

**Ward Boundary Review of
Borough Council of King's Lynn &
West Norfolk**

Stage 1 – Council Size

**Submission to the Local
Government Boundary Commission
for England**

[April 2017]

1. Executive Summary

Having considered the future arrangements for Council size, the Council is recommending that **54** Councillors would provide efficient and effective representation to the public. In view of the rural nature of the Borough and the significant number of communities that make up King's Lynn & West Norfolk, any reduction below this figure would be difficult to sustain in terms of effective representation of the dispersed communities residing in much of the Borough. In developing this submission the Council took as its starting point the existing number of Members and then considered whether the evidence supported a variation of that figure.

The Council's Leader and Cabinet governance model means that the majority of decisions are taken by the Leader and **seven** Portfolio Holders who make up the Council's Cabinet. The **twelve** Members of the Corporate Performance Panel having the main responsibility of holding these decision-takers to account, although it is recognised that the other two Scrutiny Review and Development Panels and Audit Committee are also contribute to this role. The Council's decision-making and committee structure is set out in more detail in the body of this submission document.

King's Lynn & West Norfolk Borough Councillors have a high profile within their local communities and there is an expectation from the majority of Parish Councils in the Borough for Borough Councillors to attend most, if not all, of their meetings. Although a reduction in Council size will make meeting this expectation more challenging, it would be possible, with a Council of **54** Members for Councillors to maintain effective communication with Parish Councils.

As further justification for consideration, the Council has responded to the questions within the Local Government Boundary Commission for England's guidance document on Council size as part of this submission.

2. Introduction

The Local Government Boundary Commission for England has confirmed that the Borough Council King's Lynn & West Norfolk is in its ward boundary review programme for 2017/2018. The first stage of the review is to decide how many Councillors, in total, should make up the Council in future.

In considering Council Size the Commission considers the following four parts:

1. Governance and decision-making – what is the right number of councillors to take decisions and manage the business in an effective way?
2. Scrutiny functions – what is the right number of councillors to administer King's Lynn & West Norfolk's scrutiny responsibilities in a convenient and effective way?
3. Representational role of councillors – what is the right number of councillors to represent and provide leadership to local communities in King's Lynn & West Norfolk?
4. The future – what governance changes are being considered and how do these impact on the number of councillors needed in the future?

This document represents the Council's submission on Council Size after consideration of these four factors.

3. King's Lynn & West Norfolk in Context

King's Lynn & West Norfolk is the largest district in Norfolk covering approximately **550** square miles of countryside. It is also the most populated district in the County. It shares its boundaries with North Norfolk and Breckland to the east. In the west the Borough has boundaries with South Holland, Lincolnshire. In the south the Borough has boundaries with Fenland and East Cambridgeshire, plus also Forest Heath, Suffolk.

King's Lynn & West Norfolk is relatively rural with a considerable proportion of the population living in villages or rural areas – there are only three towns (King's Lynn, Downham Market and Hunstanton) in King's Lynn & West Norfolk Borough. Some communities are very isolated as a result of this rurality, which does provide challenges in terms of service provision and democratic representation. King's Lynn is the largest town in the Borough with approximately **42,800** people, Downham Market is the second largest town with approximately **11,378** people and Hunstanton is the third largest town with approximately **4,537** people. King's Lynn, Downham Market and Hunstanton are currently ranked 3rd, **15th** and **18th** respectively of the largest settlements in Norfolk. There are 101 town and parishes in the Borough with King's Lynn unparished. Future development will be focused around King's Lynn, Downham Market and West Winch.

King's Lynn & West Norfolk is a rural Borough with a population of **152,000** residents, and the number on the electoral roll of **118,236**. This population is expected to increase **significantly faster than the national average** and by 2024, the population is expected to increase to at least 158,000 residents with 122,766 on the electoral role projected..

King's Lynn & West Norfolk as an area is considered as **significant to unlocking economic growth regionally and nationally, as has been demonstrated by the successful allocation of significant funding from LEPs and Lottery funding** from which the Borough has benefited. Employment sites in the Borough also attract international companies such as Palm Paper and Bepak (Consort Medical), which is a clear indication of the economic growth that can be expected to continue into the future.

4. Part 1 – Governance and decision-making

Full Council

4.1 Council consists of 62 Members, with the following political makeup: 50 Conservative, 8 Labour and 3 Independent and 1 vacancy. All Members are elected on a 4 yearly cycle.

4.2 Council currently meets 8 times a year.

4.3 Leadership

4.3.1 **What kind of governance arrangements are in place for your authority? Does the council operate an executive mayoral, Cabinet/Executive or committee system?**

King's Lynn & West Norfolk Borough Council operates a Strong Leader and Cabinet model of governance. The responsibilities of Cabinet Members for 2016/17 is set out at **Appendix A** and the Council's governance/committee structure is set out at **Appendix B**.

4.3.2 **To what extent are decisions delegated to portfolio holders or are most decisions taken by the full Executive and/or Mayor?**

Cabinet meets approximately every six weeks, but a number of decisions are made independently by Portfolio Holders. Portfolio Holders The normal access to information rules apply to these decisions and they are subject to Member call in.

4.3.3 **Do Executive (or other) members serve on other decision making partnerships, sub-regional, regional or national bodies?**

The Leader and or Cabinet members currently sit on the following Partnership or decision making bodies:

The Board of CNC - the Norfolk Building Control Joint body.
Hansa General Assembly
King's Lynn BID
Local Government Association
NWES
Norfolk Coast Partnership Management Group
Norfolk Local Authority Tourism Group
Norfolk Parking Partnership Joint Committee
Norfolk PCP
Norfolk Records Committee
Norfolk Waste Partnership
The Wash and North Norfolk Coast European Marine Site Management Scheme

4.3.4 **In general, are leadership and or portfolio roles considered to be full time roles?**

The positions of Leader, Deputy Leader and Cabinet Member, although not deemed as being considered as full time positions, do require a substantial commitment given the level of responsibility and significant additional time that needs to be spent to undertake those roles effectively.

4.4 Regulatory

4.4.1 In relation to licensing, planning and other regulatory responsibilities to what extent are decisions delegated to officers?

Licensing Act applications are dealt with under delegated authority except where there is an objection to an application when it is considered by Committee or Sub-Committee.

Licensing and Appeals decisions are taken under delegated authority except where the applicant has been convicted of an offence or where officers in the Licensing Authority are of the opinion that there are interests of public safety which require such Member consideration. Those applications are subject to a Panel Hearing. Panels consist of 3 Members and meet on average 8 times per year.

In accordance with the Act, decisions affecting licensing conditions or policy making are all made at Council level.

Meetings of the Committee and Board are held on an ad hoc basis when required, with Panels and Sub-Committees being more frequent in response to any appeals submitted.

A significant number of decisions are delegated to officers in respect of development control and planning, as per a detailed scheme of delegation. The Planning Committee still meets on a monthly basis and on average will consider fifteen applications at each meeting, which themselves can last up to five hours and, in some cases, beyond that.

4.4.2 How many members are involved in committees?

| Committee | Main Function | Sub Cttees | No places (all standing seats subject to substitution as necessary) | No Mtgs pa |
|------------------------------------|---|--|---|------------------|
| Audit Committee | Scrutiny | | 9 | 6 |
| Appointments Board | | Panels of 5 meet as required | 9 | last met in 2016 |
| Corporate Performance Panel | Scrutiny and Overview | | 12 | 9 |
| Environment and Community Panel | Scrutiny Policy Review and Development | | 12 | 9 |
| Regeneration and Development Panel | Scrutiny Policy Review and Development | | 12 | 9 |
| Licensing Committee | Quasi judicial determination of Licensing and Gambling Act applications | Sub Cttee of 3 members meets as required | 15 | |
| Licensing and Appeals | Quasi Judicial determination of | Panels of 3 members meets | 15 | |

| | | | | |
|---|--|---|--|------------------|
| Committee | licensing matters including Hackney Carriage, Private Hire | as required | | |
| Planning Committee | Quasi-Judicial determination of | 18 | | 12 |
| Standards Committee | To promote high standards of conduct by Members | 7 + 2 Parish and 1 Independent | | last met in 2013 |
| King's Lynn Area Consultative Committee | Consulted on issues pertinent to the town | 15 (not proportionate - all King's Lynn Ward Members) | | 4 |

An option for the number of places on Cabinet and Committees under a reduced Council are as follows

| Current Cttee – 62 cllrs | No Places | Potential – 54 cllrs (figure used is purely for info) | Potential No Places |
|--|------------------|--|----------------------------|
| Cabinet | 8 | Cabinet | 7 |
| Scrutiny Review and Development x 3 CPP 12 R & D12 E & C 12 | 36 | Scrutiny Review and Development x 2 | 24 |
| Audit Committee | 9 | Audit | 7 |
| Licensing & Appeals Bd | 15 | Lic & App | 12 |
| Licensing Cttee | 15 | Lic Cttee | 12 |
| Planning | 18 | Planning | 15 |
| Standards | 7 | Standards | 5 |
| Appointments Board | 9 | Appointments | 7 |
| Seat Entitlement | 117 | Seat Entitlement | 89 |
| No Members | 62 | No Members | 54 |
| Ratio | 1.8 | Ratio | 1.64 |

4.4.3 What level of attendance is achieved? Are meeting always quorate?

Attendance levels for all meetings that Members were summoned to attend in 2015/16 are set out in Appendix D.

Meetings of Cabinet and committees are always quorate.

4.4.4 Does the council believe that changes to legislation, national or local policy will have influence over the workload of committees and their members which would have an impact on council size?

This would most likely impact the training that Members on certain committees would need to receive. Members will often pass on the information they have received to their Parishes or community groups.

The roll out of Neighbourhood Plans across the Borough will impact for a period on some members workloads during the preparation process.

4.5 **Demands on time**

4.5.1 **Do councillors receive formal training for all or any roles at the council?**

The Council has a Member Induction and Development Programme in place and is committed to providing opportunities for its elected Members to undertake training and develop on a wide range of topics and subjects.

All members and substitutes of the Appointments Board, Licensing Committee, Licensing and Appeals Board and Planning Committee have to have received specific and recent training on the functions, law and decision-making powers of each committee before they are able to act on that committee. Training for the Planning Committee is ongoing throughout the year

Formal chairmanship training is offered to Chairmen and Vice-Chairmen of committees and any potential Chairmen.

In terms of training in general, there is an expectation that Members have participated in training offered in order to be able to carry out their roles effectively..

There is also an expectation that Members will ensure that they keep themselves up to date when changes occur, such as the introduction of new legislation, regulations or guidance.

4.5.2 **Do councillors generally find that the time they spend on council business is what they expected?**

4.5.3

Out of the 62 Councillors, 31 had responded to the Questionnaire:

1. How much time per month do you spend on Council Business?

| No. Hours spent | No. Councillors | |
|-------------------------------|---|--------------|
| | Borough Council meetings/Council Business | Ward Matters |
| 10 – 20 hours per month | 10 | 9 |
| 20 – 30 hours per month | 4 | 10 |
| 30 - 40 hours per month | 7 | 5 |
| 40 – 50 hours per month | 2 | 4 |
| 50 – 60 hours per month | 3 | |
| 60 – 70 hours per month | 3 | |
| 70 – 80 hours per month | | |
| 80 – 90 hours per month | | |
| More than 100 hours per month | 2 | |

2. How do you engage with constituents – please number in order with 1 = most used downwards and leave blank if not used?

Please note not all Councillors use all the methods of engaging with constituents so the number of Councillors who used each method will be varied.

| Method of contact | No. Councillors who used the method of contact |
|-------------------------------|--|
| Email | 27 |
| Telephone | 26 |
| SNAP/ Parish Council meetings | 21 |
| Surgeries | 7 |
| Newsletters | 5 + 1(only for giving out email and phone details) |
| Social media | 11 |
| Other (Please State) | Personal Contact – Ward Walks/Community Meetings – Visit them in response to an email/phone call or occasionally a letter – Visits to home – 1(didn't state) – Social Meetings and events/ friends – Correspondence – Casual meetings – visiting people in homes/people visiting her home – Personal Contact – visiting homes – Personal Contact – Daily visits to Town Centre and Clubs – Face to face/ meeting people in the street – Meeting constituents in person – Ward Walks/Running website/Giving talks to Community Groups/Parish Council events |

| Method of contact | Most used (1) to least used (5) |
|-------------------------------|--|
| Email | 1/1/1/2/1/1/0/2/3/1/2/2/2/2/3/1/1/1/2/2/1/2/2/1 |
| Telephone | 2/1/3/3/2/3/0/3/2/3/3/1/1/2/2/3/4/3/1/2/3/1/2 |
| SNAP/ Parish Council meetings | 3/1/2/4/2/0/1/1/2/1/1/4/3/2/3/2/3/1/3/3 |
| Surgeries | 4/5/3/4/4/5 |
| Newsletters | 4/6/8/5 |
| Social media | 5/5/5/4/3/4/2/3/4 |
| Other (Please State) | Personal Contact/4 – visit in response to email/phone or letter/ 1 – Ward walks/community meetings/ 3 – visits to home/4 – didn't state/4 – social meetings / and events, friends./ 4 – Correspondence/ Casual meetings/ visiting people in homes & people visiting her home/Personal Contact/Visiting homes/ 1 – Personal Contact/ Daily Visit to Town Centre and Clubs/ Face to face – meeting people in the street/ 5 - Meetings constituents in person/ 6 – Ward Walks/ Parish Council events/ Running website/ Giving talks to Community Groups |

4.5.4 Does the council appoint members to outside bodies? If so, how many

councillors are involved in this activity and what is their expected workload?

Yes, a list of outside bodies and the number of nominees is attached at Appendix C.

Members are expected to attend meetings and provide reports back to the Council on any areas of relevant interest in respect of the outside body they are appointed onto. This is facilitated by the Panel Meetings which receive reports from Members appointed to outside bodies in 2015/16. Cabinet Members also report any relevant issues from Outside Bodies to meetings of Council or via the Members Bulletin.

The frequency of meetings for each Outside Body will be different in each case, so the expected workload will vary depending on which body the Member sits on.

4.5.5 Does the council attract and retain members?

The average number of candidates that stood per seat at the Council's 2015 elections was 2.2, which suggests that the Council continues to attract Members to stand for election and subsequently to become Borough Councillors.

4 seats out of the 62 were uncontested at King's Lynn & West Norfolk Borough Council in 2015.

Thirteen Members stood down in the 2015 elections, many of which were very long standing Councillors who decided to retire.

4.5.6 Have there been any instances where the council has been unable to discharge its duties due to a lack of councillors?

No.

4.5.7 Do councillors have an individual or ward budget for allocation in their area? If so, how is such a system administered?

No.

5. Part 2 – Scrutiny functions

5.1 How do scrutiny arrangements operate in the authority? How many committees are there and what is their membership?

The Council has 3 Scrutiny Review and Development Panels. The Corporate Performance Panel is the main scrutiny body which considers call ins. The Environment and Community Panel and Regeneration and Environment Panel carry out policy, review and development work.

These bodies consist of 12 Members and meets 9 times a year.

The Council has an Audit Committee consisting of 9 members which meets approximately 6 times a year.

5.2 What is the general workload of scrutiny committees? Has the council ever found that it has too many active projects for the scrutiny process to function effectively?

The Call In process is now run by the Corporate Performance Panel. However

there has been no successful call in of a Cabinet Decision since 2014, although some items have been examined by the Panel.

The Panels workload is reflective of project, performance and policy reviews. They are consulted at an early stage before coming to Cabinet on projects, and reviews of the Council's policies. In reviewing the performance of services they also adds items to their work programmes independently.

More in depth scrutiny reviews are carried out in the shape of informal working groups or Task groups, which enable the Panels to consider more items of business and manage their workloads effectively.

Training facilitated by the Centre for Public Scrutiny has been provided for all Members , focusing on new structures adopted in 2016 facilitated by the CfPS.

Additional scrutiny training, focusing on questioning skills and using those to come to evidence based conclusions was also provided.

5.3 How is the work of scrutiny committees programmed? Is the work strictly timetabled?

The work of the Panels is programmed in consultation with the Chairmen, following requests received from officers and Members of the Panel for items to be included on the agenda for meetings. The work programme is also considered collectively as a Panel at each meeting.

Task and Finish Groups will always have terms of reference agreed at the outset of each review. This will include confirmation of a completion date in order to focus the group's work.

5.4 What activities are scrutiny committee members expected to carry out between formal meetings?

Panel members would be expected to monitor the work of Cabinet and Portfolio Holders in between formal meetings of the Panel.

Those involved in Task and Finish Groups would also be required to read, digest and analyse information relating to the subject being reviewed.

6. Part 3 – Representational role of councillors

6.1 In general terms, how do councillors carry out their representational roles with electors? Do members mainly respond to casework from constituents or do they have a more active role in the community?

Councillors can opt to carry out their representational role within communities in any way which suits them. Generally this would consist of attending meetings of Parish Councils and responding to casework from residents. The majority of Members are active in their communities and will spend time attending Parish Council meetings and a range of local forums and interest groups in their capacity as local Borough Councillor.

6.2 How do councillors generally deal with casework? Do they pass on issues directly to staff or do they take a more in depth approach to resolving issues?

Members operate in different ways depending on the individual; Advice is given to members on induction by Democratic Services on carrying out their duties assistance is always available from Officers and Portfolio Holders for assistance if they require technical advice or if the issue was an operational matter.

6.3 What support do councillors receive in discharging their duties in relation to casework and representational role in their ward?

Members receive advice and guidance from Democratic Services on carrying out their duties and the advice of officers at the Borough Council is always available to Councillors and issues are often referred to officers as and when necessary in order to seek resolution.

7. How do councillors engage with constituents? Do they hold surgeries, distribute newsletters, hold public meetings, write blogs etc?

Councillors engage with their residents using a mix of the above methods, depending on the individual. Social media, such as Facebook and Twitter, is becoming a more popular way of Members engaging with their residents and vice versa, making Members more accessible to the public, with expectations of immediate responses. Email is at the forefront of communications with constituents. However this varies from Member to Member in relation to their own preferred approach to engagement with the residents.

7.1 How has the role of councillors changed since the council last considered how many elected members it should have?

The Council implemented a **Strong** Leader and Cabinet model of governance at the same time as the previous review took place. The role of Members will therefore have evolved since the last review in accordance with the revised model of governance.

Improved technology and social media and has meant that Members are more able to communicate quickly with their communities, which has changed the way in which some Members operate as a Borough Councillor. However, there are still areas of the Borough without superfast broadband and some segments of the population, particularly amongst older residents can be regarded as being digitally excluded.

7.2 Has the council put in place any mechanisms for councillors to interact with young people, those not on the electoral register, minority groups or their representative bodies?

No formal additional mechanisms are in place to support those not on the electoral register or minority groups, Councillors do not differentiate between people on the electoral role or not, they still represent their constituents views. Members are also appointed to outside bodies which also provide links into representatives of these groups.

7.3 Are councillors expected to attend meetings of community bodies such as parish councils or residents' associations? If so, what is the level of their involvement and what role are they expected to play?

There is an expectation from many parish councils that Borough Councillors attend their meetings. However this is not always possible when a number of parishes are represented and their meeting dates co-incide.

Most Borough Councillors make an effort to attend many of meetings of the Parish Councils within their respective electoral wards. Their main role at these meetings is to ensure that Parish Councils are accurately informed of Borough Council issues.

In the unparished areas (King's Lynn) there are residents forums and similar bodies which Members engage with.

8. Part 4 – The future

8.1 Localism and policy development

8.1.1 What impact do you think the localism agenda might have on the scope and conduct of council business and how do you think this might affect the role of councillors?

The Council already has effective working arrangements in place with localities and communities, specifically through Parish Councils and other community groups. Members and officers meet regularly with representatives of Parish Councils. There are formal through Parish Forum meetings particularly on planning issues. Parishes are also consulted on specific proposals and in addition informal liaison takes place frequently with Parishes on local issues.

8.1.2 Does the council have any plans to devolve responsibilities and/or assets to community organisations? Or does the council expect to take on more responsibilities in the medium to long term?

The Council has actively sought to empower communities and Parish Councils by encouraging and enabling them to take responsibility for, facilities in their areas that are considered to be community assets.

8.2 Service delivery

8.2.1 Have changes to the arrangements for local delivery of services led to significant changes to councillors' workloads? (e.g. control of housing stock or sharing services with neighbouring authorities)

The Council has joint working and shared services/contractual arrangements in place with partner Councils for a number of key services including waste and recycling, legal services, building control, internal audit, CCTV, Care and Repair, car parking enforcement and strategic housing.

Members of King's Lynn & West Norfolk Borough Council still take decisions and undertake the overview and scrutiny role from the perspective of the Borough Council's interests in the joint arrangements. This has not greatly impacted the workload of Councillors.

The Council transferred its housing stock to Freebridge Housing Association in 2004. This had an impact upon the workload of Councillors, particularly those with a large amount of housing stock in their area. However members are still contacted by constituents regarding homelessness, and allocations.

The Council leased its leisure facilities (sports centres, sports development function and Corn Exchange entertainment venue) to a newly established Leisure Trust "Alive Leisure" in 2014.

In recent years, due to budget constraints the Council has placed more emphasis on commercialisation and creating alternative and sustainable income streams.

8.2.2 Are there any developments in policy ongoing that might significantly affect the role of elected members in the future?

8.2.3 No

8.3 Finance

8.3.1 What has been the impact of recent financial constraints on the council's activities? Would a reduction in the scope and/or scale of council business warrant a reduction in the number of councillors?

The Council has consistently had a Medium Term Financial Strategy in place which reflects the need to make significant efficiency savings. Savings targets have continually been met year on year, but this is an ongoing challenge. This has resulted in a significant reduction in staffing levels and some reductions in service provision. This process is likely to continue and even accelerate in future years. This has been taken account of in arriving at the proposed reduction to 54 Councillors.

The Council is seeking alternative and sustainable income streams and a number have already been identified.

8.3.2 If you are proposing a reduction in the number of councillors for your authority to what extent is this a reflection of reduced activity of the council overall, an anticipation of efficiency plans or a statement to local people? Or none of these things?

There has been a reduction in the scale and scope of the activity undertaken by the Council which is primarily reflected in two ways.

Firstly a growing number of services are being delivered via shared services arrangements some, such as car park management hosted by the Borough Council, others such a legal services hosted by neighboring councils.

Secondly the ongoing austerity regime and the consequent and significant reduction in staff numbers has greatly reduced the organisations officer capacity to take on new initiatives and projects outside of the scope of its core services. The above factors are inevitable leading to a reduction in the scope for new policy formulation by elected members.

Appendices

- Appendix A – Cabinet Portfolios
- Appendix B – Governance Structure
- Appendix C – Meeting Attendances
- Appendix D – Outside Body List

Appendix A

CABINET PORTFOLIOS – FUNCTIONAL/SERVICE AREAS

1 LEADER – CLLR BRIAN LONG

- Overall responsibility for the submission to Council of Policy
- All aspects of the Council's Budget and Financial affairs
- Democratic Arrangements
- Public Emergencies, Emergency Planning and Emergency Management

2 CULTURE, HERITAGE AND HEALTH AND DEPUTY LEADER – CLLR MRS ELIZABETH NOCKOLDS

Deputy

- All Marketing and promotion of the Borough
- Museums and Heritage.
- Cultural Policy and Strategy.
- Tourism Policy and Strategy
- Town Hall Complex
- Ancient Corporate Estates
- TIC's
- Council grants.
- Health Promotion and Improvement.
- Cycling Related matters
- Local Health partnerships with Primary Care Trusts/Groups and others.
- Allotments
- Parks, Gardens and Amenity Areas
- Resort Management
- Leisure
- Leisure Facilities Management

3 DEVELOPMENT – CLLR RICHARD BLUNT

- Land Use Planning Policy and the review and production of the Local Development Framework.
- Transport policy and joint implementation
- Designation of Conservation Areas.
- Policy concerning Historic Buildings grants and Schemes for the improvement and enhancement of conservation areas.
- Planning/Building Control Policy issues.
- Street naming and numbering.
- Local character and identity of the Borough.
- Commons and village greens.
- Derelict Land and Buildings

4 ENVIRONMENT – CLLR I DEVEREUX

- Biodiversity.
- Air Quality Strategy.
- Contaminated Land Strategy.
- Waste minimisation.
- Recycling and Refuse Collection and Disposal.
- First time sewerage and working with Anglian Water.
- Water Quality and usage.

- Coastal Issues
- Shoreline Management Plan
- Street cleaning
- Dog Control.
- Control of Pollution
- Energy Strategy.
- Community Safety
- Street Lighting

5 HOUSING AND COMMUNITY – CLLR ADRIAN LAWRENCE

- All Housing Related matters
- Community development policy, strategy and projects
- Social Inclusion
- Community initiatives
- Welfare and benefits advice.
- Housing Benefits Scheme & Local Council Tax Support Scheme.
- Food safety
- Licensing policies.
- Health and Safety – non employer related
- Travellers.
- Infectious Diseases.
- Public Conveniences

6 HUMAN RESOURCES, FACILITIES AND SHARED SERVICES – CLLR KATHY MELLISH

- All Car Parking related matters
- Shared Services
- CCTV
- King's Lynn Town Centre Management
- Markets
- Crematorium and Cemeteries.
- Civics
- All staffing related matters
- Health and Safety as an Employer
- Equal Opportunities strategies and policies.
- King's Court, Office and Depot Accommodation

7 SYSTEMS AND ECONOMIC DEVELOPMENT - CLLR NICK DAUBNEY

- Channel Shift
- Data Protection & Freedom of Information
- Communication and consultation strategy and implementation.
- Performance Issues, Performance Indicators and Data Quality.
- ICT
- Hanseatic Matters
- Audit Fraud and Risk Management
- Promotion of industrial and commercial expansion.
- Management of Industrial Estates.
- Relationships with the LEPs, Economic Development and EU Funding primarily, economic in nature.
- Partnership issues

8 REGENERATION – CLLR ALISTAIR BEALES

- Regeneration Strategy.
- Implementation of corporate, Capital and regeneration schemes.
- Acquisition and disposal of land and property Corporate Policy re land and property acquisition and disposal.
- Property declared surplus to operational purposes.
- Town Centre Regeneration