BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CABINET

Minutes from the Meeting of the Cabinet held on Tuesday, 8th September, 2026 at 6.00 pm in the Town Hall, Saturday Market Place, King's Lynn

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

OFFICERS:
Kate Blakemore – Chief Executive
Michelle Drewery – Deputy Chief Executive and Section 151 Officer
Emma Hodds – Chief of Staff and Monitoring Officer
Emma Kavanagh – Chief Operating Officer
Walton Mabuto – Economic Growth Officer
Siobhan Cleave – Assistant Director, Leisure and Culture
Debbie Ess – Senior Corporate Governance Officer
Duncan Hall – Assistant Director, Regeneration, Housing and Place
Carl Holland – Assistant Director, Finance
Honor Howell – Strategic Advisor to the Chief Executive and Leader

CAB33 APOLOGIES

Apologies for absence were received from Councillors Moriarty and Ring.

CAB34 MINUTES

RESOLVED: The minutes from the meeting held on 23 July 2026 were agreed as a correct record.

CAB35 URGENT BUSINESS

None.

CAB36 DECLARATIONS OF INTEREST

None.

CAB37 CHAIR'S CORRESPONDENCE

None.

CAB38 MEMBERS PRESENT UNDER STANDING ORDER 34

None.

CAB39 **CALLED IN MATTERS**

None.

CAB40 **FORWARD DECISIONS**

RESOLVED: The Forward Decisions List was noted.

CAB41 **MATTERS REFERRED TO CABINET FROM OTHER BODIES**

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

Corporate Performance Panel – 2nd September 2026

- Business Improvement District – Business Plan
- Corporate Performance Monitoring – Quarter 1 – 2026-2027
- Budget Monitoring – Quarter 1 – 2026-2027
- Future Swimming Provision for West Norfolk.

CAB42 **BUSINESS IMPROVEMENT DISTRICT - BUSINESS PLAN**

Click here to view the recording of this item on You Tube.

The Assistant Director for Regeneration, Housing and Place presented the Business Improvement District (BID) Business Plan and the proposals to hold a BID renewal ballot. Cabinet noted that the Regeneration and Development Panel had received a presentation from the BID Manager in July, and that the Corporate Performance Panel had considered the Cabinet report and supported the recommendations.

The Assistant Director explained that a BID ballot was required every five years and that the renewal ballot was proposed to take place in the autumn, with the Borough Council acting as the ballot holder.

The Assistant Director provided an overview of the work undertaken by the BID and outlined how its activities contributed to the delivery of the Borough Council's Corporate Priorities.

Councillor Lintern spoke in support of the BID and noted that its activities complemented the Borough Council's events programme.

In response to a question from Councillor Rust, it was confirmed that the proposal to hold the ballot would be approved by the relevant government body, which was aware that the Borough Council was a voting member. Any potential conflicts of interest would have been identified and addressed as part of the approval process previously.

Councillor Morley referred to the 2025 Customer Satisfaction Survey, which had identified tackling anti-social behaviour as a priority for residents. He asked whether the Street Ranger Service could be expanded and whether there were further opportunities for collaboration between the Borough Council and the BID in relation to this provision. The Leader agreed that opportunities for further joint working could be explored, and Councillor Morley agreed to take this matter forward for further consideration.

Councillor Rust agreed to provide Councillor Morley with details of a perceptions survey that could be undertaken and compared against actual crime and anti-social behaviour statistics.

The Leader expressed support for the proposals and highlighted the wide-ranging benefits delivered by the BID.

RESOLVED:

a) Endorse the Discover King's Lynn BID Business Plan 2027-2032.

b) Endorse the holding of a BID renewal ballot in accordance with the Business Improvement Districts (England) Regulations 2004.

c). Support the Borough Council to vote in favour of the BID renewal for all eligible properties within the BID area for which the Council is liable for the payment of the BID levy.

d) Delegate authority to the Chief Executive, in consultation with the Deputy Leader, to undertake all actions necessary to facilitate the BID renewal process.

e) Continue to work collaboratively with Discover King's Lynn to support the successful delivery of the BID Business Plan and wider town centre regeneration objectives.

REASON FOR DECISION:

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

CAB43 **CORPORATE PERFORMANCE MONITORING - QUARTER 1 2026-2027**

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The Senior Corporate Governance Officer presented the report and highlighted that 83% of current projects were progressing well and remained on track, while the remaining 17% were subject to minor issues or delays which were being actively monitored. She also reported that 84% of Key Performance Indicators (KPIs) had met or exceeded their targets. Cabinet noted that a new KPI measuring the delivery of affordable homes within the borough had been introduced for 2026/27.

The Leader reported that the Corporate Performance Panel had considered the report and that the discussion had been constructive. He advised Cabinet that the Panel had put forward an additional recommendation that the Car Parking Strategy target be amended from Amber to Red, as the strategy had not yet been presented. Cabinet considered the recommendation, and the Assistant Director for Regeneration, Housing and Place explained that a deliberate decision had been taken to align the Car Parking Strategy with the King's Lynn and Hunstanton Masterplans, as the issues were closely linked. It was noted that both the Car Parking Strategy and the Masterplans were scheduled to be presented to Cabinet in October.

Councillor Rust referred to the target relating to the time taken to answer calls within the Customer Information Centre. She explained that the service was currently operating with reduced staffing levels but continued to achieve a high customer satisfaction rate. Councillor Rust further advised that the introduction of the virtual assistant on the Council's website had reduced the number of routine enquiries received by telephone, resulting in officers dealing primarily with more complex enquiries which required longer handling times.

Councillor Lintern referred to the recommendation from the Corporate Performance Panel regarding the Car Parking Strategy target. She considered that, in light of the explanation provided by the Assistant Director, it would be more appropriate to revise the associated deadlines rather than amend the target status.

Following discussion, Cabinet agreed that the target should remain at Amber status. It was noted, however, that should there be any further delays in bringing forward the Car Parking Strategy, the target status could be reviewed and revised if necessary.

Councillor Squire referred to the target concerning the tonnage of garden waste collected and asked Cabinet to note that performance in this area was likely to be affected by the dry weather and drought conditions experienced over the summer period. She also referred to the target relating to fly-tipping and advised that additional staff had now been recruited and were undertaking enforcement and investigation work in this area.

The Leader thanked Cabinet and the Corporate Performance Panel for their consideration of the Performance Monitoring Report and emphasised the importance of both Members and officers providing supporting narrative and context to accompany performance data.

RESOLVED:

Cabinet reviewed the Performance Management Report and commented 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.

CAB44 **BUDGET MONITORING - QUARTER 1 2026-2027**

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The Portfolio Holder for Finance, Councillor Morley, presented the report and advised that performance at Quarter 1 remained on track.

The Assistant Director for Finance presented a summary of the report, highlighting that the Council remained in a stable financial position at Quarter 1 and that forecasts were in line with budget expectations. Members were directed to Appendix A, which provided details of budget movements during the reporting period.

Reference was made to paragraph 2.2.3 of the report, which outlined a number of key issues that could have an impact on the financial position in Quarter 2. These included the effects of the prolonged period of hot weather, which had affected grounds maintenance costs and had also contributed to higher than anticipated car parking income.

The Assistant Director provided an update on the ongoing Corporate Landlord Services programme and explained that associated budgets would need to be reprofiled. It was noted that while the programme could result in additional expenditure, it also had the potential to generate additional income in the future.

Cabinet was advised that the Internal Drainage Board (IDB) Compensation Grant received was significantly higher than had been originally forecast, resulting in a favourable impact on the Council's budget position.

The Assistant Director also provided an update on capital programme expenditure and outlined the movements from Tier 2 to Tier 3 schemes, as detailed within the report.

In response to a question from Councillor Rust, it was confirmed that IDB levies were funded through Council Tax receipts and that approximately £3.8 million was paid to the Internal Drainage Boards, representing around 43% of the Council Tax collected by the Borough Council.

In response to a question from Councillor de Whalley, the Assistant Director explained that the Hunstanton Promenade was subject to regular monitoring and that consideration was being given to the extent of any long-term or emergency works that may be required.

The Leader reminded Cabinet that the report reflected the Quarter 1 position and emphasised that the financial situation would continue to be monitored closely throughout the year. He highlighted the importance of robust budget management by Service Managers to ensure the Council remained well placed to respond to any exceptional circumstances, while continuing to deliver high-quality services for residents.

RESOLVED:

1) Note the forecast outturn for Revenue and Capital monitoring position as at 30th June 2026 for 2026/2027.

2) Agree to update the Capital Programme as set out in section 3 of the report.

REASON FOR DECISION:

To keep Cabinet informed of performance against budget for Capital and Revenue in the current financial year based on the data in the reported period.

CAB45 **APPOINTMENT OF HONORARY ALDERMEN**

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The Leader of the Council presented the report and expressed his support for the former councillors nominated for Honorary Alderman status. He highlighted the significant contributions they had made through their civic duties, Council responsibilities and ward representation, together with their dedicated service to the local community.

Members of the Cabinet spoke in support of the nominations and agreed that the individuals concerned were worthy recipients of the honour in recognition of their long-standing commitment and service to the Borough and its residents.

RECOMMENDED:

1. That the Council places on record its sincere appreciation and gratitude for the eminent services rendered to the Borough Council by former Councillors Carol Bower, Colin Manning, Lesley Bambridge and Lord Greville Howard.

2. That, pursuant to Section 249(1) of the Local Government Act 1972, the title of Honorary Alderman be conferred upon former Councillors Carol Bower, Colin Manning, Lesley Bambridge and Lord Greville Howard in recognition of their eminent service to the Borough.

3. That an Extraordinary Meeting of the Council be convened on Thursday 29 October 2026, immediately following the ordinary meeting of the Council, for the formal conferment of the title of Honorary Alderman and the presentation of aldermanic badges to the recipients.

REASON FOR DECISION:

To formally recognise and record the Council's appreciation of the service of the former Borough Councillors listed above through the conferment of the title of Honorary Alderman and the holding of an Extraordinary Council meeting for that purpose.

CAB46 **FUTURE SWIMMING PROVISION FOR WEST NORFOLK**

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The Monitoring Officer advised Cabinet that the report was being considered in open session. However, she noted that a separate report contained exempt information and that, should Cabinet wish to discuss any of the exempt elements, it would be necessary to temporarily exclude the press and public from the meeting.

Councillor Beales proposed amendments to the recommendations, namely that the allocation of £845,609.17 should be approved as the maximum amount and that the Leader should be consulted in relation to the exercise of the delegated authority proposed for the Chief Operating Officer and the Section 151 Officer. Cabinet agreed to the amended recommendations.

The Strategic Adviser to the Chief Executive and Leader presented the report and outlined the preferred option for replacing St James Swimming Pool with a standalone facility at Lynnsport. Cabinet was informed that approval was sought to progress the project to RIBA Stage 3, at which point a detailed business case would be available and a further decision would be required regarding whether the project should proceed.

The Strategic Adviser provided an overview of the current position at St James Swimming Pool, explaining that the facility was ageing, approaching the end of its operational life and becoming increasingly costly to maintain.

Cabinet noted that, following the pause in Local Government Reorganisation, any future decision on whether to proceed with the project would likely rest solely with the Borough Council.

Councillor Rust referred to the potential public perception of the costs involved, noting that the sum requested related solely to progressing the project to RIBA Stage 3. She also highlighted the importance of maintaining swimming provision to improve water literacy and ensure that residents and communities had opportunities to learn to swim and develop water safety skills.

In response, the Strategic Adviser acknowledged that the proposed expenditure was significant but explained that it covered design work, ground investigations, the preparation of a business case and other professional services required to progress the project. She advised that a detailed cost breakdown was contained within the exempt appendix to the report. It was further noted that costs of between 6% and 10% of an overall project value were typically required to reach this stage of development, whereas the amount requested represented 3.7% of the estimated total project cost.

The Leader explained that the costs had been benchmarked against industry standards and that the expenditure was a necessary requirement to enable the project to progress.

In response to a question from Councillor Rust, the Assistant Director for Leisure and Culture advised that a 2024 survey had indicated that levels of drowning had doubled and that more than one million pupils due to enter secondary education in 2026 were unable to swim or remain safe in the water. She also reported that over 200 water-related incidents had been recorded in the previous year and that 22 people had drowned in Norfolk during the preceding five-year period.

Councillor Lintern commented that beach awareness and sea swimming safety courses had been delivered during the summer period.

Councillor Squire referred to the statistics provided and emphasised the importance of ensuring that appropriate facilities were available to enable people to learn to swim and develop water safety skills.

In response to a question from Councillor Squire, it was confirmed that the Lynnsport site had been identified as the preferred location as it would enable continuity of service. It was anticipated that St James Swimming Pool would remain operational until the new facility had been constructed and was ready for use.

Cabinet was advised that, subject to progress, a final decision on whether to proceed with the project was expected to be presented to Cabinet and Council in March 2027. If approved, completion of the new facility was anticipated by March 2029.

Councillor de Whalley spoke in support of measures to improve water literacy, particularly within deprived communities, and noted that the proposals aligned with the objectives of the Marmot approach.

In response to a question from Councillor Morley, it was confirmed that the £845,609.17 requested to progress the project to RIBA Stage 3 formed part of the overall estimated project cost of £22.93 million.

The Leader highlighted that the Corporate Performance Panel had considered the proposals and had supported the recommendations presented to Cabinet.

Councillor Morley commented on the importance of retaining swimming pool provision within King's Lynn and the positive contribution such facilities made to the health and wellbeing of residents. In response to a further question from Councillor Morley, the Assistant Director for Leisure and Culture provided details of the proposed movable pool floor, explaining that it had become an industry standard feature due to the flexibility it offered in programming activities and improving accessibility for users.

RESOLVED:

1. Recommend to Council to approve the allocation of a maximum of £845,609.17 to progress the project to build a standalone 8x25m swimming pool with learner pool and splash pad to RIBA Stages 2 and 3.

2. Delegate authority to the Chief Operating Officer in consultation with the Leader of the Council, the Strategic Advisor to the Chief Executive and Leader and the Portfolio Holder for Business to enter into an Access Agreement Leisure to progress the project to RIBA Stage 3.

3. Note that a future report will return with the full business case in March 2027 for a final decision on whether to proceed with the project.

RECOMMENDED:

That Council:

1. Approve the allocation of a maximum of £845,609.17 from reserves to fund the new Lynnsport Project through to RIBA Stage 3.

2. Delegate authority to the Section 151 Officer, in consultation with the Leader of the Council and Portfolio Holder for Finance, to determine the appropriate reserve to fund the work.

REASON FOR DECISION:

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

The timing of this decision reflects both the condition of the existing facility and the maturity of the work undertaken to date. St James Swimming Pool is continuing to deteriorate, with increasing maintenance requirements, rising operating costs and a growing risk to the long-term continuity of swimming provision. Progressing to the next steps now will maintain project momentum and preserve the value of the work already undertaken.

The meeting closed at 7.15 pm