

REPORT TO SHAREHOLDER COMMITTEE

Open/Exempt		Would any decisions proposed:			
Any especially affected Wards	Mandatory/	Be entirely within Shareholder Committee powers to decide YES/NO			
	Discretionary /	Need to be recommendations to Council		YES/NO	
	Operational	Is it a Key Decision		YES/NO	
Lead Member: Cllr Simon Ring E-mail: cllr.simon.ring@west-norfolk.gov.uk			Other Cabinet Members consulted: N/A		
			Other Members consulted: N/A		
Lead Officer: Charlotte Marriott E-mail: charlotte.marriott@west-norfolk.gov.uk Direct Dial: 01553 616642			Other Officers consulted: N/A		
Financial Implications YES/NO	Policy/ Personnel Implications YES/NO	Statutory Implications YES/NO	Equality Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES/NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 15 April 2025

Summary

In July 2024, Cabinet resolved to transfer Alive West Norfolk (AWN) from a wholly owned Local Authority Company to an in-house function of the council.

The transfer was successfully completed on 31 March 2025, with full implementation on 1 April 2025.

Appendix A provides the Shareholder Committee with a high-level summary of the project work that was undertaken to ensure a successful and smooth transfer.

Recommendation

That the Shareholder Committee note the completion of the transfer of Alive West Norfolk back to the council.

Reason for Decision

To inform the Shareholder Committee that the transfer was successfully completed on 31 March, and to provide a high-level overview of the work that was undertaken to welcome AWN colleagues back to the Council.

Project Highlight Report

Project Manager	Charlotte Marriott		
Shareholder Committee meeting date	15 April 2025	Time	16.00-17.30

1. Purpose

- 1.1 To inform the Shareholder Committee that the work required to transfer AWN from a wholly owned Local Authority Company to an in-house function of the council has been successfully completed.
- 1.2 This report provides a high-level summary of the project activity that took place to ensure a seamless transfer and a successful welcome to AWN colleagues.

2. Overall Status – High-level Summary

- 2.1 Work to complete the transfer has now been concluded. AWN was successfully transferred back to in-house Council management on 1 April 2025.
- 2.2 Some ongoing work is required from HR to ensure we continue to comply with TUPE regulations, this is due to complete at the end of April. Other work includes actions around AWN payroll year end and payroll closure, this is estimated to be completed by August 2025.
- 2.3 Work is also still required by the finance team to ensure the May DD run is collected into the Borough Council bank. Ideally this would have been completed in time for the April DD run, however, confirmation from the bank was delayed, which in turn delayed our customer communications. This has not impacted or delayed the transfer.
- 2.4 A range of activities were planned to welcome AWN colleagues back to the Council:
 - 2.4.1 Staff briefing sessions were held at Lynnsport, Downham Market, Oasis and the Corn Exchange, an additional evening Teams session was also held to allow as many staff to attend as possible. The purpose of these sessions was:
 - To welcome AWN colleagues to the Council
 - To explain why they were transferring back to the Council
 - To look forward to the exciting opportunities and collaborations ahead
 - To provide key information about the Council
 - Provide an opportunity for any questions to be asked
 - 2.4.2 Two welcome videos were produced, one from the Borough Council team, and one from the Deputy Leader and Cabinet member for Business and Culture:
 - [Council Welcome](#)
 - [Welcome from the Deputy Leader and Cabinet member for Business and Culture](#)
 - 2.4.3 Corporate lockscreens were designed and implemented to mark the occasion.
 - 2.4.4 A specific section in the latest Our News (2 April) was dedicated to AWN.
 - 2.4.3 On the day of the transfer, members of the Executive Leadership Team and the Deputy Leader attended each site to welcome staff, say hello and deliver cupcakes (photos included at Appendix B).
 - 2.4.4 Welcome balloons were also sent to each site on 31 March.

2.4.5 A specific 'Update from Kate' was circulated to AWN staff on 31 March, officially welcoming AWN back to the council.

2.4.6 Feedback from the Leisure team:

- Staff really appreciated the efforts made, and enjoyed the video welcome
- Have appreciated the Comms pieces and it made them feel included
- Are very receptive to the CEO presence at sites (and CLT), a welcome change
- Screen savers were great, liked the cake pictures specifically and thought the balloons were a nice touch
- Appreciated you all giving up time to drop off the cakes and say hello
- Thanks for the welcome from the Leisure team

2.5 Next steps overview:

2.5.1 A list of post transfer work has been handed over to the Assistant Director for Leisure and Culture.

2.5.2 Finance and HR will continue working on the actions identified above.

2.5.3 An online survey will be rolled out to staff to gather further feedback on the transfer process.

2.5.4 A post project review will be undertaken to identify any potential learning for future projects.

3. Budget Spend to date

3.1 An initial £20,000 budget was allocated to the transfer; however, the project has been completed under budget:

Initial budget allocated:	£20,000
Total spend	£6,240.90
Total remaining	£13,759.10

4. Actions required by the Shareholder Committee

4.3 The Shareholder Committee are requested to note the successful completion of the transfer and acknowledge that AWN are now formally part of the Council.

Photos for events held on 1 April 2025 – Appendix B

