BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

Minutes from the Meeting of the Corporate Performance Panel held on Monday, 20th July, 2026 at 5.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors R Blunt (Chair), S Bearshaw, P Bland, J Kirk, B Long (Vice - Chair), D Sayers and Mrs V Spikings

BY INVITATION:
Councillor A Moore for item 10.

PORTFOLIO HOLDERS:
Councillor A Beales, Leader of the Council
Councillor S Ring, Deputy Leader and Portfolio Holder for Business
Councillor C Morley, Portfolio Holder for Finance

PRESENT UNDER STANDING ORDER 34:
Councillor A Ryves, Under Standing Order 34a
Councillor F Bone, Under Standing Order 34b on Teams.

OFFICERS PRESENT:
Debbie Ess, Senior Corporate Governance Officer
Honor Howell, Strategic Advisor to the Chief Executive and Leader
Carl Holland, Assistant Director for Finance and Deputy Section 151 Officer
Siobhan Cleeve, Interim Assistant Director of Leisure and Culture
Kate Blakemore, Chief Executive
Stuart Ashworth, Assistant Director of Environment and Planning
and Planning

CP18 **APOLOGIES**

Apologies for absence were received from Councillors Bhondi, Dickinson, Jones and Nash.

CP19 **MINUTES**

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

CP20 **DECLARATIONS OF INTEREST**

There were no declarations of Interest.

CP21 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

CP22 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Ryves was present under Standing Order 34a.

Councillor Bone was present under Standing Order 34b.

CP23 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

CP24 **CALL INS (IF ANY)**

There were no call-ins to consider.

CP25 **CABINET REPORT - FULL YEAR PERFORMANCE MANAGEMENT REPORT**

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The Senior Corporate Governance Officer introduced the full year performance management report, highlighting improved project delivery and key achievements.

The Senior Corporate Governance Officer reported that 78% of current projects were on track, with only 22% experiencing minor issues or delays, marking a 5% improvement over the previous year. Key actions achieved included the implementation of the communications engagement service development plan, a new engagement framework, approval of community infrastructure levy governance, and the launch of new corporate values.

In response to a question from Councillor Bearshaw, the Senior Corporate Governance Officer clarified that three projects were on hold: the devolution programme due to external factors and two within the corporate governance team, which were paused due to resource shortages pending ongoing recruitment efforts.

The Chair, Councillor Blunt, enquired about the car parking strategy, and Portfolio Holder, Councillor Ring explained that the strategy was on hold to align with the evolving master plan, ensuring the car parking strategy was informed by and coordinated with broader development plans.

The Vice – Chair, Councillor Long raised concerns about the delivery pace of affordable homes (KPI 1.10), to which the Leader, Councillor Beales explained that while delivery was impacted due to construction cycles and market conditions, the overall provision of affordable homes was above target, with delays being mitigated by transferring homes to West Norfolk Housing Company and leveraging grant funding. Financial impacts from a slowing market were being managed through rent-to-rent strategies and careful monitoring of cash flow.

Following further questions from the Chair and Vice – Chai r, the Panel discussed future development sites, with West Winch identified as a likely area for new council-led housing, potentially with the council acting as an anchor tenant to support market confidence. The impact of new government funding for social and affordable homes was noted as a positive factor for future delivery.

RESOLVED: The Panel supported the recommendation to Cabinet

Cabinet resolves to:

1. To review the Performance Management Report and comment on the delivery against the Corporate Strategy.

CP26 **CORPORATE PERFORMANCE MONITORING 2026/2027 TARGET SETTING**

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The Senior Corporate Governance Officer presented the proposed performance indicators and targets for 2026-2027.

The Chair, Councillor Blunt questioned the process of target setting and asked why some targets were set lower than the previous year. She explained that targets were set based on the previous year's data, resource considerations, and consultation with the corporate leadership team and portfolio holders.

In response to the Chair, the Assistant Director for Finance and Deputy Section 151 Officer explained some targets were set lower than previous achievements due to external factors, such as government policy changes affecting council tax and business rates.

Panel members debated the value of 'monitor only' KPIs, particularly for issues like fly tipping and homelessness. Councillor Long suggested that setting explicit targets, rather than just monitoring, would better highlight trends and trigger policy responses, while the Senior Corporate Governance Officer noted that some indicators were difficult to control directly but still provided valuable trend data.

In response to Councillor Bearshaw on including a KPI on Children's Care Homes and provisions for activities/open spaces to be added in the Local Plan. The Assistant Director for Environment and Planning explained this was too specific to be added as a KPI however highlighted the Local Housing Need Assessment that was being undertaken, and it was agreed that the issue could be discussed in this context at the Local Plan Task Group.

Under Standing Order 34a, Councillor Ryves commented on KPI 5 to be added - % of Invoices with a valid PO raised in advance of invoice date and questioned if a 100% target was realistic. In addition, he questioned how KPI 6 and 7: Deliver an increase of 3.5% (£250k), in social value from the leisure and community activity service and % of residents achieving a measurable health improvement through physical activities and cultural interventions were to be measured. The interim Assistant Director for Leisure and Culture explained the methodologies, such as the use of DCMS-approved algorithms and participant-led well-being scores.

Portfolio Holder, Councillor Morley commented on KPI 7 be added and suggested waiting to see the objectives for the Marmot Programme. He added KPI 8-10 were useful information for Members. In response to Councillor Ryves, he added an analysis identified where purchase orders had not been raised and purchasing options.

The Panel agreed to request that related KPI's 8, 9, 10, 11be fully monitored with targets, rather than as 'monitor only', and to review the impact of these changes in future reports. The Panel also supported the inclusion of previous data and trigger points for key indicators to better inform policy and resource allocation.

RESOLVED: The Panel reviewed and noted the Council's proposed key performance indicators and targets for 2026-2027. Performance against these indicators will be reported quarterly through the Performance Management Report.

The Panel agreed that related KPI's 8, 9, 10, 11be fully monitored with targets, rather than as 'monitor only', and to review the impact of these changes in future reports

CP27 **NOTICE OF MOTION (2/26) REVIEW OF CONSULTANT EXPENDITURE RELATING TO THE LYNNSPORT PROPOSAL**

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The Strategic Advisor to the Chief Executive and Leader introduced the report on the use of external consultants for the Lynnsport and St James proposal, detailing the procurement process, project options, and financial controls. She outlined that consultants were appointed through a compliant mini-competition within an established construction framework, with Cabinet and Council approval at each stage. The process included interviews, evaluation of team composition, and adherence to procurement regulations, ensuring transparency and proper governance.

The initial feasibility study, conducted with Sport England, considered four options for leisure facility investment, including standalone and integrated pool solutions at Lynnsport, replacement of the Oasis Centre, and redevelopment of Downham Market facilities. The preferred approach was a phased redevelopment, balancing strategic priorities and funding constraints.

The cost to progress Lynnsport to RIBA Stage 3 was £1.4 million, with consultant fees for stages 2 and 3 totalling £168,000. A review by the Section 151 officer highlighted borrowing constraints for refurbishment versus new build, leading to a reassessment of affordability and a decision to pause the project.

Councillor Moore, who put forward the motion to Full Council asked the Panel to consider the motion and the report from officers. He highlighted his own experience in the industry and referred to the briefing note sent to provide further information to the Panel. He commented he felt the report from officers did not respond to the notice of motion.

In response to the Vice – Chair, Councillor Long, the Strategic Advisor to the Chief Executive and Leader referred to the initial report which considered a standalone building linked to Lynnsport however there was issues with the location. She highlighted starting from scratch was considered to avoid the redirection of the highway however there was significant impacts of starting from scratch.

Councillor Moore raised concerns about the timing and depth of staff and stakeholder engagement, suggesting earlier involvement could have mitigated costs and improved project outcomes.

The Strategic Advisor to the Chief Executive and Leader acknowledged that while formal consultation required concrete plans, earlier and broader engagement would be a key learning point for future projects. The interim Assistant Director for Leisure and Culture commented the consultation was with customers then with staff. She added the proposals had met business aspirations but not met the aspirations of the customers and staff. She added all staff comments were logged

In response to Councillor Long, Portfolio Holder, Councillor Ring explained the response from the public including the West Norfolk Swimming Club was to have an 8 lane pool but not 50 metres due to the cost of maintaining the pool.

In response to a question from Councillor Ryves, the Strategic Advisor to the Chief Executive and Leader explained the expected project cost of £45 million had been reported in July 2025 in the reports to Cabinet and Council. Portfolio Holder, Councillor Morley highlighted the expected project cost was paragraph 5.2 in the Cabinet report.

The Vice – Chair, Councillor Long question if the money already spent on the consultants was well spent. The Portfolio Holder, Councillor Ring referred to the Masterplan and commented this was an example of previous consultant work being used. He added it was important to get the project right and the pivot of the project was better. Although the Lynnsport project was paused, the work completed to RIBA Stage 3 provided valuable technical knowledge, structural assessments, and an evidence base for future decision-making regarding leisure facility investment and refurbishment.

The Strategic Advisor to the Chief Executive and Leader highlighted the significant social benefit and value. The interim Assistant Director for Leisure and Culture explained the financial impact from a deficit to a surplus and the social value including removal of physical barriers.

The Panel made no recommendations to Full Council; however, it fulfilled the recommendations contained within Notice of Motion 2/26.

RESOLVED: The Corporate Performance Panel reviewed the decision making and governance process relating to the use of external consultants in the development of the Lynnsport and St James Pool proposal

The Corporate Performance Panel considered whether appropriate affordability check and financial controls had been applied at an early stage.

The Panel had a break from 6:50pm to 6:56pm where Councillors Ring, Moore, Ryves and Beales left the meeting.

CP28 **CABINET REPORT - REVENUE OUTTURN REPORT 2025/2026**

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The Assistant Director for Finance and Deputy Section 151 Officer presented the Revenue Outturn Report for 2025/2026. He outlined details of the major differences between actual costs/income compared to the revised estimates for 2025/2026 reported in the January 2026 financial monitoring.

Portfolio Holder Councillor Morley commented on the beneficial result of Quarter 3 but had hoped to have had more reserve however there was additional spend. He added finance staff needed to work further with colleagues to estimate spend.

The Vice – Chair, Councillor Long referred to budget setting and the Internal Drainage Board. He commented the reserves fund had moved in the right direction and needed to be in the best position.

Councillor Bearshaw questioned the forecasting and unexpected spend compared to last year. The Assistant Director for Finance and Deputy Section 151 Officer explained revenue was reported throughout the year and explained there was more detail to estimate on budget such as impact on weather for car parking and enforcement action.

RESOLVED: The Panel supported the recommendations to Cabinet.

Cabinet resolves to:

1. Approve the draft revenue outturn position for 2025/2026 (section 2).
2. Review and agree the new transfers to the Change Management Reserve as stated in para 2.3.
3. Review and agree the amendments to the Earmarked Reserves Policy (Section 4).

CP29 **CABINET REPORT - CAPITAL OUTTURN REPORT 2025/2026**

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The Assistant Director for Finance and Deputy Section 151 Officer presented the report on the Capital Outturn for 2025/2026 and outlined amendments and rephasing of budgets to the programme for 2025/2030. The capital programme outturn for 2025/2026 totalled £39,560,687 against a revised budget of £42,280,070. Following determination of the outturn for 2025/2026, a total of £3,386,370 was rephased to future years. Useable capital receipts generated in the year from housing, land and property sales totalled £6,696,916.

The Vice – Chair, Councillor Long referred to page 87 and questioned the need for consideration of leasing vehicles to reduce risk or replacement of vehicles.

The Portfolio Holder, Councillor Morley commented on the vehicle replacement strategy and the need for optimising the fleet. He commented this was an action point for Councillor de Whalley as Portfolio Holder.

Councillor Bearshaw thanked Officers for the report and questioned the risk of projects. The Portfolio Holder, Councillor Morley explained the risk was shown in the receipts. The Assistant Director for Finance and Deputy Section 151 Officer highlighted the purpose of the Member Major Projects Board which looked at risk, challenge and assurance of the projects.

The Panel agreed to add an additional recommendation for Cabinet to consider exploring the option of funding the acquisition or leasing of vehicles for the Council over the next two years.

RESOLVED: The Panel supported the recommendations to Cabinet and added the following additional recommendation:

Cabinet to consider exploring the option of funding the acquisition or leasing of vehicles for the Council over the next two years.

Cabinet resolves to:

1. Note the outturn of the capital programme for 2025/2026 of £39,560,687 including Exempt Schemes;
2. Note the revised capital programme for future years
3. Note the financing arrangements for the 2025/2026 capital programme;
4. Note the commencement of spend by moving projects from tier 3 to tier 2 (section 10)

CP30 **PANEL WORK PROGRAMME, CABINET FORWARD DECISIONS LIST AND SHAREHOLDER COMMITTEE WORK PROGRAMME**

RESOLVED: The Panel Work Programme, Cabinet Forward Decision List and the Shareholder Committee Work Programme was noted.

CP31 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel was scheduled to take place on 2nd September 2026 at 4:30pm in the Town Hall Saturday Market Place.

The meeting closed at 7.31 pm