



Environment and Community Panel

Agenda

**Tuesday, 22nd September, 2026
at 4.30 pm**

in the

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



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

Monday 14th September 2026

Dear Member

Environment and Community Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 22nd September, 2026 at 4.30 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies for absence

To receive any apologies for absence.

2. Minutes (Pages 5 - 11)

To approve the minutes from the Environment and Community Panel held on 21st July 2026.

3. Declarations of interest (Page 12)

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

Those declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

4. Urgent Business

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

5. Members Present Pursuant to Standing Order 34

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

6. Chair's Correspondence (if any)

7. Leisure and Culture Service Impact Update (Pages 13 - 17)

8. Work Programme and Forward Decisions List (Pages 18 - 28)

9. Date of the next meeting

To note that the next meeting of the Environment and Community Panel is scheduled to take place on 24th November 2026 at 4.30pm in the Council Chamber, Town Hall.

To:

Environment and Community Panel: T Barclay, A Bullen, S Collop (Chair), R Colwell, P Devulapalli, A Dickinson, A Kemp, P Kunes, B Long, A Moore, S Sandell and A Ware

Portfolio Holders:

Councillor Lintern – Portfolio Holder for Culture and Events

Councillor Ring – Deputy Leader and Portfolio Holder for Business

Councillor Rust – Portfolio Holder for People and Communities

Officers:

Siobhan Cleeve – Assistant Director for Leisure and Culture

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**ENVIRONMENT AND COMMUNITY PANEL**

**Minutes from the Meeting of the Environment and Community Panel held on
Tuesday, 21st July, 2026 at 4.30 pm in the Council Chamber, Town Hall,
Saturday Market Place, King's Lynn**

PRESENT: Councillor S Collop (Chair)

Councillors A Bullen, R Colwell, P Devulapalli, A Dickinson, A Kemp, P Kunes,
B Long, A Moore, S Sandell and A Ware

Portfolio Holders: Councillor de Whalley, Portfolio Holder for Climate Change
and Biodiversity

Councillor Ring, Deputy Leader and Portfolio Holder for Business

Officers:

Claire Wiggs, Senior Ecologist

Chris Walker, Biodiversity Project Ranger

Siobhan Cleeve, Interim Assistant Director for Leisure and Culture

Stuart Ashworth, Assistant Director for Environment and Planning

Michelle Drewery, Deputy Chief Executive and Section 151 Officer

EC80: APPOINTMENT OF VICE CHAIR FOR THE MUNICIPAL YEAR

RESOLVED: That Councillor Kunes be appointed as Vice-Chair for the
Municipal Year.

EC81: APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Beales.

EC82: MINUTES

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

EC83: DECLARATIONS OF INTEREST

There were no declarations of interest.

EC84: URGENT BUSINESS

There was none.

EC85: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There was none.

EC86: **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

EC87: **SIGNING OF THE SCRUTINY AND EXECUTIVE AND SCRUTINY AND AUDIT RELATIONSHIP PROTOCOLS**

[Click here to view a recording of this item on You Tube](#)

With the agreement of the Panel, the Chair signed the Scrutiny and Executive and Scrutiny and Audit Relationship protocols.

EC88: **BIODIVERSITY UPDATE**

[Click here to view a recording of this item on You Tube](#)

The Senior Ecologist presented a comprehensive update on the progress of the Biodiversity Task Group's recommendations, highlighting successful community projects, the appointment of a biodiversity ranger, the implementation of the pollinator action plan, and ongoing collaboration with local volunteer groups

The Panel also received a presentation from the Biodiversity Project Ranger which described several ongoing and completed projects, including the South Lynn Community Orchard, Howell Dale wildflower area, Heacham Ponds restoration, and the Willows Nature Reserve. The projects involved collaboration with local volunteer groups such as the Nature Volunteer Network and Downham Wildlife Group, and included activities like hedge planting, wildflower meadow creation, and pond restoration.

It was reported that large-scale ecological enhancements were implemented in residential developments, including the installation of swift boxes, bee bricks, and bat boxes, with specific mention of the Parkway and Lynnsport developments.

The Senior Ecologist reported on the council's statutory duty regarding biodiversity net gain, noting the approval of 23 biodiversity plans between January 2024 and December 2025, with 17 delivering on-site biodiversity and 6 utilising habitat banks, nearly 60% of which were within the local authority area. The full statutory report was published in March 2026.

Several Members of the Panel thanked the Biodiversity Task Group for their work carried out and also the Senior Ecologist, The Biodiversity

Ranger and the Open Space team for their work carried out in delivery of projects.

The Panel discussed challenges such as drought affecting plantings, theft and vandalism of habitat materials, and the need for ongoing management of open spaces. Future plans include expanding wildflower meadows, further community engagement, and using donor sites for green hay. The importance of embedding biodiversity priorities in the local plan and supporting nature recovery through policy was emphasised.

Councillor Long highlighted the threat posed by non-native invasive species such as mink and muntjac deer, noting their impact on local biodiversity and the need for control measures. They referenced ongoing schemes by local drainage boards to eradicate mink and expressed concern that current biodiversity efforts may be undermined without addressing invasive species.

The Portfolio Holder, Councillor de Whalley clarified that the council's obligation to manage invasive species was limited to its own land but confirmed that reporting mechanisms were in place and that the public open spaces team had effectively removed reported invasive species, including Japanese knotweed.

Following a comment from Councillor Sandell, Claire Wiggs advised that a user-friendly newsletter or fact sheet for parish councils to support their biodiversity policies, including seasonal guidance and best practices for wildflower meadows and pollinator spaces was in the pipeline of being produced.

The Biodiversity Ranger advised that he would be reviewing and implementing measures to prevent theft and vandalism of habitat piles and hibernacula at Florence Fen, including consideration of interpretation boards and physical deterrents.

In relation to community allotments and edible planting, consultation would take place with the public open spaces team regarding the feasibility of replacing some ornamental flower plantings with edible crops (e.g., courgettes, carrots, cucumbers) in council-managed spaces and report back to Councillor Bullen.

The Biodiversity Ranger advised that he would like to organise community events using the council's bat detector, targeting youth groups such as scouts, guides, cubs, and brownies, and promote engagement with local wildlife.

In response to a comment from Councillor Colwell, the Portfolio Holder advised that a National Emergency Briefing for Councillors was being arranged.

Councillor Colwell added that he supported making the Biodiversity Ranger post permanent.

Councillor Devulapalli emphasised that the embedding of biodiversity priorities in the upcoming local plan revision should be treated as a matter of urgency, ensuring it is included in the next iteration and not delayed. The Assistant Director advised that there were currently policies in the Local Plan and National Policies.

Councillor Kemp added that the Council should be looking at opportunities to provide more green space, as this was important in tackling Climate Change. The Portfolio Holder advised that a Green Infrastructure Strategy was being produced and added that he thought that the Council had done remarkably well in creating green spaces. The Assistant Director added that the Council was undertaking a Green Infrastructure Study as part of the Local Plan.

Councillor Ware requested that the biodiversity team provide a future update on the management of invasive species, referencing government and Forestry Commission reports and the significant impact of species like muntjac deer on local woodlands. The Chair advised submitting a formal request for this to be added to the work programme.

RESOLVED: That the Panel consider the progress towards the Biodiversity Task Group, as reported, and the future potential of the Biodiversity Project Ranger role.

EC89: **CABINET REPORT - WEST NORFOLK RACKET AND COMMUNITY SPORTS HUB**

[Click here to view a recording of this item on You Tube](#)

The Interim Assistant Director for Leisure and Culture introduced report and explained that the proposal was for the development of a West Norfolk Racket and Community Hub at Lynnsport, comprising three covered padel courts, weatherproofed tennis courts and a multi-use games area (MUGA) to increase capacity, widen community access and create new opportunities for active wellbeing across the Borough.

It was noted that the hub should not be viewed solely as a sports facility, but as a long-term investment in healthier residents, stronger communities and improved life opportunities across West Norfolk. Located to serve some of the Borough's most deprived communities, the development would help to remove barriers to activities and facilities that had traditionally been unavailable or inaccessible to many residents.

It was explained that the Lawn Tennis Association (LTA) had prioritised the scheme nationally as a pilot for a new, broader funding model

supporting multi-activity community provision, placing West Norfolk at the forefront of the approach.

The total cost of the project was circa £2,200,000 including contingency. The scheme addressed high demand, limited covered provision and indoor facilities operating at over 93% capacity.

It was explained that funding would be met through the most appropriate mix of the LTA low-interest loan option and PWLB borrowing to be determined by the Section 151 Officer in consultation with the Portfolio Holder for Finance.

Overall, the proposal secured approximately 45% external funding (£1,000,000) and represented an opportunity to secure external investment, make better use of existing council assets, strengthen the long-term sustainability of the leisure portfolio, increase opportunities for residents to be physically active and support the Council's wider ambitions around prevention, health inequalities, community wellbeing and economic growth.

The Chair thanked the Interim Assistant Director for Leisure and Culture for the report and invited questions and comments from the Panel, as summarised below.

Councillor Moore referred to an email sent to the Panel which questioned the evidence supporting claims that the hub would benefit underrepresented groups and reduce health inequalities.

The Interim Assistant Director for Leisure and Culture asked Councillor Moore to send her the email, which she would respond to and referenced the Polinski report, strategic leisure analysis, and community outreach data, confirming that programming would ensure accessibility and targeted provision for deprived areas, with ongoing monitoring of key performance indicators.

Councillor Ring, Portfolio Holder added that evidence was always important. He added that this would not just be padel courts as the LTA had accepted that the courts could be used for other things.

Councillor Long asked for assurances that the proposal would deliver a return for taxpayers.

In response, it was explained that the proposal included a positive business case with a projected payback period of eight years and eight months, supported by a 45% funding contribution from the LTA and DCMS. Conservative financial assumptions were used, with a 13% contingency built in to mitigate risks. The project was expected to be self-funding and not impact wider sports provision budgets.

The Interim Assistant Director advised that the facility would include three covered tennis courts, three paddle courts, and a multi-use

games area, all under a single canopy. The courts would be bookable, with a blend of chargeable and free sessions targeting specific groups. Technical concerns about drainage, structural integrity, and weatherproofing were addressed, with assurances that proven designs and upgraded drainage systems were in place.

Councillor Bullen added that this was an impressive scheme but hoped that it would not be at the expense of other facilities in the Borough such as Downham Market.

The Interim Assistant Director advised that there were wider plans being considered, but the Racket and Community Sports Hub under consideration was a self-funded model.

Councillor Devulapalli asked for the Panel to receive a copy of the response to Councillor Moore from the Interim Director.

It was explained that if approved the LTA funding was expected in August, with construction estimated to take six to nine months following planning approval.

RESOLVED: That the Environment and Community Panel support the recommendations to Cabinet and full Council, as set out below:

Cabinet resolves:

1. That the West Norfolk Racket and Community Sports Hub at Lynnsport be approved at a cost of £2.2m.
2. That subject to approval for the funding by full Council, the project be progressed from Tier 3 to Tier 1 of the Capital Programme for delivery and progress to be reported and monitored by the Member Major Project Board.

Recommendation to full Council:

1. That an increase to the Council's contribution from £866,000 to £1,200,000 to fund the scheme be approved, an increase of £334,000.
2. That delegated authority be granted to the Section 151 Officer in consultation with the Portfolio Holder for Finance, to determine the most appropriate financing mix for the Council's £1,200,000 funding of the project.

EC90: **MEMBERSHIP AND STATUS OF TASK GROUPS AND INFORMAL WORKING GROUPS FOR 2026/2027 (TO FOLLOW)**

[Click here to view a recording of this item on You Tube](#)

The Panel were invited to consider the status of its Working Groups and Task Groups and whether they continue to operate or be disbanded:

RESOLVED:

- (1) That the Cemetery Provision Informal Working Group continues to operate, and the Panel confirmed Membership of the Group.
- (2) That the Climate Change Informal Working Group be disbanded as they have fulfilled their Terms of Reference, the Climate Change Strategy and Action Plan has now been approved. Six-monthly updates will be presented to the Environment and Community Panel along with briefings for all Members as and when required.
- (3) That the Homelessness and Housing Delivery Task Group be disbanded as they have fulfilled their Terms of Reference and six-monthly updates will be presented to the Environment and Community Panel along with briefings for all Members as and when required.

EC91: **WORK PROGRAMME AND FORWARD DECISIONS LIST**

Members of the Panel were reminded that an e-form was available on the Intranet which could be completed and submitted if Members had items which they would like to be considered for addition to the Work Programme.

The Democratic Services Officer agreed to re-send the e-form to the Panel and look at it to be included within the agenda going forward.

Councillor Ware requested that the biodiversity team provide a future update on the management of invasive species, referencing government and Forestry Commission reports and the significant impact of species like muntjac deer on local woodlands. The Chair advised submitting a formal request for this to be added to the work programme.

RESOLVED: The Panel's Work Programme was noted.

EC92: **DATE OF THE NEXT MEETING**

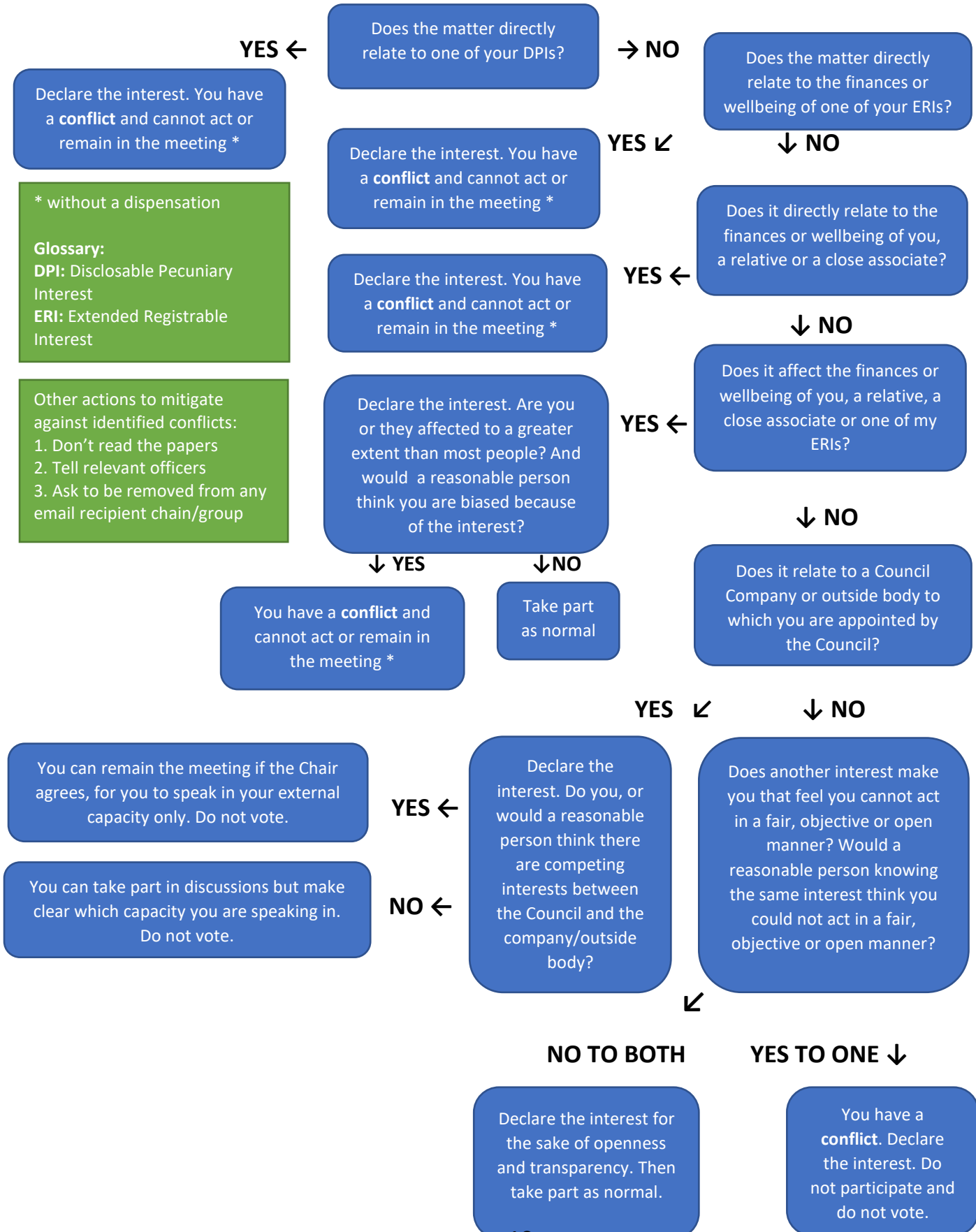
The next meeting of the Environment and Community Panel would be held on **22 September 2026 at 4.30 pm** in the **Council Chamber, Town Hall**.

The meeting closed at 6.30 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



* 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:	Environment and Community Panel		
DATE:	22 nd September 2026		
TITLE:	Leisure and Culture Service Impact Update		
TYPE OF REPORT:	Update		
PORTFOLIO(S):	Cllr Ring - Business, Cllr Rust - Communities, Cllr Lintern - Culture		
REPORT AUTHOR:	Interim Assistant Director of Leisure and Culture		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
To update the Panel on the reach, performance and impact of the Council's in-house Alive leisure and culture service during 2025/26, and outline its principal priorities and decision points for the next six months. The report enables members to review the service's contribution to prevention, reduced health inequalities, community participation, inclusion, local resilience and place.
KEY ISSUES:
• Alive is delivering at scale, with 1.5 million attendances, £9 million+ income and £7.1 million social value. • Active Wellbeing is supporting prevention, with 1,450 participants referred through 35 health and community partners. • Community programmes are reaching residents across 1,697 sessions, 18 programmes and 23 venues. • Children and families remain a major focus, with 41,000 child engagements and 30,000+ holiday attendances. • Independent assurance confirms strong service quality, with health and safety and Quest scores above benchmark. • Customer advocacy is strong, with Corn Exchange and leisure NPS results ahead of sector benchmarks. • External recognition confirms the service's growing reputation and impact. • The forward programme will deliver the Racket and Community Sports Hub and progress recommendations for a new Lynnsport pool. • Planned improvements will support key leisure and cultural assets across the borough.
OPTIONS CONSIDERED:
The report is presented to the Environment and Community panel for oversight and scrutiny.
RECOMMENDATIONS:
1. Note Alive's 2025/26 performance, reach and impact. 2. Note its contribution to prevention, health inequalities, access, inclusion, quality and social value.

3. Endorse the service's outcome-focused direction and next six-month priorities.
4. Note forthcoming decisions on the Racket and Community Sports Hub and Lynnsport Pool, including the March 2027 pool business case.

REASONS FOR RECOMMENDATIONS:

- The reported results demonstrate substantial reach, income generation and social value, alongside targeted support for residents facing health, confidence or access barriers.
- The service is increasingly aligned with Council priorities for prevention, reduced health inequalities, resilient communities and place.
- Independent assurance, customer advocacy and external recognition provide evidence of service quality

REPORT DETAIL

1. Introduction

This report provides a brief update on the performance, reach and impact of the Council's in-house Alive leisure and culture service during 2025/26.

Over the next six months, the service will focus on mobilising the West Norfolk Racket and Community Sports Hub, progressing the Lynnsport Pool business case, completing planned site improvements and supporting the continued development of key cultural assets, including Custom House and the Guildhall.

2. Monitoring Report

2.1 This monitoring report shows how far the Leisure and Culture service has developed since being brought back in-house to the Council. What was once a more traditional leisure and theatre operating model is now maturing into a broader, more connected service that supports health, wellbeing, participation, prevention, culture, learning and community connection across West Norfolk.

2.2 The figures in this report are important, but they only tell part of the story. Behind the attendances, income, social value, health referrals, events, school engagement and cultural participation is a service that is increasingly focused on outcomes - what our work means for residents, families, communities and partners. Since insourcing, we have been able to shape the service around local priorities and align it more closely with the Council's corporate objectives. This has allowed us to think differently about the service's scope and potential impact, linking our work more strongly to prevention, health inequalities, community resilience, place-making and the development of a local outcomes framework. This report marks an important step in that direction, moving from reporting what we deliver to demonstrating the difference we make.

2.3 Overall performance remains strong. The service recorded 1.5 million attendances, generated more than £9 million income and reported £7.1 million social value. Membership levels stood at 6,208 gym, swim and class members and 3,210 sports lesson members. .

2.4. 1,450 Active Wellbeing participants were supported through 35 referral partners, including cancer rehabilitation, falls prevention, inclusive activity, health checks and screening. Future monitoring should show performance against participation, referral and outcome targets, with trend information on participation levels, repeat engagement and progression into wider activity. Where possible, this should be benchmarked against comparable health referral, active wellbeing or public leisure prevention programmes.

2.5 The service delivered 41,000 child engagements, 1,475 PE lessons and activities, worked with more than 40 schools and recorded over 30,000 holiday attendances.

2.6 Independent assurance and customer feedback remain positive. The service achieved a 97% average health and safety score against an 83% national average, all leisure sites achieved "Very Good" through Quest, with "Excellent" ratings for Driving Participation, and customer advocacy was strong, with NPS 88 for the Corn Exchange against a UK performing-arts benchmark of 74 and NPS 45 for leisure against an England public-leisure benchmark of 28.

2.7 Community reach also remains significant, with 17,000 attendances across 1,697 sessions, 18 programmes and 23 venues, including rural and deprived communities. Future monitoring should continue to show how this reach changes over time, where provision is targeted, and how participation aligns with the Council's prevention, inclusion and health inequalities objectives.

2.8 The forward programme includes mobilisation of the £2.2 million West Norfolk Racket and Community Sports Hub, and completing the full feasibility work and bringing recommendations to Council on the delivery of a new Lynnsport pool. Other priorities include site refurbishments at Downham, KASET, Lynnsport Barn and Oasis, alongside Custom House go-live and Guildhall mobilisation.

3. Issues for the Panel to Consider

The Panel is invited to consider whether the reported performance provides sufficient assurance that the Alive leisure and culture service is delivering against the Council's priorities for prevention, health and wellbeing, inclusion, community access and place.

Members are invited to identify any specific issues, proposals or areas of focus that they would like officers to consider when future projects, investment proposals or service development reports are brought forward.

4. Corporate Priorities

This update supports the Council's corporate priorities by demonstrating how the in-house leisure and culture service contributes to healthier, more active and more resilient communities. The service supports prevention, reduces health inequalities and improves access to opportunities for residents across the borough, including children and families, older residents, people with long-term health conditions and communities facing barriers to participation.

The report also supports priorities around place, community wellbeing and value for money. The service generates significant income, delivers measurable social value, supports town centre and cultural activity, and provides trusted local facilities and programmes that help residents to stay active, connected and independent. Future projects, including the West Norfolk Racket and Community Sports Hub and Lynnsport Pool proposals, will continue to be developed in line with these priorities, ensuring investment is focused on resident outcomes, community benefit and long-term sustainability.

5. Financial Implications

There are no direct financial decisions arising from this update report. The report highlights the scale of the in-house service, including more than £9 million income and £7.1 million reported social value during 2025/26. Future projects and investment proposals, including the West Norfolk Racket and Community Sports Hub and Lynnsport Pool, will be subject to separate financial appraisal, business case development and approval through the Council's governance processes.

6. Any other Implications/Risks

The principal risks relate to demand, affordability, asset condition, delivery capacity and the ability to sustain service quality in a challenging operating environment. There are also risks associated with major project delivery, including cost inflation, programme delays and

benefits realisation. These risks will continue to be managed through service planning, performance monitoring, project governance and future decision reports where required.

7. Equal Opportunity Considerations

The service has a positive equality impact by supporting access to leisure, culture, health and wellbeing opportunities across the borough. This includes targeted work with children and families, older residents, people with long-term health conditions, disabled residents, rural communities and communities experiencing disadvantage. Future proposals will consider equality impacts in more detail where service changes, investment decisions or new projects are brought forward.

8. Environmental Considerations

There are no direct environmental implications arising from this update report. Future capital projects, refurbishments and service developments will need to consider environmental impact, energy efficiency, sustainability, climate resilience and whole-life operating costs as part of their business case and delivery planning.

9. Consultation

Alive Head Of Performance and Development, Alive Head of Health and Wellbeing, Alive Extended Management team.

10. Conclusion

The report demonstrates that the Alive leisure and culture service is delivering significant reach, income, social value and community impact, while supporting the Council's wider priorities for prevention, health and wellbeing, inclusion and place. The Panel is asked to note the update and identify any areas where further detail or future consideration would support Member oversight and service development.

11. Background Papers

Alive Annual Impact report 2025-2026 (Draft)

ENVIRONMENT AND COMMUNITY PANEL WORK PROGRAMME 2026/2027

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER/ ATTENDEE	OBJECTIVES AND DESIRED OUTCOMES
21st July 2026 at 4.30pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Appointment of Vice Chair for the Municipal Year	Operational	Democratic Services Officer	
	Chairs Signing of the Scrutiny and Executive Protocol	Operational		To promote the relationship between the Panel and the Executive.
	Biodiversity Update	Update Report	Stuart Ashworth	To provide an update to the Panel following up on the Biodiversity Task Group findings and their implementation.
	West Norfolk Racket and Community Sports Hub	Cabinet Report	Siobhan Cleeve	To consider the report and make any appropriate recommendations to Cabinet.
	Work Programme and Cabinet Forward Decisions List	Standing Item		

22nd September 2026 at 4.30pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Leisure and Culture Service Impact Update	Update	Siobhan Cleeve	To receive a progress update on Leisure and Culture.
	Work Programme and Cabinet Forward Decisions List	Standing Item		
24th November 2026 at 4.30pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Homelessness and Rough Sleeping Strategy: progress report and updated action plan	Update	Andy King	To receive an update on the strategy.
	Work Programme and Cabinet Forward Decisions List	Standing Item		
23rd February 2027 at 4.30pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			

	Work Programme and Cabinet Forward Decisions List	Standing Item		
20th April 2027 at 4.30pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Work Programme and Cabinet Forward Decisions List	Standing Item		

Items to be scheduled

- ECO4 Schemes to assess progress, level of complaints received about installations and report findings – requested from Councillor Long
- New ferry landing stage project – requested from Councillor Kemp
- Policy Development – Review of Tree and Woodland Strategy and update from the Arboricultural Officers
- Fly Tipping – Providing awareness
- Housing Standards Update – Current issues and quality of properties
- Informal Working Group – Wash Barrier
- Alive Leisure Update – Annually



Forward Decisions List

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

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

What is a Key Decision?

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

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

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

Why might a decision be made in private?

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



Cabinet Members:

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



SEPTEMBER 2026

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



OCTOBER 2026

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
13 October 2026	Shareholder Committee Terms of Reference	Non	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open
13 October 2026	ICT Transformation Programme	Key	Cabinet	Cabinet Member for Finance	Chief of Staff and Monitoring Officer (Emma Hodds)	Fully exempt 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)
13 October 2026 29 October 2026	National Planning Scheme of Delegation	Non	Cabinet Council	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
13 October 2026 29 October 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)	Open



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 03 December 2026	Hunstanton Masterplan and Parking Strategy	Key	Cabinet Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	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 2026 03 December 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	Key	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open

JANUARY 2027



Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
19 January 2027	Housing Delivery Strategy	Key	Cabinet	Cabinet Member for People and Communities	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
FEBRUARY 2027						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
03 February 2027 25 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
03 February 2027 25 February 2027	Capital Programme 2026-2030	Key	Cabinet Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
03 February 2027 25 February 2027	Treasury Management Strategy	Key	Cabinet Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
03 February 2027	Capital Strategy	Key	Cabinet Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open



25 February 2027						
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
TO BE SCHEDULED						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
	King's Lynn Conservation Area Appraisal and Management Plan	Non	Council, Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
	Empty Homes	Key	Council	Cabinet Member for People	Assistant Director,	Open



	Strategy Review			and Communities	Health, Wellbeing and Public Protection (Mark Whitmore)	
	Housing Assurance Strategy	Non	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	Cabinet Member for People and Communities	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
	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)