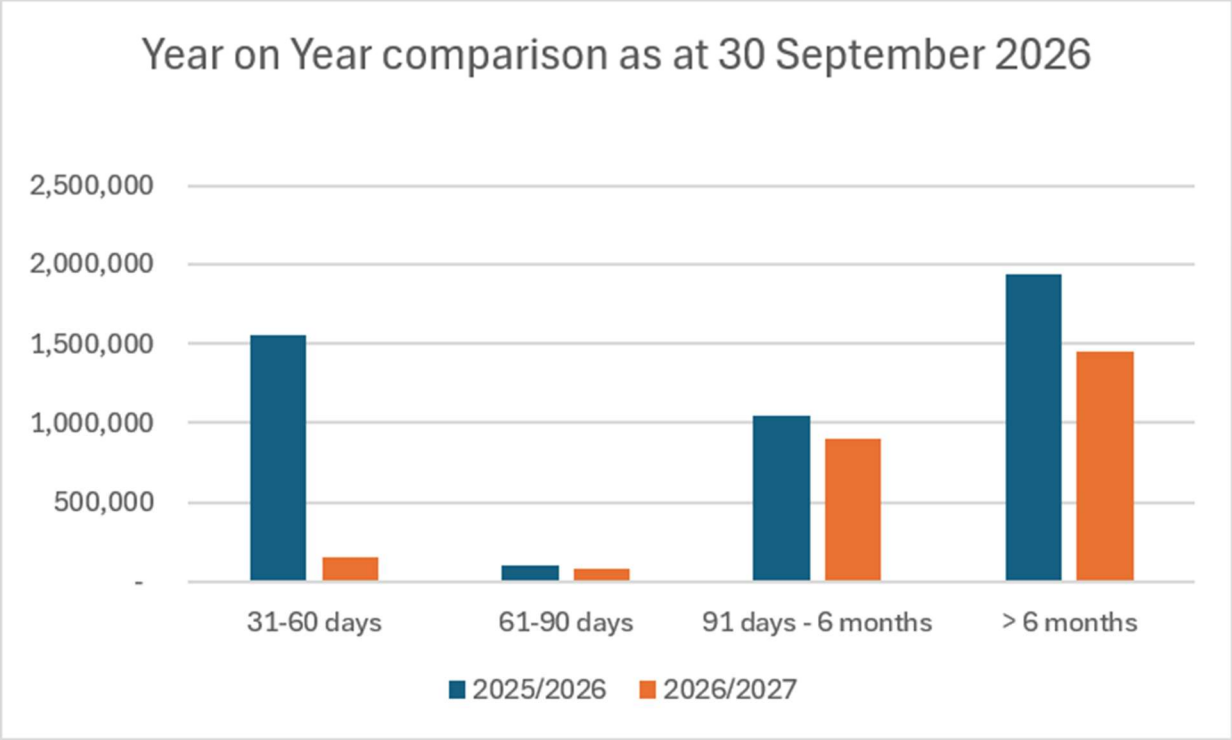
Note 6: Change Management: Agreed provision of £500,000 towards LGR costs pending further notification of need.

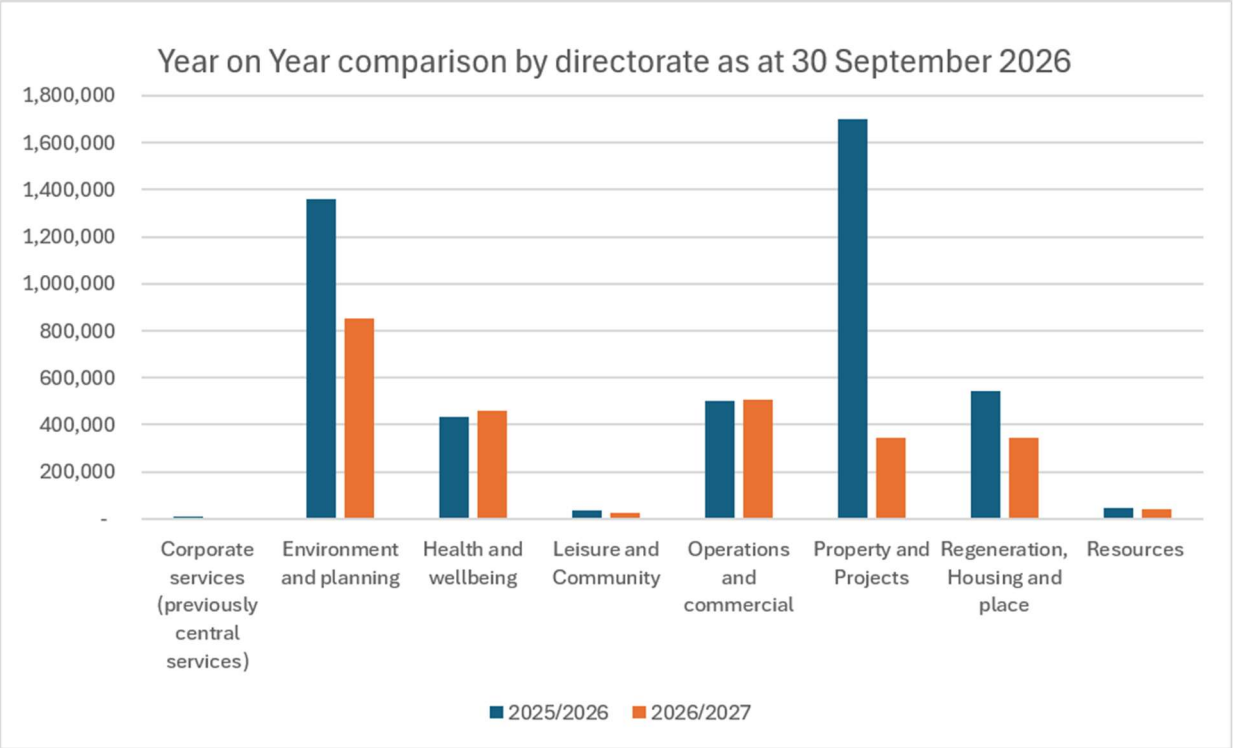
5. Age Debt Analysis

5.1. 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.

5.2. *Sundry Debtors Arrears Monitoring*

5.2.1. 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 30 September in each year based on age. The second table shows the comparison at directorate level.



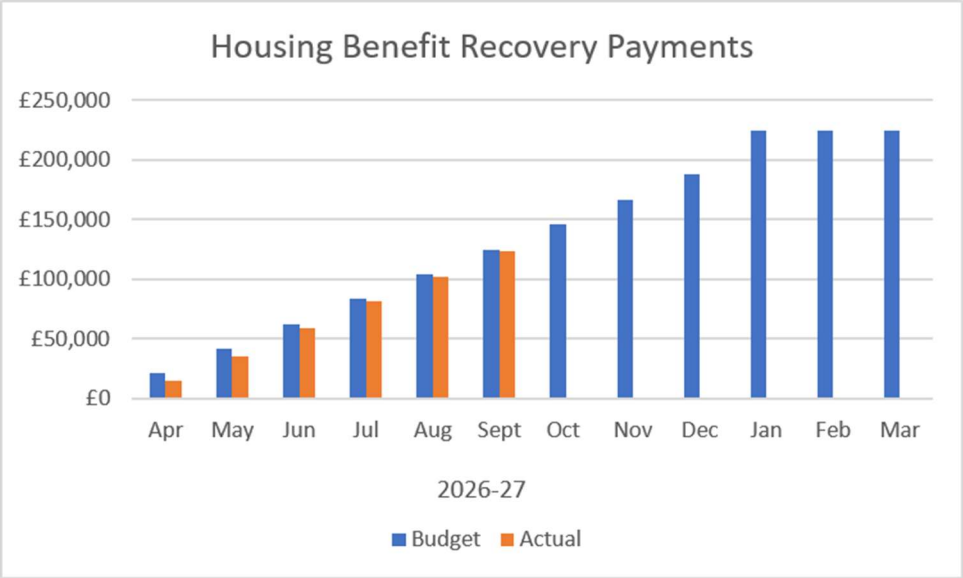


5.2.2. In summary, robust reminder, service cessation and targeted recovery processes are maintained. At the same time the Council operates a commitment to fair and proportionate recovery of money owed to the council.

5.3. Housing Benefit Overpayment Recovery Monitoring

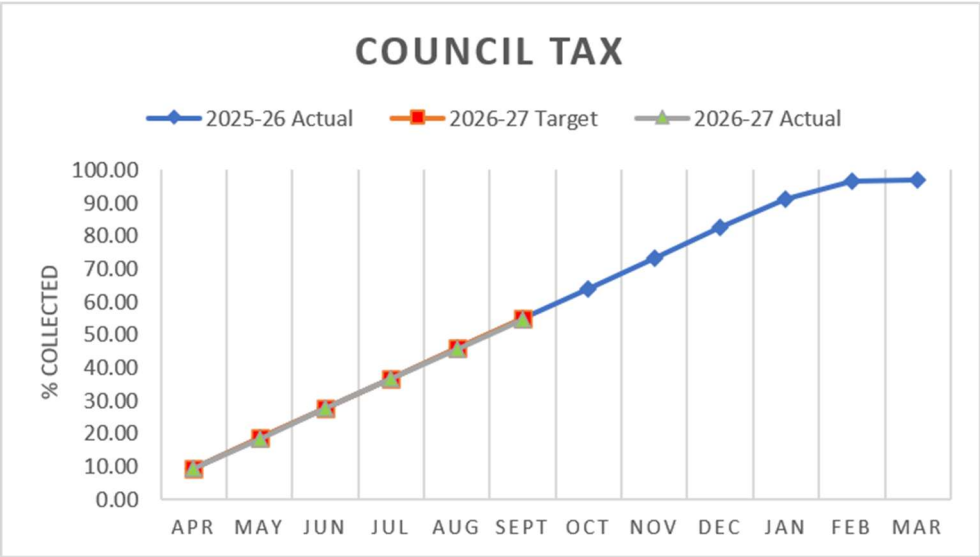
5.3.1. In relation to Housing benefits overpayment recovery, the target as of 30 September 2026 is £124,980 and £122,982 has been raised in invoices. See table

below showing monthly performance against budget for 2026/2027.

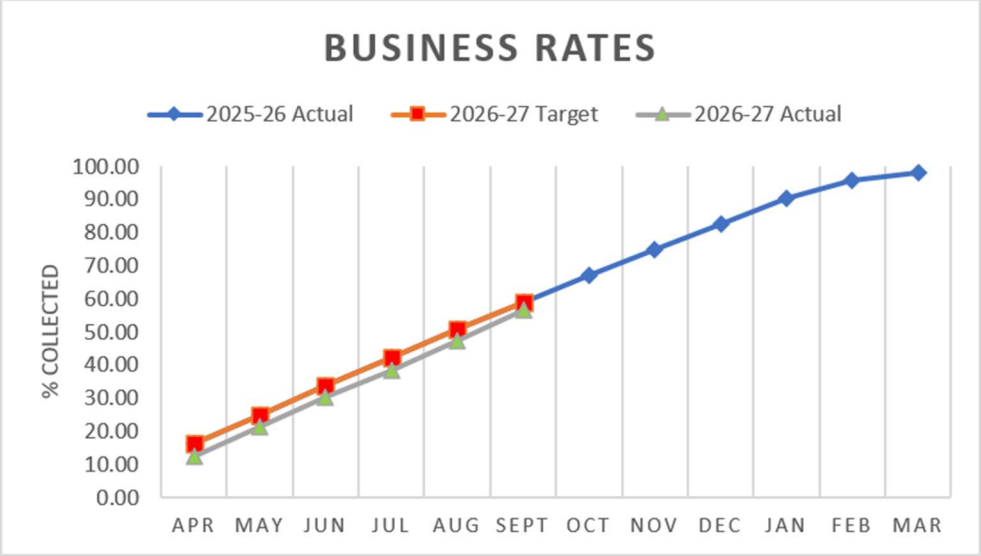


5.4. *Council Tax and Business Rates*

5.4.1. As of 30 September 2026, 54.65% of council tax has been collected against the target of 55.06% which is 0.41% less than the same period last year and therefore on track with target collection rate. See chart below with comparison.

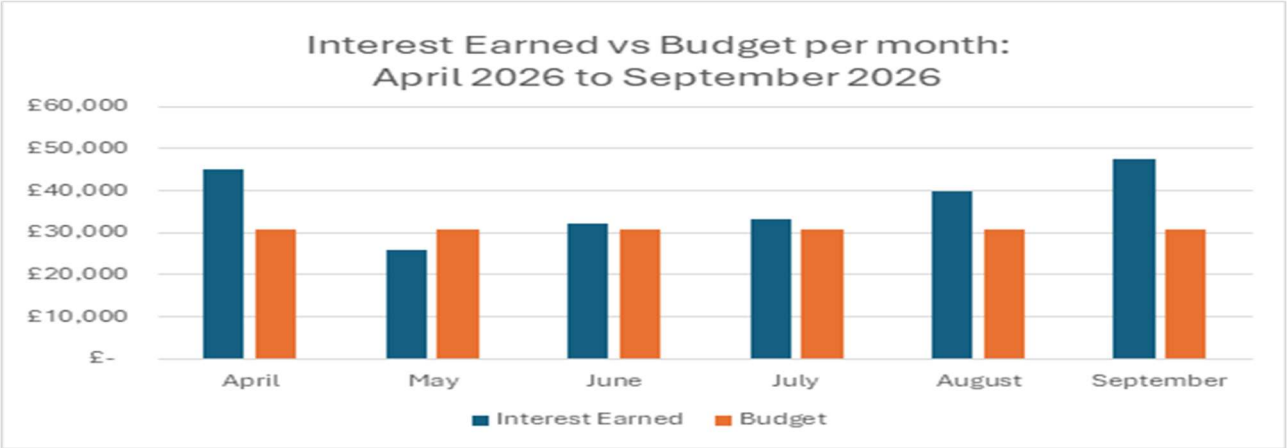


5.4.2. As of 30 September 2026, 56.74% of business rates has been collected against the target of 59.07%, which is 2.33% less than the same period last year, itself an improvement of 1% from quarter 1. The Government undertook a Business Rates reset for 2026/2027 and therefore given significant changes 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.



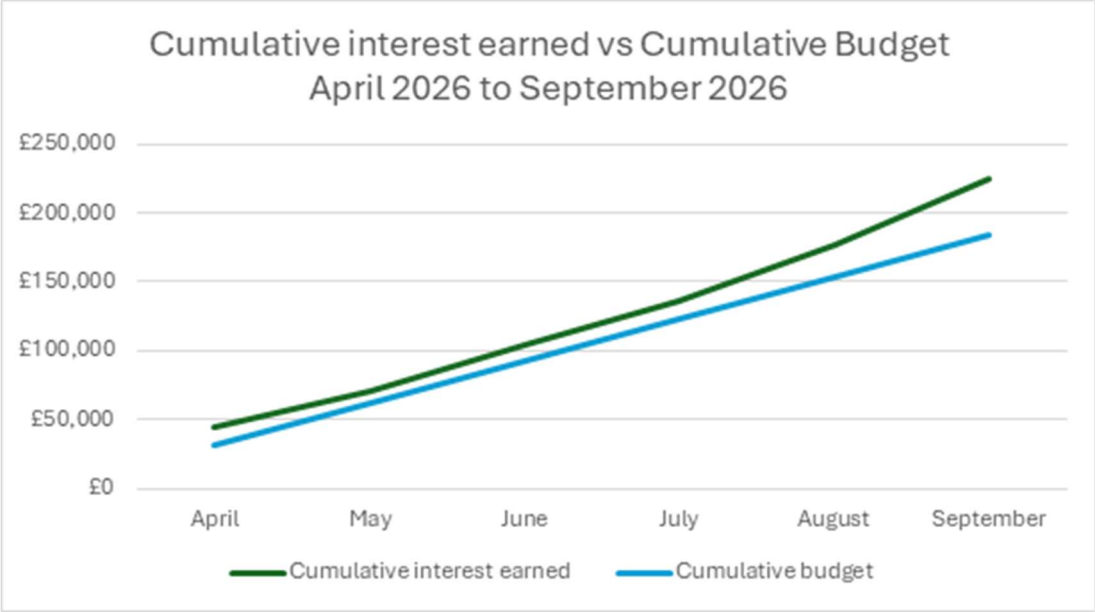
6. Treasury Management

6.1. 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.

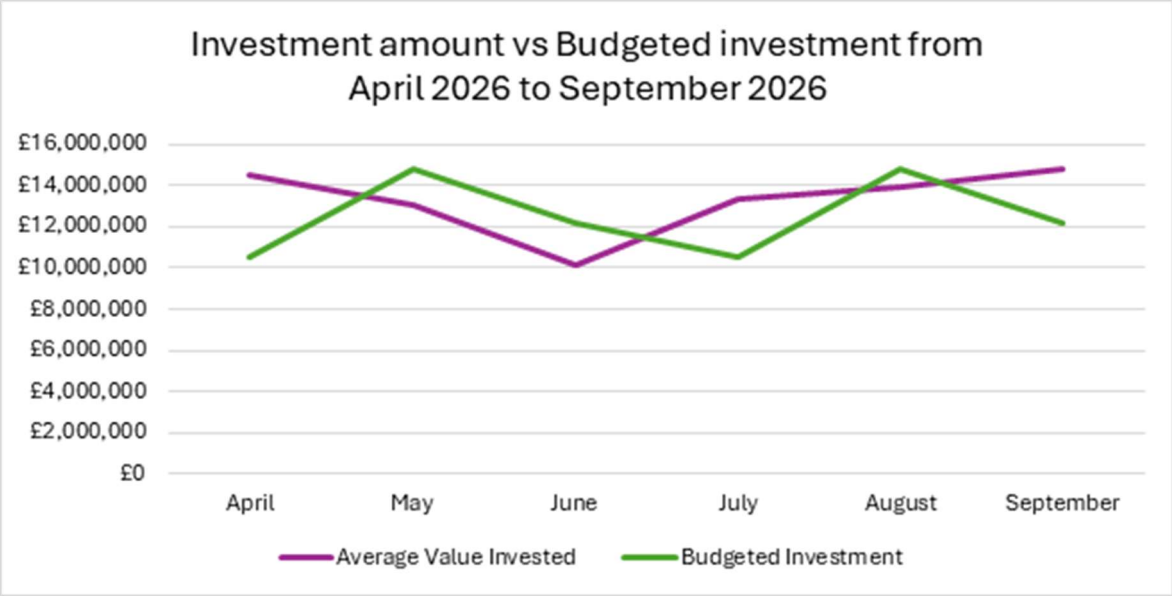


6.2. The Bank of England base rate has remained above where economists predicted it to be, the council builds its investment income estimate around this core data. In the period banking institutes are paying a higher rate of return than originally estimated, quarter 2 income generated from investments is slightly higher than

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



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



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

Borrowings

Institution	Principal £	Rate %
PWLB	28,000,000	4.70%
West Midlands Combined Authority	5,000,000	5.15%
Short Term Loans	**32,000,000**	
Long Term Loans	0	
Total Borrowings	**32,000,000**	

Investments

Institution	Principal £	Rate %
LGIM - MMF	905,000	3.90%
Total Money Market Fund Investment	**905,000**	
Barclays FIBCA	50,000	2.95%
Total Other Investments	**50,000**	
Overall Investments	**955,000**	

8. Financial Implications

8.1 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 were agreed at 3.3% and have been actioned during September 2026 and take effect from 1 April 2026.

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 includes 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 took place during quarter 1 and quarter 2 across Norfolk Authorities to ensure readiness for meeting Government requirements. On the 7 September 2026 Central Government took the decision to pause LGR activity pending a further announcement later in the year, following reconsideration of its decisions. The forecast has not yet been amended to reflect this, whist the Council awaits further clarification of its duties under the LGR activity.

12. Health and Safety Implications

The Capital Programme includes a spend in accordance with am 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? *(tick as appropriate)*	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 *(identify stakeholders consulted with)*	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. ***If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.*** **For more information on health inequalities please visit The King's Fund*		Positive	Negative	Neutral	Unsure
	Age			√	
	Disability			√	
	Sex			√	
	Gender Re-assignment			√	
	Marriage/civil partnership			√	
	Pregnancy & maternity			√	
	Race			√	
	Religion or belief			√	
	Sexual orientation			√	
	Armed forces community			√	
	Care leavers			√	
	Health inequalities*			√	
	Other (eg low income, caring responsibilities)			√	

Please provide a brief explanation of the answers above: The 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	**23 October 2026**		
Reviewed by EWG member	**Louise Gayton**	**Date**	**XX/XX/2026**

Appendix 1

3.1

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Corporate Services							
Corporate Initiatives	45,000	0	0	0	45,000	0	
Project Management Office	205,700	102,780	65,359	(37,421)	205,700	0	
ICT	1,756,500	649,160	471,390	(177,770)	1,756,500	0	IT software and hardware maintenance actuals to date, is below budget due to the timing of annual renewals not being reflected within the budget profile.
HR & OD	780,500	436,920	439,604	2,684	780,500	0	
Total	**2,787,700**	**1,188,860**	**976,354**	**(212,506)**	**2,787,700**	**0**	

3.2

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Chief Executive							
Corporate Management Team	1,837,400	902,840	826,224	(76,616)	1,837,400	0	Underspend to date on direct salaries, with backfill costs currently charged to corporate costs. This is monitored in turnover savings.
Guildhall & Arts	176,100	132,960	82,104	(50,856)	176,100	0	Cost to date do not reflect Insurance costs not yet allocated.
Corporate Communications	521,400	283,820	261,495	(22,325)	521,400	0	Under budget on professional fees, more work being undertaken in-house.
Total	**2,534,900**	**1,319,620**	**1,169,823**	**(149,797)**	**2,534,900**	**0**	

3.3

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Environment and Planning							
Back Office	267,500	139,470	106,361	(33,109)	267,500	0	
Community Infrastructure Levy	(10)	733,480	733,480	0	(10)	0	
Development Control	278,370	367,550	97,720	(269,830)	24,897	(253,473)	Planning fees income is ahead of profile budget. The forecast considers historic trend for rest of the year.
Emergency Planning	127,900	59,660	52,114	(7,546)	127,900	0	
Flood Defence	145,900	76,720	144,528	67,808	145,900	0	Hunstanton Promenade repairs. Utilising earmarked reserves where appropriate. No change to forecast required.
Local Land Charges	(360,502)	(112,200)	(112,157)	43	(360,502)	0	Land charges income is predicted to be at similar levels to last year, with costs supporting forecast at budgeted levels.
Planning Policy	712,800	561,150	578,531	17,381	712,800	0	
Pollution Monitoring	510,740	281,990	246,831	(35,159)	510,740	0	
Street Naming & Numbering	58,200	25,880	16,331	(9,549)	58,200	0	
Licensing	144,100	66,280	33,251	(33,029)	144,100	0	
Total	**1,884,998**	**2,199,980**	**1,896,989**	**(302,991)**	**1,631,525**	**(253,473)**	

3.4

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Health, Wellbeing and Public Protection							
Care & Repair	(1,737,620)	(833,610)	(855,329)	(21,719)	(1,737,620)	0	Winter Pressures grant income received, spend is profiled for later in financial year.
Careline	(134,480)	(595,020)	(608,157)	(13,137)	(134,480)	0	Income on target, will be offset by costs during the year for purchases of Pearl Advanced pendant with built in fall detection.
Community Safety & Nuisance	1,007,180	475,100	456,896	(18,204)	1,007,180	0	Out of Hours costs currently below budget, this may change before year end.
Community Transport	115,100	58,690	63,911	5,221	115,100	0	
Corporate Health & Safety	4,200	1,220	(2,364)	(3,584)	4,200	0	
Food Hygiene	729,000	358,230	348,308	(9,922)	729,000	0	
Housing Standards	573,100	279,090	216,019	(63,071)	573,100	0	Govt grant income received, will need to be aligned to costs and treated as grant received in advance if underspent.
Total	**556,480**	**(256,300)**	**(380,716)**	**(124,416)**	**556,480**	**0**	

Appendix 1

3.5

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Corporate Governance & Compliance							
Corporate Governance	446,800	213,450	231,117	17,667	446,800	0	Interim staffing costs expected to be above budget whilst recruitment takes place. That spend is expected to be offset by wider staff turnover savings.
Councillor Community Grant	55,000	27,480	15,152	(12,328)	55,000	0	The underspend to date reflects the use of the funds to date. £55k is still anticipated to be fully utilised.
Councillors	889,700	399,900	410,243	10,343	889,700	0	
Mayoral Allowances	51,500	25,740	22,149	(3,591)	51,500	0	
Democratic Process & Events	437,600	213,960	187,130	(26,830)	437,600	0	Underspend on salaries to date contributes to turnover savings target,
Elections	501,400	221,200	146,583	(74,617)	501,400	0	Costs expected to align to budget after accounting for recharges for PCC elections.
Legal Services	603,600	262,790	295,101	32,311	653,600	50,000	Legal Fees for various defence and appeals work. Forecast reflects higher than budgeted. This is estimated and will be monitored throughout the year.
Total	**2,985,600**	**1,364,520**	**1,307,474**	**(57,046)**	**3,035,600**	**50,000**	

3.6

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Leisure and Culture							
Community Centres	(1,000)	22,880	(3,264)	(26,144)	(29,810)	(28,810)	Fairstead Room Hirings better than budgeted.
Community and Sports Development	(139,200)	(111,160)	(10,691)	100,469	(84,390)	54,810	Margin between costs and income/grants for Activity Club less favourable than budgeted.
Leisure and Culture	1,471,070	572,820	957,762	384,942	1,725,909	254,839	Income from Leisure below that budgeted and forecast revised by £178k. Culture services income forecast revised downwards along with an increase of staff costs to ensure service cover.
KL Arts Centre	101,400	43,660	29,652	(14,008)	101,400	0	Salary savings contribute to wider turnover savings target. Utility costs costs are currently reduced below budget and accruals are likely to lead to a reduced forecast for spend at Q3.
Town Hall, Stories of Lynn and Custom House	418,400	150,910	157,297	6,387	373,501	(44,899)	Income from events and lettings improved over that budgeted.
Pavilions & Grounds	300	19,020	27,632	8,612	8,680	8,380	Repairs & Maintenance - plumbing and heating compliance
Total	**1,850,970**	**698,130**	**1,158,387**	**460,257**	**2,095,290**	**244,320**	

Appendix 1

3.7

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Operations and Commercial							
Allotments	(7,800)	660	(3,769)	(4,429)	(17,123)	(9,323)	Proactive management of letting changes is keeping costs within budget and income improving above budget.
Carparking King's Lynn & West Norfolk	(2,880,200)	(1,729,190)	(1,761,168)	(31,978)	(3,283,963)	(403,763)	Additional income above budget, dry summer has aided this.
Carparking Shared Services	(480,800)	(568,740)	(870,219)	(301,479)	(480,800)	0	Spend to date does not yet include overheads and recharges.
CCTV	(184,210)	(166,720)	(159,683)	7,037	(184,210)	0	
Cleansing & Street Sweeping	2,201,460	1,023,770	949,548	(74,222)	2,201,460	0	The figures to date do not yet reflect revenue funding of capital spend, which remains in the capital programme.
Crematorium & Cemeteries	(1,132,600)	(501,400)	(504,881)	(3,481)	(902,978)	229,622	Cremation fees (standard charge) income is behind plan. Cremator maintenance costs unbudgeted for, £48k.
Depots	119,600	99,000	146,862	47,862	119,600	0	Costs will align with plan as the year progresses.
Events	139,000	69,480	213,068	143,588	139,000	0	Festival Too costs. Rental of crowd protection barriers & Stage/Stage inspection/Trailer stage rental Security services. Costs expected to be absorbed within budget.
General Markets	(7,300)	(3,540)	1,437	4,977	(7,300)	0	
Parks,Sport Grounds & Open Spaces	1,232,080	1,012,340	921,981	(90,359)	1,089,529	(142,551)	Exceptionally dry conditions are impacting the work of the ground's maintenance services, reducing the need for grass cutting, increasing need for flower bed maintenance.
Play Areas	100	34,020	30,607	(3,413)	100	0	
Pontoons	26,700	19,070	25,516	6,446	26,700	0	
Public Conveniences	353,700	191,140	270,950	79,810	353,700	0	Charges for repairs to be considered for capitalisation or contained with underspends elsewhere on Repairs and maintenance.
Refuse & Recycling	275,230	(172,160)	(583,036)	(410,876)	275,230	0	Composting credits high to this point of the year, seasonal impact expected to reduce in second half of year, Q3 will provide certainty following invoicing and receipt accruals from Q2.
Resort	23,800	(19,290)	160,210	179,500	23,800	0	The costs to date do not yet include lease and parking income which is profiled for later in the year.
Resort Investment Properties	(6,900)	(5,930)	(5,058)	872	(6,900)	0	
Section 106	(400)	(23,740)	(23,740)	0	(400)	0	
Town Centre Operations	102,900	37,290	53,231	15,941	102,900	0	Salary underspend, will be captured in the turnover savings target.
Total	**(225,640)**	**(703,940)**	**(1,138,145)**	**(434,205)**	**(551,655)**	**(326,015)**	

3.8

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Property Services							
General Properties	(160,320)	(67,070)	(108,606)	(41,536)	(160,320)	0	Actual to date is favourable, which reflects the lease and rental income tending to be raised in the early part of the year.
General Properties Investments	(218,800)	(1,920)	(2,200)	(280)	(218,800)	0	
Industrial Units	(1,410,300)	(679,470)	(422,493)	256,977	(1,312,970)	97,330	Business rates on empty units and those occupied by the Council, various locations. Asset use review underway to reduce liability.
KL Innovation Centre	(203,560)	(132,970)	(113,590)	19,380	(203,560)	0	Income from meeting room hire is favourable £13k to date. It may be prudent to transfer any surplus achieved to a maintenance reserve.
KL Art Centre Rentals	12,400	5,360	8,018	2,658	12,400	0	
Offices	(229,960)	(225,630)	(5,269)	220,361	(229,960)	0	Air Conditioning repairs and maintenance at Kings Court
Property Services	724,000	330,960	390,688	59,728	724,000	0	Interim staffing costs expected to be above budget whilst recruitment takes place. That spend is expected to be offset by wider staff turnover savings.
Shops and Offices	(148,500)	(75,480)	(75,629)	(149)	(148,500)	0	Income above plan, but forecast to be reviewed, as sector is increasingly uncertain as high street behaviours continue to change and retailer overheads increase.
Street Lighting	118,890	46,910	31,259	(15,651)	118,890	0	Revenue funding of the capital programme has not yet been included in the actuals to date.
Total	**(1,516,150)**	**(799,310)**	**(297,822)**	**501,488**	**(1,418,820)**	**97,330**	

Appendix 1

3.9

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Regeneration Housing & Place							
Conservation & Heritage	23,580	8,200	5,315	(2,885)	23,580	0	
Economic Regeneration	380,800	197,450	147,890	(49,560)	380,800	0	Grant income has not yet been offset against Pride in Place spend. Any unspent grant may be treated as receipt in advance in year and therefore the forecast will net to nil variation.
Housing Options	753,800	364,680	305,177	(59,503)	753,800	0	Housing options had vacant posts early in the year, this savings will be captured in the turnover savings target
Housing Strategy	448,300	228,260	108,337	(119,923)	448,300	0	Actuals to date do not yet reflect changes to rental and lease income forecasted from Housing Subsidiaries.
Museums	37,400	18,660	15,240	(3,420)	37,400	0	
Corporate Projects	120,400	57,330	264,266	206,936	120,400	0	To date figures do not yet include credits from internal recharges.
Regeneration Projects	37,300	44,940	95,458	50,518	37,300	0	Savings target for capitalisation of salaries not actioned in spend to date figures.
Tourism	121,900	67,790	55,333	(12,457)	121,900	0	
Housing Subsidiaries	(1,171,260)	(65,090)	90,556	155,646	(1,171,260)	0	Business planning and property leases/acquisitions under review with Boards and Shareholder committee.
Total	**752,220**	**922,220**	**1,087,571**	**165,351**	**752,220**	**0**	

3.10

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Finance							
Corporate Costs & Provisions	2,738,260	1,924,990	1,563,179	(361,811)	2,738,260	0	The spend to date has not actioned spend towards Local Government Re-organisation. At the time of writing announcement and impact of those announcement is not adjusted for in this cost area.
Corporate Insurance	148,800	518,140	696,328	178,188	148,800	0	Insurance cover period commences in January each year. Costs to date will be updated for new Policy period later in the year.
Financial Assistance	772,100	373,500	217,258	(156,242)	772,100	0	Spend to date does not yet reflect Councillor Community Grants expected spend for the year. That will follow the Cabinet meeting in November.
Financial Services	1,185,200	564,780	685,522	120,742	1,185,200	0	Cost to date reflect spend on overtime and interim staff to support the statement of Accounts at the beginning of the year.
Internal Audit & Fraud	186,350	85,030	64,486	(20,544)	186,350	0	
Procurement	130,400	77,560	79,958	2,398	130,400	0	
Customer information Centre	806,900	432,270	378,659	(53,611)	806,900	0	The underspend to date reflects turnover in staff and that saving is reflected in the turnover savings target
Revenues & Benefits	2,567,940	1,103,880	1,175,435	71,555	2,210,830	(357,110)	Housing Benefit expenditure is forecast to deliver a £357k favourable variance, primarily due to reduced use of higher-cost hotel accommodation and the provision of more cost-effective temporary and supported accommodation.
Special Expenses	64,000	1,060	0	(1,060)	64,000	0	
Treasury Management	12,000	6,000	(10)	(6,010)	12,000	0	
Total	**8,611,950**	**5,087,210**	**4,860,817**	**(226,393)**	**8,254,840**	**(357,110)**	

3.11

Forecast Outturn Position	Approved Budget £	Budget to Date £	Actual to Date £	Variance to Date £	Forecast £	Forecast Variance £	Notes
Financing Requirement							
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	The Council reprofiled its long term loan at the end of 205/2026. The resultant saving, can be discounted back to the Revenue budget over a 10 year period. This will be updated for quarter 3 to follow the mid year treasury review.
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**	

Appendix 1							
3.12							
Forecast Outturn Position	**Approved Budget £**	**Budget to Date £**	**Actual to Date £**	**Variance to Date £**	**Forecast £**	**Forecast Variance £**	**Notes**
Internal Drainage Boards							
Internal Drainage Boards	3,870,591	1,934,520	1,909,761	(24,760)	3,821,072	(49,519)	The actual Internal Drainage Board Levies once notified to the Council were set at a lower level than that estimated.
Total	**3,870,591**	**1,934,520**	**1,909,761**	**(24,760)**	**3,821,072**	**(49,519)**	

Forecast Outturn Position	**Approved Budget £**	**Budget to Date £**	**Actual to Date £**	**Variance to Date £**	**Forecast £**	**Forecast Variance £**	
Total Borough Spend	27,655,079	12,955,510	12,550,492	(405,018)	27,060,612	(594,467)	

Appendix 1 Capital Programme

Tier 1,2 or 3	Project	2026/2027 Approved Budget	Budget to Q1 Monitoring Report	Rephasing Amendments to Q2 Monitoring Report	Budget to Q2 Monitoring Report	Actuals to 30 September 2026
	Florence Fields	15,982,630	15,982,630	(1,829,160)	14,153,470	7,727,751
	Nora Phase 5	344,860	344,860	(344,860)	0	
	Phase 3-Lynnsport 1	8,805,860	8,805,860	(406,650)	8,399,210	4,479,645
	Salters Road	8,280	8,280	31,090	39,370	39,371
Tier 1	**Programme and Place**	**25,141,630**	**25,141,630**	**(2,549,580)**	**22,592,050**	**12,246,767**
	Southgate Regen Area Business Rate Pool Contribution	73,440	73,440	0	73,440	
	Active and Clean Connectivity	3,409,190	3,409,190	308,810	3,718,000	147,069
	Riverfront Regeneration	1,994,950	1,994,950	(815,950)	1,179,000	257,619
	St Georges Guildhall Complex	8,742,170	8,742,170	(742,170)	8,000,000	1,515,871
Tier 1	**Regeneration, Housing and Place**	**14,219,750**	**14,219,750**	**(1,249,310)**	**12,970,440**	**1,920,559**
	Coastal Defence Works	7,858,850	7,858,850	(2,400,000)	5,458,850	351,802
Tier 1	**Health, Wellbeing & Public Protection**	**7,858,850**	**7,858,850**	**(2,400,000)**	**5,458,850**	**351,802**
	West Norfolk Racket and Community Sports Hub	866,730	2,200,000	(400,000)	1,800,000	
Tier 1	**Leisure and Culture**	**866,730**	**2,200,000**	**(400,000)**	**1,800,000**	**0**
	ICT Upgrade Roadmap	1,845,000	1,845,000	0	1,845,000	385,756
Tier 2	**Corporate Serivces**	**1,845,000**	**1,845,000**	**0**	**1,845,000**	**385,756**
	Careline - Replacement Vehicles	56,850	56,850	(56,850)	0	
	Careline-Replacement Alarm Units	60,000	60,000	42,620	102,620	102,618
	Community Safety Vehicle	30,000	30,000	(30,000)	0	
	Adapt Grant	1,622,480	1,622,480	0	1,622,480	412,608
	Careline Grant	25,000	25,000	0	25,000	3,240
	Disabled Facilties Grant	618,200	618,200	0	618,200	491,068
	Low Level Prevention Grants Misc	225,000	225,000	0	225,000	113,604
		2,490,680	2,490,680	0	2,490,680	1,020,520
Tier 2	**Health Wellbeing and Public Protection**	**2,637,530**	**2,637,530**	**(44,230)**	**2,593,300**	**1,123,138**
	Corn Exchange -Refurbish Seating	15,000	15,000	0	15,000	
	Corn Exchange -Internal Dec	10,000	10,000	0	10,000	
	Corn Exchange -Lighting Desk	0	0	0	0	
	Corn Exchange - Sound Desk	0	0	0	0	
	Corn Exchange -House Curtains	0	0	0	0	

Tier 1,2 or 3	Project	2026/2027 Approved Budget	Budget to Q1 Monitoring Report	Rephasing Amendments to Q2 Monitoring Report	Budget to Q2 Monitoring Report	Actuals to 30 September 2026
	Corn Exchange -Windows and Doors	0	0	0	0	
	Corn Exchange -Cinema Carpets and Décor	0	0	0	0	
	Corn Exchange -PA Speakers	0	0	0	0	
	Corn Exchange -Projectors	0	0	0	0	
	DMLC - Changing room refurb	40,000	40,000	0	40,000	
	DMLC - Replacement Distribution Boards	0	0	0	0	
	DMLC - Window Replacement (dryside)	20,000	20,000	0	20,000	
	DMLC - Car Park	33,000	33,000	0	33,000	
	DMLC - Plant Room	14,000	14,000	0	14,000	
	DMLC - New Boilers	120,000	120,000	0	120,000	
	L/Sport Gymnastics - Acro Floor and Tumble Track replacement	50,000	50,000	0	50,000	10,869
	L/Sport Track and Barn Line marking	0	0	0	0	
	L/Sport Window replacement	0	0	0	0	
	Oasis - Lockers	30,000	30,000	0	30,000	
	St James - Floor/Surface Replace	40,000	40,000	0	40,000	
	St James Pool plate heat exchange	10,000	10,000	0	10,000	
	Fairstead Community Cente Flooring Replacement	15,000	15,000	0	15,000	
	Town Hall Electrical Switch Replacement	0	0	0	0	
	Town Hall Redecoration	15,000	15,000	0	15,000	
	Town Hall Replacement flooring/stairs	10,000	10,000	0	10,000	
	Town Hall Roofing	0	0	0	0	
	Town Hall Stone Mason external works	20,000	20,000	0	20,000	
Tier 2	**Leisure And Culture**	**442,000**	**442,000**	**0**	**442,000**	**10,869**
	Bandstand Roof Replacement - Hunstanton	30,000	30,000	0	30,000	
	Car Pk Multi-storey Barrier Ticket Machine	38,130	38,130	0	38,130	
	Car Prk Multi-storey Lighting + Controls	102,470	102,470	0	102,470	
	Brown Bins/Compost	40,000	40,000	0	40,000	15,800
	Car Parks Pay & Display Machine Replacement	41,000	41,000	0	41,000	
	CCTV Factilities and Circuit Upgrade	361,000	361,000	0	361,000	41,249
	Decrim Car Park - County funded Equipment	12,500	12,500	0	12,500	
	Emergency Plan - Replace Radios	0	0	0	0	
	Green Bins/Recycling	40,000	40,000	0	40,000	39,606
	Grounds Maintenance Equipment	50,000	50,000	7,870	57,870	57,873
	Grounds Maintenance Vehicles	0	0	0	0	94,860
	Kings Lynn Public Realm	300,000	300,000	(250,000)	50,000	
	Mintlyn Crem - Memorial Gardens - Drainage for paths	50,000	50,000	0	50,000	40,632
	Mintlyn Crematorium - Customer Toilets Refurb	40,000	40,000	0	40,000	47,507

Tier 1,2 or 3	Project	2026/2027 Approved Budget	Budget to Q1 Monitoring Report	Rephasing Amendments to Q2 Monitoring Report	Budget to Q2 Monitoring Report	Actuals to 30 September 2026
	Mintlyn Crematorium - redecoration	3,210	3,210	0	3,210	
	Mintlyn Crematorium - Septic Tank	55,830	55,830	0	55,830	55,825
	Parks and Open Spaces Equipment	0	250,000	0	250,000	
	Play Area Equipment - King's Lynn (KLACC)	8,000	8,000	0	8,000	
	Public Cleansing Vehicles	68,000	68,000	0	68,000	37,426
	Public Conveniences	366,000	366,000	0	366,000	
	Refuse - Black Bins	40,000	40,000	0	40,000	20,623
	Beach Patrol Unit	30,000	30,000	0	30,000	24,150
	Resort - Visitor Digital Sign	50,000	50,000	0	50,000	
	Replacement Play Area Equipment	60,000	60,000	0	60,000	
	Resurfacing (various car parks)	61,800	61,800	0	61,800	
	Trade Bins	40,000	40,000	0	40,000	11,254
	Toilet Roof - Hunstanton Recreation Ground	30,000	30,000	0	30,000	
from T3 to T2	Depot Car Park resurface	60,000	60,000	0	60,000	
from T3 to T2	Toilet Roof - Seagate	30,000	30,000	0	30,000	
from T3 to T2	Hunstanton Public Realm	35,000	35,000	0	35,000	
Tier 2	**Operations and Commercial**	**2,042,940**	**2,292,940**	**(242,130)**	**2,050,810**	**486,805**
Finance	West Lynn Ferry Project					
Tier 2	**Regeneration Housing and Place**	**0**				
	Bus Stops	38,970	38,970	0	38,970	
	Re:Fit Project Street Lighting	83,680	93,680	0	93,680	45,807
	Re:Fit Project Lynnsport	27,000	60,000	(30,000)	30,000	
	Street Lighting	115,000	150,000	0	150,000	
	Depot LED Lighting	24,000	24,000	0	24,000	
	E-Energy Solar Project	355,000	355,000	(140,000)	215,000	
	Fire Doors - All Sites	250,000	250,000	(100,000)	150,000	93,824
	KLIC Office Optimisation	120,000	120,000	0	120,000	
	Town Hall Porch Refurbishment Works	0	80,000	0	80,000	
from T3 to T2	Accommodation Refresh	75,000	75,000	0	75,000	
Tier 2	**Property and Projects**	**1,088,650**	**1,246,650**	**(270,000)**	**976,650**	**139,631**
	Pool Pod Downham	82,000	82,000	0	82,000	
	L/Sport Fire Alarm	0	0	0	0	
from T3 to T2	L/Sport Barn and External Toilets	50,000	50,000	0	50,000	
	L/sport Adaptive Sports Hub	0	0	30,000	30,000	
	St James Fire Alarm Upgrade	80,000	80,000	0	80,000	

Tier 1,2 or 3	Project	2026/2027 Approved Budget	Budget to Q1 Monitoring Report	Rephasing Amendments to Q2 Monitoring Report	Budget to Q2 Monitoring Report	Actuals to 30 September 2026
	Oasis Café Roof	100,000	100,000	0	100,000	
	Oasis Electrical Maintenance	0	0	0	0	
	Oasis Air Handling	300,000	300,000	(300,000)	0	
	Oasis Accessible Doors	0	0	0	0	
	Oasis Toilets and Changing	290,000	290,000	0	290,000	
	Oasis Fire Alarm	0	0	0	0	
	Oasis Air Con Units	0	0	0	0	
	Oasis Tile Regrout	500,000	500,000	(500,000)	0	
	Downham Sports Pavillion Ambirads and Ceiling Joists	10,000	10,000	0	10,000	
	Downham Sports Pavillion Flooring and Tiling	11,000	11,000	0	11,000	
	Downham Sports Pavillion Cladding	19,000	19,000	0	19,000	
Tier 3	**Leisure And Culture**	**1,442,000**	**1,442,000**	**(770,000)**	**672,000**	**0**
	NSF Events Equipment	5,170	5,170	0	5,170	
	Christmas Lights Replacement	187,550	187,550	0	187,550	
	Digital Signage Installation - NTP	43,000	43,000	0	43,000	
	Parking/Gladstone Server Upgrade	12,000	12,000	0	12,000	
	Resort - Beach Safety Signage	45,000	45,000	0	45,000	
	Resort Recycling Bins Programme	200,000	200,000	(155,000)	45,000	
	Resurfacing (various car parks)	200,000	200,000	(138,200)	61,800	
	The Walks Accessible play Area	0	0	0	0	
	Refuse Vehicles	0	0	0	0	
	Personal Safety Devices	50,000	50,000	0	50,000	
Tier 3	**Operations and Commercial**	**742,720**	**742,720**	**(293,200)**	**449,520**	**0**
	Bergen Way Industrial Estate Roof Replacement	250,000	250,000	(150,000)	100,000	
	Asbestos Survey and Remedial works	65,000	65,000	0	65,000	
	Kings Court Roof	0	0	0		
	Property Management Software	75,000	75,000	0	75,000	
	Estate Roads - Resurfacing	30,500	30,500	0	30,500	
Tier 3	**Property and Projects**	**420,500**	**420,500**	**(150,000)**	**270,500**	**0**
	ICI/Active Travel Hub (KLIC2)	121,060	121,060	0	121,060	
	South Quay Stage 3	120,000	120,000	(120,000)	0	
Tier 3	**Regeneration, Housing and Place**	**241,060**	**241,060**	**(120,000)**	**121,060**	**0**
	EXEMPT ITEMS	**14,929,800**	**14,929,800**	**(4,336,230)**	**10,593,570**	**146,827**

	Total Capital Programme (Tiers 1 2 3)	**73,919,160**	**75,660,430**	**(12,824,680)**	**62,835,750**	**16,812,154**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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 29th 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		
	ICT Contract	Cabinet Report	Emma Hodds	
	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				
	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		

	Council Tax Support for Working Age people for 2027/2028	Cabinet Report	Jo Stanton	
	Corporate Insurance Contract Arrangements	Cabinet Report	Carl Holland	
	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		
	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.
	CNC Building Control Performance Update	Update	Stuart Ashworth	To update on the CNC Building Control Performance.
	Budget Monitoring Quarter 3	Cabinet Report	Carl Holland	To report on performance against budget for Capital and Revenue 2025/2026.
	Hunstanton coastal defences - Outline Business Case	Cabinet Report	Stuart Ashworth Jade Kite	
	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 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.
	Future Swimming Provision for West Norfolk	Cabinet Report	Honor Howell	Members of R&D & E&C to be invited to this meeting.
	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

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

Borough Council of
King's Lynn &
West Norfolk



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.

Borough Council of
King's Lynn &
West Norfolk

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
Councillor Josie Ratcliffe: Portfolio Holder for Transport Strategy and Car Parking

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 Chief.ExecutiveandLeaderPA@West-Norfolk.gov.uk

Borough Council of
King's Lynn &
West Norfolk



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	King's Lynn Masterplan and Parking Strategy	Key	Cabinet, Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Part exempt
17 November 2026	Corporate Insurance Arrangements from 1st January 2027	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Fully exempt
17 November 2026	Council Tax Support Scheme for Working Age people for 2027/2028	Key	Cabinet, Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
17 November 2026	Corporate Performance Monitoring Quarter 2	Non	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open
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	Community	Key	Cabinet	Cabinet Member for	Deputy Chief Executive	Open



2026	Project Fund			Finance	and Section 151 Officer (Michelle Drewery)	
17 November 2026	Council Tax Discounts, Levies and Premiums for Empty Properties and Second Homes for 2027/2028	Key	Cabinet, Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
17 November 2026	Disposal of Land at Morston Drift, South Lynn	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)

JANUARY 2027

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
19 January 2027	Hunstanton Masterplan and Parking Strategy	Key	Cabinet, Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
19 January	Corporate	Non	Cabinet	Leader of the Council	Chief of Staff and	Open



2027	Complaints Policy				Monitoring Officer (Emma Hodds)	

FEBRUARY 2027

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
02 February 2027	Medium Term Financial Strategy 2026-2031	Key	Cabinet, Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
02 February 2027	Capital Programme 2026-2030	Key	Cabinet, Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
02 February 2027	Treasury Management Strategy	Key	Cabinet, Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
02 February 2027	Capital Strategy	Key	Cabinet, Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
03 February 2027	Housing Delivery Strategy	Key	Cabinet	Cabinet Member for People and Communities	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open

Borough Council of
King's Lynn &
West Norfolk



MARCH 2027

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
16 March 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 Quarter 3	Key	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open
16 March 2027	Future Swimming Provision for West Norfolk	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Strategic Advisor to the CEO and Leader (Honor Howell)	Open

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	Cabinet, Council	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
	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)

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

30th September 2026	CANCELLED			
15th October 2026				
	WNPL 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 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
	Annual Report to Audit Committee on Wholly Owned Companies	Charlotte Marriott – Corporate Governance Manager	Audit Committee	Public

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

10th 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)
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	
	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)

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

February 2027	WNPL Accounts and Report on WNPL Financial Performance during 2025/2026	Carl Holland - Assistant Director for Finance		Public
	WNHC Accounts and Report on WNHC Financial Performance during 2025/2026	Carl Holland - Assistant Director for Finance		Public

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted