

Borough Council of
**King's Lynn &
West Norfolk**



COUNCIL MEETING

Agenda

Thursday, 22nd February, 2024
at 5.00 pm

In the Assembly Room
Town Hall
Saturday Market Place
King's Lynn

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
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14 February 2024

Dear Councillor

You are hereby summoned to attend a meeting of the **Borough Council of King's Lynn and West Norfolk** which will commence at **5.00 pm** on **Thursday, 22nd February, 2024** in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn to transact the business shown below.

Yours sincerely

Lorraine Gore
Chief Executive

BUSINESS TO BE TRANSACTED

1. PRAYERS

2. APOLOGIES FOR ABSENCE

3. MINUTES

To confirm as a correct record the Minutes of the Meeting of the Council held on 31 January 2024 (previously circulated).

4. DECLARATIONS OF INTEREST (Page 7)

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.

5. MAYOR'S COMMUNICATIONS AND ANNOUNCEMENTS

To receive Mayor's communications and announcements.

6. URGENT BUSINESS

To receive any items of business which in the opinion of the Mayor are urgent.

7. STATUTORY ITEM REMAINING FROM THE PREVIOUS COUNCIL MEETING - 31 JANUARY 2024 (Page 8)

Cabinet Recommendation from 15 January 2024

CAB88: Polling District Review – NB the amendment raised prior to the previous meeting has been withdrawn

8. STATUTORY ITEMS - 22 FEBRUARY 2024 (Pages 9 - 126)

THE FINANCIAL PLAN 2024/2028 AND COUNCIL TAX RESOLUTION 2024/25 (Document attached)

Pursuant to Minute CAB116: Financial Plan 2023/2028 of the Cabinet Meeting held on 7 February 2024, the “Financial Plan 2023/2028 and Council Tax Resolution 2024/2025” the document attached as a supplementary to the agenda for consideration and decision includes an updated summary of the Financial Plan 2023/2028, the County Council, the Police and Crime Commissioner - Council Tax for 2024/2025 and details of Parish Precepts and Internal Drainage Boards levies for 2024/2025.

NOTE: In accordance with Statutory Instrument 2014 No. 165, Local Government, England, The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, any decision taken on the Council’s Budget or Council Tax setting must be taken with a recorded vote.

Other Cabinet recommendations from 7 February 2024 with reports also attached as they were updated following the meeting:

CAB117: Capital Strategy 2024/25

CAB118: Treasury Management Strategy 2024/25 – to include CAB96: Council Companies Funding

CAB119 Capital Programme 2024/2028 – to include CAB106: Lynnsport 1

9. REMAINING ITEMS FROM THE PREVIOUS COUNCIL MEETING - 31 JANUARY 2024 (Pages 127 - 177)

- i) **Cabinet recommendations from 15 January 2024 meeting not dealt with earlier on the agenda:**

CAB93: Appointment of Honorary Aldermen

(NB: CAB96: Council Companies Funding is dealt with in item 7 above)

- ii) **Notice of Motion 1/24 from Councillor Sayers has been withdrawn**

- iii) **Cabinet Members reports - from 31 January 2024 meeting**

In accordance with Standing Order 11, to receive reports from Cabinet Members moved en bloc, under Standing Order 11.2 Members of the Council may ask questions of Cabinet Members on their reports and Portfolio areas. The order of putting questions shall commence with a Member from the largest opposition group, proceeding in descending order to the smallest opposition group, followed by a non-aligned Member and finally a Member from the ruling group. This order shall repeat until the time for questions has elapsed or there are no more questions to be put.

The period of time for putting questions and receiving responses shall not exceed 50 minutes for all Cabinet Members, excluding the Leader.

The period of time for putting questions and receiving responses to the Leader shall not exceed 15 minutes.

(Councillors are reminded that this is a question and answer session not a debate.)

Business – Councillor A Beales
Climate Change and Biodiversity – Councillor M de Whalley
Environment and Coastal - Councillor S Squire
Finance – Councillor C Morley
Property & Corporate Services – Councillor B Anota
People and Communities – Councillor J Rust
Tourism Events and Marketing – Cllr S Ring
Deputy Leader Development and Regeneration – Councillor J Moriarty

Leader - Councillor T Parish

iv) Questions of Chairs from 31 January 2024 meeting

In accordance with Standing Order 11.2 (b), Members of the Council may ask any questions of the Chair of any Council Body (except the Cabinet).

10. PETITIONS AND PUBLIC QUESTIONS

To receive petitions and public questions in accordance with Standing Order 9.

11. CABINET MEMBERS REPORTS - 22 FEBRUARY 2024 (Pages 178 - 218)

In accordance with Standing Order 11, to receive reports from Cabinet Members moved en bloc, under Standing Order 11.2 Members of the Council may ask questions of Cabinet Members on their reports and Portfolio areas. The order of putting questions shall commence with a Member from the largest opposition group, proceeding in descending order to the smallest opposition group, followed by a non-aligned Member and finally a Member from the ruling group. This order shall repeat until the time for questions has elapsed or there are no more questions to be put.

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Property & Corporate Services – Councillor B Anota

People and Communities – Councillor J Rust

Tourism Events and Marketing – Cllr S Ring

Deputy Leader Development and Regeneration – Councillor J Moriarty

Leader - Councillor T Parish

12. MEMBERS QUESTION TIME - 22 FEBRUARY 2024

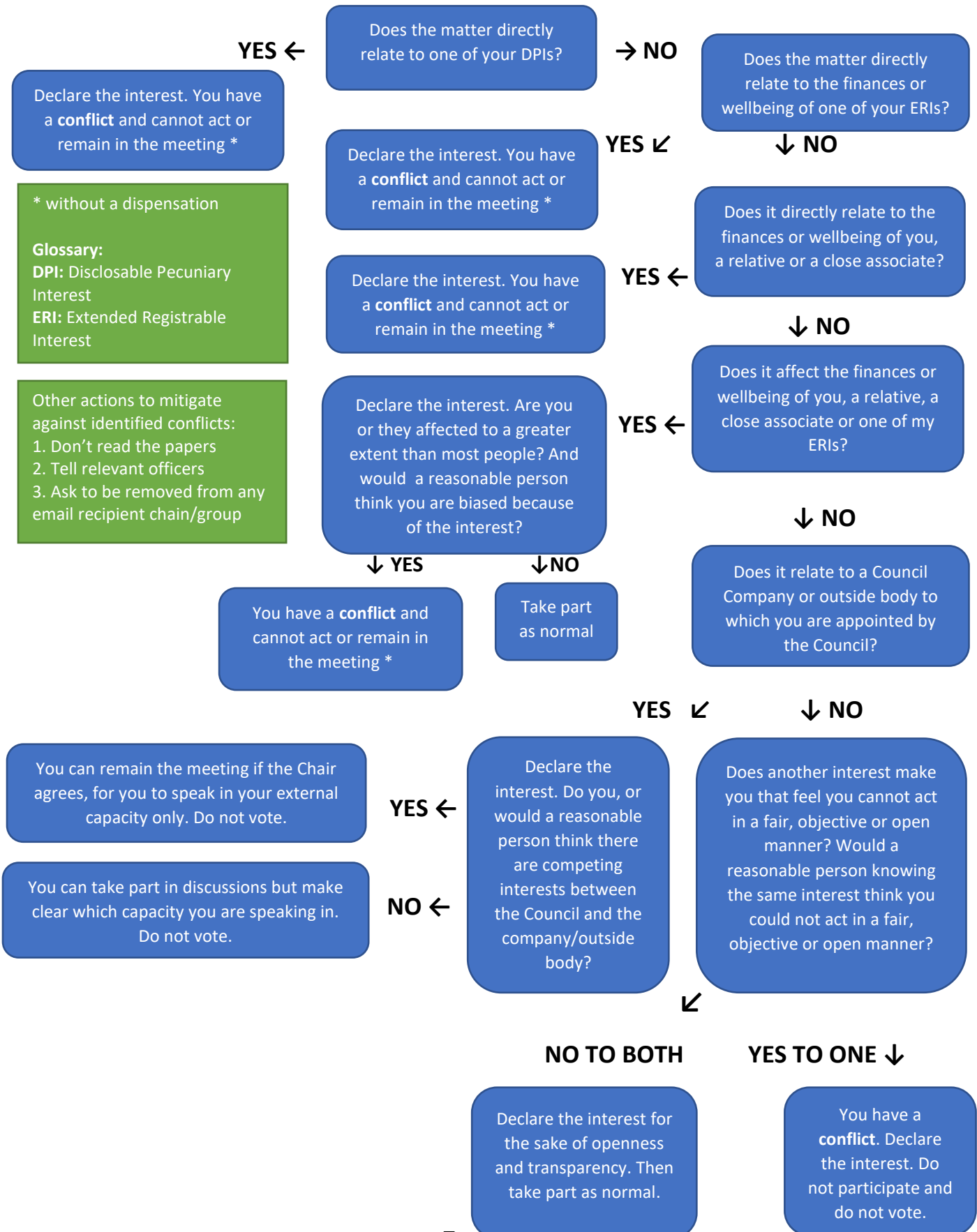
In accordance with Standing Order 11.2 (b), Members of the Council may ask any questions of the Chair of any Council Body (except the Cabinet).

Lorraine Gore
Chief Executive

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



Declare the interest. You have a **conflict** and cannot act or remain in the meeting *

* 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

**RECOMMENDATIONS TO COUNCIL FROM 31 JANUARY 2024 COUNCIL MEETING
FROM CABINET ON 15 JANUARY 2024**

CAB88 POLLING DISTRICT REVIEW

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

Cabinet received a report which set out the Council's duty to undertake a review of the polling districts and polling places in respect of Parliamentary electoral areas that fell within the boundaries of the Borough. The review must take place every five years. It was noted that it was the (ARO) Acting Returning Officer's responsibility to keep polling stations under review.

The previous Review took place in October/November 2018.

Views had been sought from all stakeholders including County Councillors, Borough Councillors, and political groups. In addition, Parish Councils had been consulted together with local disability groups.

Representations closed on 24 November 2023 and were published accordingly (on the BCKLWN website). The ARO had made further comments to the representations received.

The following table shows the proposed amendments to the Schedule

Polling District (area)	Proposed change
PD2 (Fairstead)	To be re-integrated into the wider PD1 (Fairstead) polling district.
PJ4 (St Margaret's with St Nicholas)	To be re-integrated into the wider PJ1 (St Margaret's with St Nicholas) polling district
WT7 (Denver)	To be re-integrated into the wider WM1 (Denver) polling district

It was noted that the Corporate Performance Panel had supported the recommendations in the report.

RECOMMENDED: That the Appendix attached to the report on the Polling District and Polling Place Review Schedule be adopted.

Reason for Decision

To ensure that the Council meets its statutory obligations. (A Polling District Review has to be carried out once every five years).

**RECOMMENDATIONS TO COUNCIL ON 22 FEBRUARY 2024
FROM CABINET ON 7 FEBRUARY 2024**

CAB116 FINANCIAL PLAN 2023/2028

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

The Assistant Director, Resources presented the Financial Plan 2023 to 2028 and reported changes that had already happened since the report was published. She reported that the Internal Drainage Board Levy estimates had increased to over £3.5m for next year, with some decisions from IDBs still to come.

She reported she had been to a meeting with Government hosted by Liz Truss MP on the issue of the IDB levies and local government funding of them. The meeting was well attended and made a strong case for why the funding arrangements needed to change. MPs present had commented on the level of emails they were receiving on the matter and expressed a commitment to look for a permanent solution for 2025/26.

It was reported that the grant announcement from the Government had shown some increase in a number of government grants giving an additional sum of over £174,000.

The Assistant Director also reported that in making the funding announcements they had also announced that they were expecting councils to provide further information in the form of Local Productivity Plans, to include Transformation of services to make better use of services, opportunities to take advantage of technological advances, maximising data informed decision making and service design , and ways to reduce wasteful spend for example on consultants, and barriers preventing activity that the Government can help to remove. The expectation of the plan was that it would be signed off by Members by July 2024. In referring to the new expectations it was confirmed that much of the work required tied in with work already underway on the cost reduction work, and also following the Peer Review.

In supporting the recommendations the Chair and Cabinet made reference to the new requirements.

RECOMMENDED: That Council consider and approve the following:

Recommendation 1

It is recommended that Council note the revision to the Forecast for 2023/2024 as set out in the report.

Recommendation 2

Council is recommended to approve the Policy on Earmarked Reserves and General Fund Balance and the maximum balances set for the reserves as noted in the report and at Appendix 7.

Recommendation 3 It is recommended that Council :

- 1) Approves the budget requirement of £24,353,670 for 2024/2025 and notes the projections for 2025/2026, 2026/2027 and 2027/2028.
- 2) Approves the level of Special Expenses for the Town/Parish Councils as detailed in the report (Appendix 6).
- 3) Approves the Fees and Charges 2024/2025 detailed in Appendix 4.
- 4) Approves a Band D council tax of £148.37 for 2024/2025.

Recommendation 4

It is recommended that Council approves a minimum requirement of the General Fund balance for 2024/2025 of £1,217,680 (5% of estimated budget requirement).

Recommendation 5

Pursuant to Section 25 of the Local Government Act, Council is asked to have due regard to this statement at Section 9 of this report when considering and approving the budget and the level of council tax for 2024/2025.

Reason for Decision

To set a budget for 2023/2028

CAB117 **CAPITAL STRATEGY 2024/25**

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

The Assistant Director Resources presented the report on the Capital Strategy 2024/25 which outlined the principles and framework that shaped the Council's capital decisions. The report explained that the principal aim was to deliver a programme of capital investment that contributed to the achievement of the Council's priorities and objectives as set out in the Corporate Plan.

The Capital Strategy was updated annually and put before Cabinet alongside the Treasury Management Strategy so that it could be approved before the year to which it related began.

The Strategy defined at the highest level how the capital programme was to be formulated; it identified the issues and options that influenced capital spending and set out how the resources and capital programme would be managed.

The Assistant Director drew attention to the new element of the Strategy this year which included the loan facility for the Council's Companies.

The Chair drew attention to the fact that Cabinet members were well acquainted with the suite of documents for the budget. Councillor Beales drew attention to the well attended Joint Panels meeting which held a good debate.

Under standing order 34 Councillor Ware commented that she was grateful for the sessions on the budget which were helpful, and thanked the Assistant Director for her assistance on budget matters.

RECOMMENDED: 1) That Council approve the Capital Strategy 2024/2025 as attached to the report.

Additional Recommendation to Full Council from Cabinet 15 January 2024:

2) To give delegated authority to the Section 151 Officer in consultation with the Portfolio Holder for Business to amend the Capital Strategy for 2023- 2024 to reflect the approved Drawdown facility to the Companies (from report to Cabinet on 15 January 2024 Council Company Funding

Reason for Decision

Not to approve these policies would contravene the requirements of both legislation and good practice. In addition, the external auditors may comment in their report to those charged with governance (ISA260).

CAB118 TREASURY MANAGEMENT STRATEGY STATEMENT, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2024/25

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

The Assistant Director Resources presented the report which informed Members that the Council was required to receive and approve a Treasury Management Strategy Statement; Annual Investment Strategy; and Minimum Revenue Provision Policy Statement which covered:

- The Treasury Management Strategy
- Capital plans, including prudential indicators
- A Minimum Revenue Provision (MRP) Policy
- An Investment Strategy

This report covered the requirements of the Local Government Act 2003, the Chartered Institute of Public Finance Accountants (CIPFA) Prudential Code, The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)), MRP Guidance, the CIPFA Treasury Management Code and the DLUHC Investment Guidance.

The Council's Treasury Advisor, Link Asset Services, provided a template document for the Treasury Management Strategy Statement, which was fully compliant with CIPFA's code and DLUHC's guidance. The Council had used this template in preparing the report.

The report looked at the period 2024-2028, which fitted with the Council's Financial Plan and Capital Programme. Officers of the council had prepared the report based on their views of forecasts for interest rates, and had used information provided by the council's Treasury Management Advisor, Link Asset Services.

In presenting the report the Assistant Director explained that it was expected that the liability benchmark against which the council would be measured against going forward, the individual requirements for which were set out in the report.

Councillor Morley drew attention to the commitment to the high programme of work.

The Assistant Director drew attention to a further amendment that she would incorporate into the Treasury Management Strategy when it was presented to Council in order for Council to take the decision relating to Cabinet recommendation CAB96: Council Companies Funding, which was a recommendation for Council at the 31 January Council meeting but not reached but was now superseded by the Strategy coming forward.

RECOMMENDED: That the following items be approved:

- Treasury Management Strategy Statement 2024/2025, including treasury indicators for 2024-2028.
- The Minimum Revenue Provision Policy 2024/2025

- The Investment Strategy 2024/2025

Additional Recommendation to Full Council from Cabinet 15 January 2024:

- **Amend Treasury Management Strategy in reference to the recommendation to give delegated authority to the Section 151 Officer in consultation with the Portfolio Holder for Business to amend the Capital Strategy for 2023- 2024 to reflect the approved Drawdown facility to the Companies (from report to Cabinet on 15 January 2024 Council Company Funding.**

Reason for the Decision

The Council must have approved a Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2024/2025 by 31 March 2024.

CAB119 CAPITAL PROGRAMME 2023-2028

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

The Assistant Director Resources presented the report which:

- revised the 2023/2024 projections for spending on the capital programme
- set out an estimate of capital resources that will be available for 2023-2028
- detailed new capital bids that were recommended to be included in the capital programme for the period 2023-2028
- outlined provisional figures for capital expenditure for the period 2023-2028

The Assistant Director informed Cabinet that the Capital programme recommendation on the Lynnsport 1 Scheme considered by cabinet at its meeting on 6 February would now be incorporated into this report going forward to Council for consideration in order that the full programme was considered together at the meeting.

Councillor Morley drew attention to the bottom line of £170m of planned investment into the Borough which was a meaningful investment.

In concluding the item the Chair encouraged accurate figures to be reported on for the budget figures. He reminded all that the Joint Panels meeting had supported the recommendations.

RECOMMENDED That:

- 1) Council approve the amendments to capital schemes and resources for the 2023-2028 capital programme as detailed in the report.
- 2) Council approve new capital bids as set out in section 5 table 6, to be funded from available capital resources and included in the capital programme 2023-2028 as detailed in the report.

Additional Recommendation to Full Council (from Cabinet Meeting 6 February 2024):

3) To approve the Capital budget estimate as detailed in section 5 and appendix 2 of the report Lynnsport 1 Development Update presented to Cabinet on 6 February 2024.

Reason for Decision

To report amendments, rephrasing and resources to the 2023-2028 Capital Programme.

**The
FINANCIAL PLAN 2023/2028
and
COUNCIL TAX RESOLUTION
2024/2025**

**As submitted to the
Council**

22 February 2024

**Michelle Drewery
Assistant Director Resources (S151 Officer)**

The Financial Plan 2023/2028 and Council Tax Resolution 2024/2025

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- 2 Financial Plan 2023/2028
- 3 Capital Programme and Treasury Management
- 4 Treasury Management Strategy and Capital Strategy
- 5 Parish Precepts and Special Expenses 2024/2025
- 6 General Fund Balances
- 7 Council Tax Resolution 2024/2025 (including recommendations)

Appendix

- 1 Financial Plan 2023/2028
- 2 Summary of Expenditure and Income 2024/2025
- 3 Section 25 Statement of Section 151 Officer
- 4 Parish Taxbases and Parish Precepts 2024/2025
- 5 Special Expenses
- 6 Parish Precept per Banding
- 7 Total Council Tax per Banding

The Financial Plan 2023/2028 and Council Tax Resolution 2024/2025

1. Introduction

- 1.1 This report presents a summary of the Financial Plan 2023/2028 as presented to Cabinet on 7 February 2024. It updates the revenue budgets for 2024/2025 and projections for 2024/2025, 2025/2026 and 2026/2027, for changes since the report was presented to Cabinet.
- 1.2 The report also details the Council Tax Resolution for 2024/2025 as required by the Local Government Finance Act 1992.

2. Financial Plan 2023/2028

- 2.1 On 7 February 2024, Cabinet was presented with details of the Council’s medium-term financial plan in the document “The Financial Plan 2023/2028”. This document set out in detail the General Fund revenue budgets and projections for 2023/2028. An updated summary of the projections can be found at Appendix 1. The report and the associated recommendations were subsequently approved by Cabinet.
- 2.2 On 5 February 2024, the Department for Levelling Up, Housing and Communities (DLUHC) laid the statutory reports in the House of Commons and published the documents online for the 2024/2025 local government finance settlement. This follows on from the provisional settlement consultation announced in December. Full details can be found on the gov.uk website at [Final local government finance settlement: England, 2024 to 2025 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/final-local-government-finance-settlement-england-2024-to-2025). The final settlement was approved by the House of Commons 7 February 2024.
- 2.3 The Final Settlement made changes to grant allocations from those set out in the provisional settlement. However, this improves financing in the Financial Plan 2023-2028 in 2024/2025 by £174,900, as detailed in the below table. Due to the increase in Rural Services Delivery Grant, this has resulted in an increase in future year assumptions of £86k each year.

	Provisional	Revised Allocation	Adverse / (Favourable)
Funding	£	£	£
Revenue Support Grant	(1,015,160)	(1,015,160)	0
Rural Services Delivery Grant	(542,380)	(628,535)	(86,155)
Funding Guarantee Grant	(435,060)	(520,418)	(85,358)
Service Grant	(34,950)	(38,339)	(3,389)
Other Government Grants	(2,027,550)	(2,202,452)	(174,902)
New Homes Bonus	(338,620)	(338,620)	0
Total	(2,366,170)	(2,541,072)	(174,902)

The Financial Plan 2023/2028 has been updated with these changes as reflected in Appendix 1.

- 2.4 DLUHC also announced a further £3m of funding to those authorities facing high levies from Internal Drainage Boards. Whilst the council is anticipating an allocation from this

funding, it is not clear whether the funding will be allocated to the same 15 authorities that received it last year so it is difficult to estimate how much funding will be received. The announcement on allocations is due in the coming weeks. It is recommended that this funding will be used to offset the drawdown in 2024/25 against the General Fund Reserve.

2.5 Other changes to the funding position for 2024/25 are set out below:

(£46,050)	Allocation of returned business rates from Government
(£53,970)	Green Plant & Machinery Business Rates Exemption Compensation
(£52,020)	Collection Fund Surplus for Business Rates
(£51,650)	Collection Fund Surplus for Council Tax
£55,000	Continuation of Member Community Fund
£148,690	TOTAL

2.5 The final schedule of fees and charges for 2024/2025 remain unchanged from those presented to Cabinet on 7 February 2024.

3. Capital Programme

3.1 Cabinet met on 6 February and agreed a recommendation to increase the budget for Lynnsport 1 Major Housing Project. On 7 February 2024 at its meeting to consider the budget, Cabinet re-iterated the proposal to include the increased budget in the 2023-2028 capital programme in its recommendation to Council. There are no further updates to the capital programme. The revised capital report is presented separately to Council.

4. Treasury Management Strategy and Capital Strategy

4.1 Following its meeting on 15 January Cabinet approved development of a facility for the Council to borrow in order to lend to its wholly owned companies in accordance with appropriate due diligence considerations. The Cabinet also agreed that, *“delegated authority be granted to the Section 151 Officer in consultation with the Portfolio Holder for Business to amend the Capital Strategy for 2023-2024 to reflect the approved Drawdown facility to the Companies”*. It is likely activity of this nature will have a greater impact on the Treasury Management Strategy from 2024/2025 onwards. the timescales will be influenced by market conditions and appropriate due diligence assessments undertaken by both the Council itself and the Board of the appropriate Company.

4.2 The possibility of this arrangement has been incorporated into both the Treasury Management Strategy and the Capital Strategy. Reporting and implementation prior to such an event taking place, will be reported in accordance with the Council constitution and through quarterly monitoring of Treasury Management Activity. The amended report and recommendations are presented separately to Council.

5. Parish Precepts and Special Expenses 2024/2025

5.1 The Council has now received all parish precept requests for 2024/2025 and figures included in the budget are now formally approved by all Parish/Town Councils as detailed in Appendix 4. There has been no change to the special expenses figures since they were presented to Cabinet on 7 February 2024 as detailed in Appendix 5.

6. General Fund Balances

- 6.1 The working balances of the Council will be used to support the budget requirements during the period 2023/2027. These balances are reduced to the minimum required level in 2026/2027 leaving a budget gap to be addressed. The MTFP confirms the need for a costs and income opportunities to close the budget gaps in 2026/2027 of £3.314m and 2027/2028 of £5.913m. At its meeting on 31 January 2024 Council agreed to increase Council Tax on empty homes after 12 months from 1 April 2024 and second homes falling into class B from 1 April 2025.
- 6.2 As reported to Cabinet and reflecting the changes set out in this report, the general fund balances are estimated as follows:

Projected Movements in General Fund Balances	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	£	£	£	£	£
Opening Balance	9,644,559	5,327,936	5,038,806	2,827,526	1,230,370
Repurposed reserves achieved for 2023/2024	1,471,359	0	0	0	0
Target repurposed reserves remaining balance for 2023/2024	1,389,287	0	0	0	0
AWN Management Fee – Risk	(412,000)	0	0	0	0
Pension Lump Sum Replenishment	(3,620,000)	1,810,000	1,810,000	0	0
Estimated contribution to / (from) GF Fund Budget	(3,145,269)	(2,099,130)	(4,021,280)	(1,597,156)	14,650
Closing Balance	5,327,936	5,038,806	2,827,526	1,230,370	1,245,020

7. COUNCIL TAX RESOLUTION 2024/2025

- 7.1 The Council Tax Resolution 2024/2025 deals with the recommendations of the Cabinet meeting on 7 February 2024 and the resolution to set the Council Tax for 2024/2025.
- 7.2 This report anticipates that Norfolk County Council will meet on the 21 February 2024 to set its Council Tax at a proposed increase of 4.99% on 2023/24 levels (a general council tax increase of 2.99% on the 2023/2024 levels and 2% Adult Social Care precept), in line with the Government's Capping level.
- 7.3 The Norfolk Police and Crime Panel met on 6 February 2024 and endorsed an increase in Council Tax for the Norfolk Police and Crime Commissioner of 4.28% (£12.96) on a Band D property.
- 7.4 The Referendums Relating to Council Tax Increases (Principles) (England) Report 2024/2025 presented to the House of Commons pursuant to section 52ZD (1) of the Local Government Finance Act 1992 as inserted by Schedule 5 to the Localism Act 2011 makes provision for Council Tax referendums to be held if an authority increases its basic amount of Council Tax in excess of principles determined by the Secretary of State.
- 7.5 The excessiveness principles are set each year and the Secretary of State has determined that:

- For 2024/2025, the relevant basic amount of council tax for Norfolk County Council is excessive if the authority's relevant basic amount of council tax for 2024/2025 is 5% (comprising 2% for expenditure on adult social care, and 3% for other expenditure), or more than 5% greater than its relevant basic amount of council tax for 2023/2024.
- For 2024/2025, the relevant basic amount of council tax for the Borough Council of King's Lynn and West Norfolk is excessive if the authority's relevant basic amount of council tax for 2024/2025 is:
 - 3%, or more than 3%, greater than its relevant basic amount of council tax for 2023/2024; and
 - more than £5.00 greater than its relevant basic amount of council tax for 2023/2024.
- For 2024/2025, the relevant basic amount of council tax for the Norfolk Police and Crime Commissioner is excessive if the authority's relevant basic amount of council tax for 2024/2025 is more than £13.00 greater than its relevant basic amount of council tax for 2023/2024.
- Local precepting authorities (parish and town councils) are not subject to Council Tax referendums in 2024/2025 (but could be in future years depending on the excessiveness principles which may apply in those years).

7.6 The following recommendations 1 to 9 deal with the approval of the Budget, the Policy on Earmarked Reserves and the General Fund Balance, Fees and Charges, minimum requirement of the general fund balance, the Capital Programme and the Treasury Management Strategy.

7.7 The recommendations 10 to 12 deal with the final recommendation of the Cabinet – the setting of the council tax. Recommendations 13 and 14 provide for officers to properly demand and take action to recover council tax.

Pursuant to Agenda Item 11: Financial Plan 2023/2028, of the Cabinet Meeting held on 7 February 2024 Council is requested to:

- 1) Approve the revision to the Budget for 2024/2025 (as set out in Appendix 1 of this report).**
- 2) Reaffirm the Policy on Earmarked Reserves and General Fund Working Balance and the maximum balances set for the reserves as detailed in Appendix 7 of "The Financial Plan 2023/2028" as reported to Cabinet on 7 February 2024**
- 3) Approve the budget of £24,731,820 for 2024/2025 and note the projections for 2024/2025, 2025/2026 and 2026/2027 (as set out in Appendix 1 of this report).**
- 4) Approve the Fees and Charges for 2024/2025 as detailed in Appendix 4 of "The Financial Plan 2023/2028" as reported to Cabinet on 7 February 2024**
- 5) Approve a minimum requirement of the General Fund balance for 2024/2025 of £1,236,590.**

6) Pursuant to Section 25 of the Local Government Act, have due regard to the statement of the Section 151 Officer at Section 9 of the Financial Plan 2023/2028 as reported to Cabinet on 7 February 2023 (Updated Appendix 3 to this report)

The Local Authorities (Calculation of Tax Base) (England) Regulations 2012 contain rules for the calculation of the Council Tax Base, which is an amount required by the Local Government Finance Act 1992 to be used in the calculation of the tax by the Council as the billing authority, and Norfolk County Council and the Norfolk Police and Crime Commissioner as major precepting authorities, and in the calculation of the precept payable by the Council to the County Council and Norfolk Police and Crime Commissioner. **Under Officer Delegated Decision the Council Tax Base was calculated as follows for the year 2024/2025:**

Number of dwellings in each Council Tax band; taking into account the multipliers, discounts, exemptions, rate of collection and Council Tax Support.

- (a) 53,748 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, as its Council Tax Base for the year.

The tax base for each Parish

- (b) the amounts listed in Appendix 4 Parish Taxbases & Precepts, (Column headed - Taxbase) being the amounts calculated by the Council, in accordance with Regulation 6 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, as the amount of its Council Taxbase for the year for dwellings in those parts of its area to which one or more special items relate.

10) Approve that the following amounts be now calculated by the Council for the year 2024/2025 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992 (as amended by S74 of the Localism Act 2011):

Total expenditure

- (a) £102,993,375 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act. (See Appendix 2 of this report).

Total income

- (b) £90,756,890 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) (a) to (d) of the Act. (See Appendix 2 of this report).

The difference between expenditure and income

- (c) £12,236,485 being the amount by which the aggregate at 10(a) above exceeds the aggregate at 10(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its total budget for the year. (See Appendix 2 of this report).

Average Council Tax for Band D property (Borough and Parish)

- (d) £227.67 being the amount at 10(c) above divided by the amount at 9(a) above, calculated by the Council in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year.

The total of Parish Precepts and Special Expenses

- (e) £4,262,045 being the aggregate amount of all special items referred to in Section 34(1) of the Act.

The Borough Council's Council Tax for a Band D property (excluding Parish Precepts and Special Expenses)

- (f)(1) £148.37 being the amount at 10(d) above less the result given by dividing the amount at 10(e) above by the amount at 9(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

The Borough Council's Council Tax for each valuation band

- (f)(2)

A	B	C	D	E	F	G	H
£98.91	£115.40	£131.88	£148.37	£181.34	£214.31	£247.28	£296.74

The Borough, Special Expenses and Parish Councils' Council Tax for a Band D property in each Parish

- (g) the amounts listed in Col (4), Appendix 5 Special Expenses and Appendix 6 Parish Precepts, when added to the amount at 10 (f)(1) above being the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned divided in each case by the taxbases in Appendix 4 calculated by the Council, in accordance with Section 34(3) of the Act, gives the basic amounts of its Council Tax for the year for dwelling in those parts of its area to which one or more special items relate.

The Borough and Parish Councils' Council Tax for each tax band in each Parish

- (h) the amounts listed in Cols (1) to (8), Appendix 5 Special Expenses and Appendix 6 Parish Precepts, together with the amounts shown above in 10(f)(2) as valuation bands A to H - being the amounts given by multiplying the amounts at 10(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band, divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36 of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 11) Note that for the year 2024/2025 Norfolk County Council and the Norfolk Police and Crime Commissioner have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

Valuation Band	Norfolk County Council Non-Adult Social Care charge	Norfolk County Council Adult Social Care Precept	Norfolk Police and Crime Commissioner	Charge in Relation to Band D
A	£962.64	£152.10	£210.60	6/9ths
B	£1,123.08	£177.45	£245.70	7/9ths
C	£1,283.52	£202.80	£280.80	8/9ths
D	£1,443.96	£228.15	£315.90	9/9ths
E	£1,764.84	£278.85	£386.10	11/9ths
F	£2,085.72	£329.55	£456.30	13/9ths
G	£2,406.60	£380.25	£526.50	15/9ths
H	£2,887.92	£456.30	£631.80	18/9ths

The total Council Tax for each band in each parish (Appendix 7)

- 12) Approve that, having calculated the aggregate in each case of the amounts at 10(h) and 11 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets these as the amounts of Council Tax for the year 2024/2025 for each of the categories of dwellings shown.
- 13) Approve that the Assistant Director Resources (S151 Officer), Revenues and Benefits Manager, Revenues Manager, Revenues Team Leaders, Committal Manager, Committal Officer, Non-Domestic Rates Officer, Generic Revenues and Benefits Officers, Revenues Officers and Revenues Assistants be authorised to demand and recover, in accordance with the Local Government Finance Act 1992, the Council Tax set by this resolution, the Non Domestic Rates payable by Ratepayers and the annual Business Improvement District

Levy, and be authorised to appear on behalf of the Council in Magistrates' Courts in respect of recovery proceedings.

- 14) Approve that the Officers be authorised to give notice of the setting of the Council Tax in accordance with Section 96 of the Local Government Finance Act 1992.**

Appendix 1 - Medium Term Financial Plan 2023 to 2028

	Original Budget 2023-24	Revised Budget 2023-24	Proposed Estimate 2024-25	Proposed Estimate 2025-26	Proposed Estimate 2026-27	Proposed Estimate 2027-28
Central Services	3,439,690	3,504,580	3,713,440	3,798,070	3,963,670	4,112,360
Chief Executive	162,720	162,720	172,060	176,630	181,390	186,360
Environment & Planning	1,856,770	2,342,110	2,335,680	2,382,810	2,447,630	2,513,150
Health, Wellbeing and Public Protection	817,860	800,200	1,145,340	1,304,140	1,452,320	1,572,470
Legal Services	668,300	536,120	648,640	677,540	707,690	739,120
Leisure & Community Facilities	2,235,540	2,563,910	2,428,740	2,028,780	2,104,680	2,179,900
Operations & Commercial	2,933,510	2,762,260	2,484,690	2,600,350	2,802,400	2,997,270
Programme and Project Delivery	(448,360)	(251,270)	(195,370)	(446,960)	(696,740)	(683,540)
Property & Projects	(1,069,950)	(1,140,280)	(1,366,970)	(1,280,970)	(1,204,580)	(1,126,130)
Regeneration, Housing & Place	1,423,560	1,429,340	1,451,480	1,469,080	1,518,830	1,569,810
Resources (S151 Officer)	8,318,780	8,337,930	8,580,950	9,637,780	10,299,980	10,725,550
Financing Requirement	1,343,670	1,343,670	1,929,380	2,184,200	2,240,420	2,238,770
Internal Drainage Board	3,247,130	3,247,130	3,502,890	3,619,190	3,700,980	3,773,510
Borough Spend	24,929,220	25,638,420	26,830,950	28,150,640	29,518,670	30,798,600
Contributions to/(from) Reserves	(2,641,520)	(3,145,270)	(2,099,130)	(4,021,280)	(1,597,156)	14,650
Borough Requirement	22,287,700	22,493,150	24,731,820	24,129,360	27,921,514	30,813,250

New Homes Bonus	(14,560)	(14,560)	(338,620)	0	0	0
Rural Services Delivery Grant	(485,690)	(485,690)	(628,540)	(628,540)	(628,540)	(628,540)
Revenue Support Grant	(952,100)	(952,100)	(1,015,160)	(1,015,160)	(1,015,160)	(1,015,160)
Other Government Grants	(1,144,020)	(1,349,470)	(558,760)	0	0	0
Taxation						
Business Rates (NNDR)	(12,068,520)	(12,068,520)	(14,066,580)	(14,223,490)	(14,411,050)	(14,411,050)
Business Rates Collection Fund Surplus	0	0	(52,020)	0	0	0
Business Rates (Govt Pool)	0	0	(46,050)	0	0	0
Council Tax Collection Fund Surplus	0	0	(51,650)	0	0	0
Council Tax Band D	143.87		148.37	152.87	157.37	161.87
Council Tax Base	52,984		53,748	54,047	54,347	54,647
Council Tax	(7,622,810)	(7,622,810)	(7,974,440)	(8,262,170)	(8,552,590)	(8,845,710)
Funding Position	0	0	0	0	3,314,174	5,912,790

Appendix 1 - Medium Term Financial Plan 2023 to 2028

	Original Budget 2023-24	Revised Budget 2023-24	Proposed Estimate 2024-25	Proposed Estimate 2025-26	Proposed Estimate 2026-27	Proposed Estimate 2027-28
Central Services	3,439,690	3,504,580	3,713,440	3,798,070	3,963,670	4,112,360
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Environment & Planning	1,856,770	2,342,110	2,335,680	2,382,810	2,447,630	2,513,150
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Leisure & Community Facilities	2,235,540	2,563,910	2,428,740	2,028,780	2,104,680	2,179,900
Operations & Commercial	2,933,510	2,762,260	2,484,690	2,600,350	2,802,400	2,997,270
Programme and Project Delivery	(448,360)	(251,270)	(195,370)	(446,960)	(696,740)	(683,540)
Property & Projects	(1,069,950)	(1,140,280)	(1,366,970)	(1,280,970)	(1,204,580)	(1,126,130)
Regeneration, Housing & Place	1,423,560	1,429,340	1,451,480	1,469,080	1,518,830	1,569,810
Resources (S151 Officer)	8,318,780	8,337,930	8,580,950	9,637,780	10,299,980	10,725,550
Financing Requirement	1,343,670	1,343,670	1,929,380	2,184,200	2,240,420	2,238,770
Internal Drainage Board	3,247,130	3,247,130	3,502,890	3,619,190	3,700,980	3,773,510
Borough Spend	24,929,220	25,638,420	26,830,950	28,150,640	29,518,670	30,798,600
Contributions to/(from) Reserves	(2,641,520)	(3,145,270)	(2,099,130)	(4,021,280)	(1,597,156)	14,650
Borough Requirement	22,287,700	22,493,150	24,731,820	24,129,360	27,921,514	30,813,250

New Homes Bonus	(14,560)	(14,560)	(338,620)	0	0	0
Rural Services Delivery Grant	(485,690)	(485,690)	(628,540)	(628,540)	(628,540)	(628,540)
Revenue Support Grant	(952,100)	(952,100)	(1,015,160)	(1,015,160)	(1,015,160)	(1,015,160)
Other Government Grants	(1,144,020)	(1,349,470)	(558,760)	0	0	0
Taxation						
Business Rates (NNDR)	(12,068,520)	(12,068,520)	(14,066,580)	(14,223,490)	(14,411,050)	(14,411,050)
Business Rates Collection Fund Surplus	0	0	(52,020)	0	0	0
Business Rates (Govt Pool)	0	0	(46,050)	0	0	0
Council Tax Collection Fund Surplus	0	0	(51,650)	0	0	0
Council Tax Band D	143.87		148.37	152.87	157.37	161.87
Council Tax Base	52,984		53,748	54,047	54,347	54,647
Council Tax	(7,622,810)	(7,622,810)	(7,974,440)	(8,262,170)	(8,552,590)	(8,845,710)
Funding Position	0	0	0	0	3,314,174	5,912,790

Appendix 2 - Summary of Expenditure and Income 2024/2025

Line Number	Item	Gross Expenditure £	Gross Income £	2024/2025 Estimate £
1	Central Services	3,760,600	(47,160)	3,713,440
2	Chief Executive	172,060	0	172,060
3	Environment & Planning	5,960,160	(3,624,480)	2,335,680
4	Health, Wellbeing and Public Protection	3,944,080	(2,798,740)	1,145,340
5	Legal Services	908,520	(259,880)	648,640
6	Leisure & Community Facilities	2,807,220	(378,480)	2,428,740
7	Operations & Commercial	20,657,010	(18,172,320)	2,484,690
8	Programme & Project Delivery	316,280	(511,650)	(195,370)
9	Property & Projects	1,995,810	(3,362,780)	(1,366,970)
10	Regeneration, Housing & Place	2,007,110	(555,630)	1,451,480
11	Resources (S151 Officer)	36,517,410	(27,936,460)	8,580,950
12	Financing Adjustment	1,929,380	0	1,929,380
13	Internal Drainage Board	3,502,890	0	3,502,890
14	Contribution to General Fund Balance		(2,099,130)	(2,099,130)
15	Borough Budget Requirement	84,478,530	(59,746,710)	24,731,820
16	Parish Precepts	3,414,445	0	3,414,445
17	Special Expenses	847,600	0	847,600
18	Business Rates Retention	14,252,800	(28,319,380)	(14,066,580)
19	Business Rates Government Pool		(46,050)	(46,050)
20	Business Rates Collection Fund Surplus		(52,020)	(52,020)
21	Council Tax Collection Fund Surplus		(51,650)	(51,650)
22	Government Grants	0	(2,541,080)	(2,541,080)
23	Total Budget 2024/2025	102,993,375	(90,756,890)	12,236,485

Appendix 3 – Section 25 Report of S151 Officer on Robustness of Budget (Section 9 of Financial Plan)

Borough Council of King's Lynn and West Norfolk

9 “Robustness” of Budget

Background

- 9.1 Under Section 25 of the Local Government Act 2003, the S151 Officer must report as to the robustness of the estimates included within the budget and highlight the risks associated with its deliverability and sustainability and the adequacy of reserves. This report should be read in conjunction with the assumptions and plans outlined in the Medium Term Financial Plan as this statement provides critical context for budget discussions.
- 9.2 The framework within which the Council's budget setting process operates and within which the financial plan was developed is governed by legislation which provides regulatory safeguards for the Council:

Section 25 of the Local Government Act 2003 requires the authority's Chief Financial Officer to report on the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals in the financial plan report, so Members are informed and can consider this when they make their budget decisions.

Section 114 of the Local Government Finance Act 1988 highlights the Chief Financial Officer's responsibility to report to the external auditor and members if it appears to him that an unbalanced budget is likely to be set for the year. Further, the CFO shall make a report under Section 114 if it appears that the expenditure incurred during a financial year is likely to exceed the resources available to meet that expenditure; or if any unlawful expenditure is planned/takes place.

Local Government Finance Act 1992 identifies the requirement to set a balanced budget.

Section 151 of the Local Government Act 1972 - Financial Administration requires that authorities should appoint a Section 151 Officer to have responsibility for the proper administration of its financial affairs.

The Accounts and Audit Regulations 2015 – Regulation 4 requires that the accounting records and control systems include measures to ensure that risk is appropriately managed.

The CIPFA Financial Management Code 2019 - includes the following standard which should be complied with: “The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves”.

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Borough Council of King's Lynn and West Norfolk

The requirements of the Prudential Code must also be complied with (a separate report on prudential Indicators is included elsewhere in this suite of Medium-Term Financial Strategy (MTFS) reports).

Section 106 of the Local Government Finance Act 1992 makes it a criminal offence for any Member with arrears of Council Tax which have been outstanding for two months or more to attend any meeting of the Council or one of its committees at which a decision affecting the budget is to be made, unless the Member concerned declares at the outset of the meeting that he or she is in arrears, and will not be voting on the decision for that reason. The Member concerned must then abstain from voting.

The Local Authorities (Standing Orders) (England) (Amendment)

Regulations 2014 provide that the Council's procedures must provide for the minutes to record how each Councillor voted (including any abstentions) when determining the Council's budget and the level of Council Tax to be levied

- 9.3 In addition to the legislation requirements set out above, the CIPFA guidance on Local Authority Reserves and Balances requires that a statement reporting on the annual review of earmarked reserves should be made to Council, at the same time as the budget. The statement should list the various earmarked reserves, the purpose for which they are held and provide advice on the appropriate levels. It should also show the estimated opening balances for the year, planned additions/withdrawals and the estimated closing balance. DLUHC have recently announced that they want to review the way reserves are presented. The council's development of reporting for use of reserves and reserves held, will need to have consideration of DLUHC requirements when these are confirmed.

Robustness of Estimates – Overview

- 9.4 Local authorities have been operating within an extended period of financial constraints over the last 10 years with significant cuts in grants from Government since 2013/14 compounded by continuing small inflationary increases in recent settlements and restrictions on the level of council tax increases that could be applied. It is becoming increasingly evident that councils are experiencing significant financial difficulties with recent cases such as Thurrock Council, Woking Council, Birmingham Council and Nottingham City Council making the headlines.
- 9.5 The Medium-Term Financial Plan highlights the continued significant uncertainty on the council's projected financial position going forward. The council has received confirmation of grant allocations from the finance settlement for 2024/2025 but there is no indication of the level of grant that can be expected from 2025/2026. Government remain committed to local government finance reforms and are expected to start consulting on their proposals in the next few months.
- 9.6 The impact of the economic climate of recent high inflation and high interest costs

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has had a significant impact on the council's budget. Whilst inflation has fallen, there is still uncertainty in the market which is keeping interest rates high for an extended period of time although these are expected to reduce in 2024/2025.

- 9.7 Taking these factors into consideration, the projections for the council's financial position beyond 2024/2025 is still subject to a high degree of uncertainty and therefore, the estimates reflect a number of assumptions on the financial position over the Medium Term to assist with financial planning for the longer term. As with any assumptions or projections of budgets over a five-year period, some will have a level of risk against them, and the Financial Plan 2023/2028 is no exception.
- 9.8 The Local Government Finance Policy Statement announced on 5 December 2023 set out the Governments intentions for the local government finance settlement for 2024/2025. This was shortly followed by the provisional funding settlement on 18 December 2023. These both served to provide some early certainty in respect of the funding settlement for 2024/2025 with a view that it would 'ensure stability and maintain balance on council tax'. Once the consultation had concluded, Government announced the final settlement on 5 February 2024 with further additional measures of £600m for local authorities following which further details 'on the exceptional provision of this funding will be set out at the upcoming Budget' indicating that this level of funding is not likely to continue.
- 9.9 There is also reference in the Ministerial Statement that local authorities should use the additional funding to deliver frontline services to communities and that Government will continue to monitor the level of local authority reserves with an expectation that local authorities will consider the use of their reserves to maintain services in the face of the current pressures. Additionally, Government have asked authorities to develop and share productivity plans as part of their effort to return the sector to sustainability in the future. These plans should be published by July 2024 before the Government summer recess and must be agreed by Council Leaders and members and published on local authority websites, together with updates on progress. These plans are expected to cover four main areas:
- 1) transformation of services to make better use of resources;
 - 2) opportunities to take advantage of advances in technology and make better use of data to inform decision making and service design;
 - 3) ways to reduce wasteful spend within systems, including specific consideration of expenditure on consultants and discredited staff Equality, Diversity and Inclusion programmes – this does not include programmes designed to promote integration and civic pride, and counter extremism; and
 - 4) barriers preventing activity that Government can help to reduce or remove.

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- 9.10 The financial plan assumes that Revenue Support Grant and Rural Services Delivery Grant will continue beyond 2024/2025 whilst other Grants (New Homes Bonus, Services Grant and Funding Guarantee Grant) are not projected to continue in future years of the financial plan as it is assumed that grant funding will reduce as part of the reforms that we are now expecting to be consulted on in the coming months and to be implemented following the General Election.
- 9.10 The funding reforms are still expected to include the Business Rates Retention Scheme but detailed arrangements for the implementation of a new scheme are still unknown at this time and any re-set of the baseline will mean that the Council does not retain all the growth that has been achieved and is currently included in the Plan. The continuation of 100% retention of rates from renewable energy is also factored into the plan which may also change as part of the reset. The council has benefitted from increased business rates income due to the increase in the business rates multiplier and this has been reflected in the projected figures. However, no additional growth is included in future years due to the level of uncertainty and risk around business rates funding but also because of increased uncertainty from the impacts of the economy and the impact on the Council's ability to sustain levels of income from growth in a market where businesses and individuals are themselves experiencing the effects in increased costs.
- 9.9 In the previous Financial Plan, a commitment was made to review and release £2.9m of earmarked reserves to support delivering a funded budget for 3 years. This has recently been completed and incorporated into this financial plan. However, despite achieving this, there still remains significant dependence on reserves for the first two years of the plan with a remaining funding gap of £3.3m in 2026/2027 and £5.9m in 2027/2028. The council has been prudent in building up a level of reserves in previous years with the expectation that this will allow some flexibility to support the budget in the face of the cuts that were expected as part of the funding reforms. However, the impact of the reforms continue to be delayed. Whilst this has in some ways been positive for the council as it has resulted in being able to provide a balanced or funded budget for a number of years now, the effect of using one off resource is that the gap at the end of the financial plan has widened and the ability to close this has become more challenging. The proposals in this financial plan will reduce the general fund reserve balance down to the minimum level of 5% in 2026/2027.
- 9.10 The Council has now made progress in setting out a cost management and income generation plan (CMIG) which if delivered will achieve a further £2.3m towards the funding gap by 2027/2028. There are also workstreams that require further work before a figure can be included in the plan. Delivering the CMIG will be key in containing or reducing costs and generating additional income as the Council moves towards a position of funding based on locally generated resources rather

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than receiving RSG or other Government grants as they come to an end. It is a key objective that this work is progressed to reduce the funding gap going forward. The Council has always endeavoured to keep increases for fees and charges below inflation levels where possible. This has been a significant challenge in consideration against long term efficiencies, savings or income generation to close the gap rather than one off reserves which will be at reduced minimum levels going forward.

9.11 The safety net of the level of working balances provides for a degree of comfort and robustness and in the opinion of the S151 Officer the level of General Fund balances held over the period are above minimum levels and adequate for the purposes of the Council for the period up to 2026/2027. From 2026/2027 there is a significant budget gap that needs to be addressed. As noted in the plan, there are a number of operational and financial risks facing the Council that could possibly impact on the level of General Fund balances held which result in balances depleting earlier than anticipated.

9.12 The main risks facing the Council are as follows:

Operational Risks – There will always be an element of risk in the robustness of estimates where many services are demand led. This level of risk is especially heightened during this period of uncertainty in the economy. This is particularly the case where large or volatile budgets exist – mainly the income driven budgets e.g. planning, industrial rents and car parking fees.

Past experience shows that the risk from these service areas, whilst significant in financial terms, can be dealt with through good budget management which quickly identifies any potential issues and enables prompt corrective action to be taken and where necessary the use of balances. However, since the pandemic and the following economic impact, there has been a notable change in the demand for some services and there is a degree of uncertainty on whether they will return to previous levels or continue at the current heightened levels. Additionally, the cost of living impacting households and businesses will continue to impact the demand for services. The performance against budgets is included in regular monitoring reports to management and members and in the event that action is necessary, approval can be gained quickly.

General Economic Risks – Assumptions on inflation made within the budget are detailed in the report. Where inflation factors rise above the assumed levels there will be an impact on the budget. The risk can be reduced through strong budget monitoring of spend and corrective action being taken. In the event that costs cannot be contained then the working balances come into effect.

Provision was previously included to increase budgets for gas and electricity, reflecting changes to unit costs emerging during 2023. However, these costs are now coming down and the forecast have been amended for this. Utility costs are

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affected by global supply and delivery levels and there remains a volatility risk that these could change over the medium-term financial plan. Predictions for these supplies will continue to be obtained and the anticipated impact reported in monitoring reports to management and members.

There is a risk to the budget from further changes in interest rates, especially in the current economic climate. The bank rate has seen significant increases since December 2021 from 0.10% to the current rate of 5.25% following the decisions made by the Bank of England Monetary Policy Committee in their objective to control inflation. This has a direct influence on the interest paid on the Council's investments and borrowings. There is a degree of offsetting on our temporary and daily cashflow borrowing and lending but there remains a risk that there could be an imbalance between rates of borrowing and investment and the Council could suffer a net increase in costs. The risk is reduced through good debt management practices and monitoring of the markets and budget position. Interest rates in the Financial Plan reflect the forecast bank rate which peaks in 2023/2024, but is anticipated to reduce during 2024/2025 and thereafter. The council has also considered loan arrangements with its wholly owned housing companies and has set out arrangements on how to manage these arrangements in the current climate and will continue to carry out due diligence and governance measures to ensure risks are mitigated against.

Capital Schemes, Partnerships and Contracts – The Council will always be subject to general financial risks inherent within large capital schemes, major outsourcing arrangements and partnership arrangements. More recently, the impact of inflation and the current economic climate has had an impact on a number of the projections for some of the major projects causing volatility and uncertainty in any projections over the short term period. Whilst these risks can be reduced through the existence of good governance arrangements, active participation in the schemes and sound project management, it is critical that the projects are frequently reassessed from a financial perspective and the monitoring of the risks remains constant so that actions can be considered at the earliest opportunity. The monitoring and performance of major projects is reported to Member Major Projects Board.

Business Continuity – In terms of risk management there are a number of issues that present a risk to the Council all of which are included in the Corporate Risk Register. Several the most highly rated risks are concerned with finance – the impact of inflation impacting economic activity, increasing costs of or reducing capital receipts from capital projects and variation to service demand with an impact on income and increases to delivery costs for services to the vulnerable. The implementation of the new Business Rates Retention Scheme and the Fair Funding Review impacts the certainty with which the Council can plan and implement its longer term aims, such as economic growth. All these issues have been considered and appropriate action taken to reduce the risk to the Council.

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Business Rates Growth – The Financial Plan includes growth from business rates that has been achieved to date. There is no assumption for increased growth in the plan as this currently presents a significant level of risk. Alongside this, there is a risk that an element of the growth will be removed as part of the baseline re-set with the implementation of the new Business Rates Retention Scheme arrangements which have currently been delayed by Government. There is also concern that some of the business rates generated from renewable energy will also be withdrawn under the new scheme. These are currently retained at 100% so presents considerable risk if any or all of this is removed. With any new financial reforms is the assumption that there will be some dampening mechanism to soften the impact of any significant funding reductions but until further announcements are made on the detail and timing of the implementation of a reset, it remains a significant risk. These risks will continue to be monitored and reported to management and members as information on new arrangements for the scheme emerge.

Legislation – There are always risks associated with changes in legislation. For example, changes to VAT rules or environmental legislation could have significant impact on the Financial Plan of the Council. There is little that can be done to mitigate legal risks other than to continue to be aware of the potential changes and act accordingly.

9.5 Delivering the MTFP

The MTFP requires a number of key actions to be implemented in order to achieve a stable and sustainable financial position for the Council. These include:

- implementing savings plans
- identifying further efficiencies or savings that are sustainable in nature
- reviewing contracts for best value
- delivering income generation projects
- considering how services can be delivered more efficiently
- ensuring a commercial approach is taken where applicable
- increasing revenues by encouraging more businesses into the district
- increasing revenues by continuing to support and encourage housing development

These will need to be managed against a backdrop of the local government finance reforms. To ensure delivery, officers at the Council are advised to ensure that:

Appendix 3 – Section 25 Report of S151 Officer on Robustness of Budget (Section 9 of Financial Plan)

Borough Council of King's Lynn and West Norfolk

- teams are suitably resourced to deliver the Council's corporate objectives - particularly projects or initiatives that the financial plan is dependent on delivery and that resources are at the right level and with the right skills.
 - Officers continue to review service delivery which balance service improvement with reducing costs and being more efficient.
 - Sufficient funding is set aside to support delivering the Council's corporate objectives – particularly those projects or initiatives that the financial plan is dependent on delivery and especially those with an invest to save basis, with clear criteria and expectations of return.
 - Processes, procedures and practices are continually updated to reflect the Council approach to secure value for money or secure efficiencies/savings where applicable.
-
- Members are advised to ensure that:
 - progress against cost management and income generation proposals are regularly monitored and any mitigating actions reported to Corporate Performance Panel.
 - members take future decisions that support the aim of maintaining a financially stable and sustainable Council as set out in the MTFS, including clear funding source where applicable.
 - business cases for investment projects should be rigorously reviewed to ensure they deliver value for money to the Council.

Appendix 4

**SPECIAL ITEMS 2024/2025
PARISH PRECEPTS**

(Local Government Finance Act 1992 Section 34(3))

Line No (1)	Parish (2)	Tax Base (3)	Precept (4)	Council Tax	
				Band D (5)	£p
1	Anmer	22.9	0		0.00
2	Bagthorpe with Barmer	26.1	0		0.00
3	Barton Bendish	95.9	5,900		61.52
4	Barwick	26.1	0		0.00
5	Bawsey	72.3	0		0.00
6	Bircham	239.6	16,970		70.83
7	Boughton	105.5	6,156		58.35
8	Brancaster	777.4	23,320		30.00
9	Burnham Market	641.0	45,510		71.00
10	Burnham Norton	66.1	1,935		29.27
11	Burnham Overy	264.7	16,673		62.99
12	Burnham Thorpe	93.6	10,975		117.25
13	Castle Acre	363.8	20,308		55.82
14	Castle Rising	113.5	7,000		61.67
15	Choseley	13.2	0		0.00
16	Clenchwarton	709.6	70,000		98.65
17	Congham	113.0	6,700		59.29
18	Crimplesham	96.9	12,225		126.16
19	Denver	326.2	20,452		62.70
20	Dersingham	1,809.1	175,000		96.73
21	Docking	556.4	39,530		71.05
22	Downham Market	3,874.9	615,242		158.78
23	Downham West	99.5	7,500		75.38
24	East Rudham	237.5	11,342		47.76
25	East Walton	27.1	0		0.00
26	East Winch	301.3	10,000		33.19
27	Emneth	931.7	43,000		46.15
28	Feltwell	746.3	50,000		67.00
29	Fincham	191.6	11,370		59.34
30	Flitcham	81.6	4,100		50.25
31	Fordham	25.0	0		0.00
32	Fring	41.8	0		0.00
33	Gayton	532.1	60,000		112.76
34	Great Massingham	342.4	24,445		71.39
35	Grimston	739.3	32,157		43.50
36	Harpley	156.3	6,798		43.49
37	Heacham	1,953.3	165,366		84.66
38	Hilgay	468.9	33,880		72.25
39	Hillington	129.1	5,780		44.77
40	Hockwold	404.3	29,333		72.55
41	Holme-next-the-Sea	226.9	0		0.00
42	Houghton	34.7	0		0.00
43	Hunstanton	2,245.4	195,000		86.84
44	Ingoldisthorpe	343.3	15,000		43.69
45	King's Lynn	11,019.1	0		0.00
46	Leziate	282.4	14,195		50.27
47	Little Massingham	48.4	0		0.00
48	Marham	767.6	58,663		76.42
49	Marshland St James	475.9	55,250		116.10
50	Methwold	597.4	73,391		122.85
51	Middleton	583.8	27,778		47.58

Appendix 4

**SPECIAL ITEMS 2024/2025
PARISH PRECEPTS**

(Local Government Finance Act 1992 Section 34(3))

Line No (1)	Parish (2)	Tax Base (3)	Precept (4)	Council Tax	
				Band D (5)	£p
52	Nordelph	145.9	10,500		71.97
53	North Creake	183.3	16,807		91.69
54	North Runcton	272.9	16,988		62.25
55	Northwold	434.6	40,000		92.04
56	North Wootton	874.5	46,474		53.14
57	Old Hunstanton	375.8	13,950		37.12
58	Outwell	704.3	25,977		36.88
59	Pentney	231.5	25,000		107.99
60	Ringstead	172.1	19,000		110.40
61	Roydon	137.7	6,500		47.20
62	Runcton Holme	236.5	19,500		82.45
63	Ryston	42.5	0		0.00
64	Sandringham	177.7	0		0.00
65	Sedgeford	288.5	10,653		36.92
66	Shernborne	21.5	0		0.00
67	Shouldham	245.1	23,352		95.28
68	Shouldham Thorpe	58.6	0		0.00
69	Snettisham	1,146.1	115,600		100.86
70	South Creake	277.7	17,153		61.77
71	Southery	433.1	26,364		60.87
72	South Wootton	1,718.8	121,565		70.73
73	Stanhoe	135.0	8,390		62.15
74	Stoke Ferry	389.3	23,520		60.41
75	Stow Bardolph	446.8	16,000		35.81
76	Stradsett	30.3	0		0.00
77	Syderstone	224.6	13,340		59.39
78	Terrington St Clement	1,354.1	220,000		162.47
79	Terrington St John	302.5	50,000		165.29
80	Thornham	393.7	35,000		88.90
81	Tilney All Saints	196.3	21,000		106.98
82	Tilney St Lawrence	493.2	28,034		56.84
83	Titchwell	57.4	2,750		47.91
84	Tottenhill	75.2	2,900		38.56
85	Upwell	956.4	39,607		41.41
86	Walpole	611.0	22,119		36.20
87	Walpole Cross Keys	187.8	10,900		58.04
88	Walpole Highway	252.2	14,015		55.57
89	Walsoken	537.8	13,056		24.28
90	Watlington	840.1	75,000		89.28
91	Welney	194.5	29,865		153.55
92	Wereham	253.8	17,978		70.84
93	West Acre	79.3	2,750		34.68
94	West Dereham	158.6	17,860		112.61
95	West Rudham	95.8	5,091		53.14
96	West Walton	604.2	21,480		35.55
97	West Winch	1,012.1	61,548		60.81
98	Wiggenhall St Germans	469.0	25,178		53.68
99	Wiggenhall St Mary Magdalen	232.8	16,500		70.88
100	Wimbotsham	251.9	23,466		93.16
101	Wormegay	136.2	6,100		44.79
102	Wretton	155.8	7,373		47.32

Appendix 5

**SPECIAL ITEMS 2024/2025
SPECIAL EXPENSES**

(Local Government Finance Act 1992 Section 34(3))

**SPECIAL ITEMS 2024/2025
SPECIAL EXPENSES**

(Local Government Finance Act 1992 Section 34(3))

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Parish	Tax Base	Valuation Bands				Parish	Tax Base	Valuation Bands			
		A (1)	B (2)	C (3)	D (4)			E (5)	F (6)	G (7)	H (8)
	£p	£p	£p	£p		£p	£p	£p	£p		
Anmer	23	0.00	0.00	0.00	0.00	Anmer	23	0.00	0.00	0.00	0.00
Bagthorpe with Barmer	26	0.00	0.00	0.00	0.00	Bagthorpe with Barmer	26	0.00	0.00	0.00	0.00
Barton Bendish	96	0.14	0.16	0.19	0.21	Barton Bendish	96	0.26	0.30	0.35	0.42
Barwick	26	0.00	0.00	0.00	0.00	Barwick	26	0.00	0.00	0.00	0.00
Bawsey	72	0.00	0.00	0.00	0.00	Bawsey	72	0.00	0.00	0.00	0.00
Bircham	240	0.61	0.72	0.82	0.92	Bircham	240	1.12	1.33	1.53	1.84
Boughton	106	0.00	0.00	0.00	0.00	Boughton	106	0.00	0.00	0.00	0.00
Brancaster	777	0.13	0.15	0.17	0.19	Brancaster	777	0.23	0.27	0.32	0.38
Burnham Market	641	1.19	1.38	1.58	1.78	Burnham Market	641	2.18	2.57	2.97	3.56
Burnham Norton	66	0.00	0.00	0.00	0.00	Burnham Norton	66	0.00	0.00	0.00	0.00
Burnham Overy	265	0.00	0.00	0.00	0.00	Burnham Overy	265	0.00	0.00	0.00	0.00
Burnham Thorpe	94	1.00	1.17	1.33	1.50	Burnham Thorpe	94	1.83	2.17	2.50	3.00
Castle Acre	364	0.07	0.09	0.10	0.11	Castle Acre	364	0.13	0.16	0.18	0.22
Castle Rising	113	0.00	0.00	0.00	0.00	Castle Rising	113	0.00	0.00	0.00	0.00
Choseley	13	0.00	0.00	0.00	0.00	Choseley	13	0.00	0.00	0.00	0.00
Clenchwarton	710	1.22	1.42	1.63	1.83	Clenchwarton	710	2.24	2.64	3.05	3.66
Congham	113	0.00	0.00	0.00	0.00	Congham	113	0.00	0.00	0.00	0.00
Crimplesham	97	0.00	0.00	0.00	0.00	Crimplesham	97	0.00	0.00	0.00	0.00
Denver	326	2.78	3.24	3.71	4.17	Denver	326	5.10	6.02	6.95	8.34
Dersingham	1,809	0.39	0.46	0.52	0.59	Dersingham	1,809	0.72	0.85	0.98	1.18
Docking	556	0.66	0.77	0.88	0.99	Docking	556	1.21	1.43	1.65	1.98
Downham Market	3,875	17.88	20.86	23.84	26.82	Downham Market	3,875	32.78	38.74	44.70	53.64
Downham West	100	0.00	0.00	0.00	0.00	Downham West	100	0.00	0.00	0.00	0.00
East Rudham	237	0.11	0.13	0.15	0.17	East Rudham	237	0.21	0.25	0.28	0.34
East Walton	27	0.00	0.00	0.00	0.00	East Walton	27	0.00	0.00	0.00	0.00
East Winch	301	6.84	7.98	9.12	10.26	East Winch	301	12.54	14.82	17.10	20.52
Emneth	932	1.27	1.49	1.70	1.91	Emneth	932	2.33	2.76	3.18	3.82
Feltwell	746	1.25	1.46	1.67	1.88	Feltwell	746	2.30	2.72	3.13	3.76
Fincham	192	1.11	1.30	1.48	1.67	Fincham	192	2.04	2.41	2.78	3.34
Flitcham	82	0.00	0.00	0.00	0.00	Flitcham	82	0.00	0.00	0.00	0.00
Fordham	25	0.00	0.00	0.00	0.00	Fordham	25	0.00	0.00	0.00	0.00
Fring	42	0.00	0.00	0.00	0.00	Fring	42	0.00	0.00	0.00	0.00
Gayton	532	2.43	2.84	3.24	3.65	Gayton	532	4.46	5.27	6.08	7.30
Great Massingham	342	0.17	0.20	0.23	0.26	Great Massingham	342	0.32	0.38	0.43	0.52
Grimston	739	1.75	2.04	2.33	2.62	Grimston	739	3.20	3.78	4.37	5.24
Harpley	156	0.00	0.00	0.00	0.00	Harpley	156	0.00	0.00	0.00	0.00
Heacham	1,953	4.20	4.90	5.60	6.30	Heacham	1,953	7.70	9.10	10.50	12.60
Hilgay	469	6.51	7.60	8.68	9.77	Hilgay	469	11.94	14.11	16.28	19.54
Hillington	129	0.26	0.30	0.35	0.39	Hillington	129	0.48	0.56	0.65	0.78
Hockwold	404	0.46	0.54	0.61	0.69	Hockwold	404	0.84	1.00	1.15	1.38
Holme-next-the-Sea	227	0.00	0.00	0.00	0.00	Holme-next-the-Sea	227	0.00	0.00	0.00	0.00
Houghton	35	0.00	0.00	0.00	0.00	Houghton	35	0.00	0.00	0.00	0.00
Hunstanton	2,245	24.77	28.89	33.02	37.15	Hunstanton	2,245	45.41	53.66	61.92	74.30
Ingoldisthorpe	343	0.00	0.00	0.00	0.00	Ingoldisthorpe	343	0.00	0.00	0.00	0.00

Appendix 5

**SPECIAL ITEMS 2024/2025
SPECIAL EXPENSES**

(Local Government Finance Act 1992 Section 34(3))

**SPECIAL ITEMS 2024/2025
SPECIAL EXPENSES**

(Local Government Finance Act 1992 Section 34(3))

Parish	Tax Base	Valuation Bands				Parish	Tax Base	Valuation Bands			
		A (1)	B (2)	C (3)	D (4)			E (5)	F (6)	G (7)	H (8)
	£p	£p	£p	£p		£p	£p	£p	£p		
King's Lynn	11,019	35.02	40.86	46.69	52.53	King's Lynn	11,019	64.20	75.88	87.55	105.06
Leziate	282	0.75	0.88	1.00	1.13	Leziate	282	1.38	1.63	1.88	2.26
Little Massingham	48	0.00	0.00	0.00	0.00	Little Massingham	48	0.00	0.00	0.00	0.00
Marham	768	0.75	0.88	1.00	1.13	Marham	768	1.38	1.63	1.88	2.26
Marshland St James	476	0.04	0.05	0.05	0.06	Marshland St James	476	0.07	0.09	0.10	0.12
Methwold	597	0.49	0.58	0.66	0.74	Methwold	597	0.90	1.07	1.23	1.48
Middleton	584	0.00	0.00	0.00	0.00	Middleton	584	0.00	0.00	0.00	0.00
Nordelph	146	0.00	0.00	0.00	0.00	Nordelph	146	0.00	0.00	0.00	0.00
North Creake	183	2.00	2.33	2.67	3.00	North Creake	183	3.67	4.33	5.00	6.00
North Runcton	273	0.00	0.00	0.00	0.00	North Runcton	273	0.00	0.00	0.00	0.00
Northwold	435	0.34	0.40	0.45	0.51	Northwold	435	0.62	0.74	0.85	1.02
North Wootton	874	6.27	7.31	8.36	9.40	North Wootton	874	11.49	13.58	15.67	18.80
Old Hunstanton	376	2.50	2.92	3.33	3.75	Old Hunstanton	376	4.58	5.42	6.25	7.50
Outwell	704	2.57	2.99	3.42	3.85	Outwell	704	4.71	5.56	6.42	7.70
Pentney	231	0.23	0.27	0.31	0.35	Pentney	231	0.43	0.51	0.58	0.70
Ringstead	172	0.00	0.00	0.00	0.00	Ringstead	172	0.00	0.00	0.00	0.00
Roydon	138	1.60	1.87	2.13	2.40	Roydon	138	2.93	3.47	4.00	4.80
Runcton Holme	236	0.09	0.10	0.12	0.13	Runcton Holme	236	0.16	0.19	0.22	0.26
Ryston	43	0.00	0.00	0.00	0.00	Ryston	43	0.00	0.00	0.00	0.00
Sandringham	178	0.00	0.00	0.00	0.00	Sandringham	178	0.00	0.00	0.00	0.00
Sedgeford	288	0.00	0.00	0.00	0.00	Sedgeford	288	0.00	0.00	0.00	0.00
Sherborne	21	0.00	0.00	0.00	0.00	Sherborne	21	0.00	0.00	0.00	0.00
Shouldham	245	0.03	0.03	0.04	0.04	Shouldham	245	0.05	0.06	0.07	0.08
Shouldham Thorpe	59	0.00	0.00	0.00	0.00	Shouldham Thorpe	59	0.00	0.00	0.00	0.00
Snettisham	1,146	0.37	0.44	0.50	0.56	Snettisham	1,146	0.68	0.81	0.93	1.12
South Creake	278	1.11	1.29	1.48	1.66	South Creake	278	2.03	2.40	2.77	3.32
Southery	433	2.14	2.50	2.85	3.21	Southery	433	3.92	4.64	5.35	6.42
South Wootton	1,719	2.71	3.17	3.62	4.07	South Wootton	1,719	4.97	5.88	6.78	8.14
Stanhoe	135	0.00	0.00	0.00	0.00	Stanhoe	135	0.00	0.00	0.00	0.00
Stoke Ferry	389	1.53	1.78	2.04	2.29	Stoke Ferry	389	2.80	3.31	3.82	4.58
Stow Bardolph	447	0.00	0.00	0.00	0.00	Stow Bardolph	447	0.00	0.00	0.00	0.00
Stradsett	30	0.00	0.00	0.00	0.00	Stradsett	30	0.00	0.00	0.00	0.00
Syderstone	225	0.45	0.52	0.60	0.67	Syderstone	225	0.82	0.97	1.12	1.34
Terrington St Clement	1,354	2.88	3.36	3.84	4.32	Terrington St Clement	1,354	5.28	6.24	7.20	8.64
Terrington St John	303	2.36	2.75	3.15	3.54	Terrington St John	303	4.33	5.11	5.90	7.08
Thornham	394	0.07	0.08	0.09	0.10	Thornham	394	0.12	0.14	0.17	0.20
Tilney All Saints	196	0.58	0.68	0.77	0.87	Tilney All Saints	196	1.06	1.26	1.45	1.74
Tilney St Lawrence	493	1.34	1.56	1.79	2.01	Tilney St Lawrence	493	2.46	2.90	3.35	4.02
Titchwell	57	0.00	0.00	0.00	0.00	Titchwell	57	0.00	0.00	0.00	0.00
Tottenham	75	0.00	0.00	0.00	0.00	Tottenham	75	0.00	0.00	0.00	0.00
Upwell	956	3.37	3.93	4.49	5.05	Upwell	956	6.17	7.29	8.42	10.10
Walpole	611	0.19	0.23	0.26	0.29	Walpole	611	0.35	0.42	0.48	0.58
Walpole Cross Keys	188	0.50	0.58	0.67	0.75	Walpole Cross Keys	188	0.92	1.08	1.25	1.50
Walpole Highway	252	1.43	1.66	1.90	2.14	Walpole Highway	252	2.62	3.09	3.57	4.28

Appendix 5

**SPECIAL ITEMS 2024/2025
SPECIAL EXPENSES**

(Local Government Finance Act 1992 Section 34(3))

**SPECIAL ITEMS 2024/2025
SPECIAL EXPENSES**

(Local Government Finance Act 1992 Section 34(3))

Parish	Tax Base	Valuation Bands				Parish	Tax Base	Valuation Bands			
		A (1)	B (2)	C (3)	D (4)			E (5)	F (6)	G (7)	H (8)
		£p	£p	£p	£p			£p	£p	£p	£p
Walsoken	538	1.21	1.42	1.62	1.82	Walsoken	538	2.22	2.63	3.03	3.64
Watlington	840	1.47	1.72	1.96	2.21	Watlington	840	2.70	3.19	3.68	4.42
Welney	195	0.00	0.00	0.00	0.00	Welney	195	0.00	0.00	0.00	0.00
Wereham	254	0.00	0.00	0.00	0.00	Wereham	254	0.00	0.00	0.00	0.00
West Acre	79	0.42	0.49	0.56	0.63	West Acre	79	0.77	0.91	1.05	1.26
West Dereham	159	0.33	0.39	0.44	0.50	West Dereham	159	0.61	0.72	0.83	1.00
West Rudham	96	0.00	0.00	0.00	0.00	West Rudham	96	0.00	0.00	0.00	0.00
West Walton	604	0.27	0.32	0.36	0.41	West Walton	604	0.50	0.59	0.68	0.82
West Winch	1,012	1.38	1.61	1.84	2.07	West Winch	1,012	2.53	2.99	3.45	4.14
Wiggenhall St Germans	469	1.28	1.49	1.71	1.92	Wiggenhall St Germans	469	2.35	2.77	3.20	3.84
Wiggenhall St Mary Magdalen	233	3.81	4.44	5.08	5.71	Wiggenhall St Mary Magdalen	233	6.98	8.25	9.52	11.42
Wimbotsham	252	1.40	1.63	1.87	2.10	Wimbotsham	252	2.57	3.03	3.50	4.20
Wormegay	136	0.00	0.00	0.00	0.00	Wormegay	136	0.00	0.00	0.00	0.00
Wretton	156	0.00	0.00	0.00	0.00	Wretton	156	0.00	0.00	0.00	0.00

Appendix 6

**SPECIAL ITEMS 2024/2025
PARISH PRECEPTS**

(Local Government Finance Act 1992 Section 34(3))

**SPECIAL ITEMS 2024/2025
PARISH PRECEPTS**

(Local Government Finance Act 1992 Section 34(3))

Parish	Tax Base	Valuation Bands				Parish	Tax Base	Valuation Bands			
		A (1)	B (2)	C (3)	D (4)			E (5)	F (6)	G (7)	H (8)
		£p	£p	£p	£p		£p	£p	£p	£p	
King's Lynn	11,019	0.00	0.00	0.00	0.00	King's Lynn	11,019	0.00	0.00	0.00	0.00
Leziate	282	33.51	39.10	44.68	50.27	Leziate	282	61.44	72.61	83.78	100.54
Little Massingham	48	0.00	0.00	0.00	0.00	Little Massingham	48	0.00	0.00	0.00	0.00
Marham	768	50.95	59.44	67.93	76.42	Marham	768	93.40	110.38	127.37	152.84
Marshland St James	476	77.40	90.30	103.20	116.10	Marshland St James	476	141.90	167.70	193.50	232.20
Methwold	597	81.90	95.55	109.20	122.85	Methwold	597	150.15	177.45	204.75	245.70
Middleton	584	31.72	37.01	42.29	47.58	Middleton	584	58.15	68.73	79.30	95.16
Nordelph	146	47.98	55.98	63.97	71.97	Nordelph	146	87.96	103.96	119.95	143.94
North Creake	183	61.13	71.31	81.50	91.69	North Creake	183	112.07	132.44	152.82	183.38
North Runcton	273	41.50	48.42	55.33	62.25	North Runcton	273	76.08	89.92	103.75	124.50
Northwold	435	61.36	71.59	81.81	92.04	Northwold	435	112.49	132.95	153.40	184.08
North Wootton	874	35.43	41.33	47.24	53.14	North Wootton	874	64.95	76.76	88.57	106.28
Old Hunstanton	376	24.75	28.87	33.00	37.12	Old Hunstanton	376	45.37	53.62	61.87	74.24
Outwell	704	24.59	28.68	32.78	36.88	Outwell	704	45.08	53.27	61.47	73.76
Pentney	231	71.99	83.99	95.99	107.99	Pentney	231	131.99	155.99	179.98	215.98
Ringstead	172	73.60	85.87	98.13	110.40	Ringstead	172	134.93	159.47	184.00	220.80
Roydon	138	31.47	36.71	41.96	47.20	Roydon	138	57.69	68.18	78.67	94.40
Runcton Holme	236	54.97	64.13	73.29	82.45	Runcton Holme	236	100.77	119.09	137.42	164.90
Ryston	43	0.00	0.00	0.00	0.00	Ryston	43	0.00	0.00	0.00	0.00
Sandringham	178	0.00	0.00	0.00	0.00	Sandringham	178	0.00	0.00	0.00	0.00
Sedgeford	288	24.61	28.72	32.82	36.92	Sedgeford	288	45.12	53.33	61.53	73.84
Sherborne	21	0.00	0.00	0.00	0.00	Sherborne	21	0.00	0.00	0.00	0.00
Shouldham	245	63.52	74.11	84.69	95.28	Shouldham	245	116.45	137.63	158.80	190.56
Shouldham Thorpe	59	0.00	0.00	0.00	0.00	Shouldham Thorpe	59	0.00	0.00	0.00	0.00
Snettisham	1,146	67.24	78.45	89.65	100.86	Snettisham	1,146	123.27	145.69	168.10	201.72
South Creake	278	41.18	48.04	54.91	61.77	South Creake	278	75.50	89.22	102.95	123.54
Southery	433	40.58	47.34	54.11	60.87	Southery	433	74.40	87.92	101.45	121.74
South Wootton	1,719	47.15	55.01	62.87	70.73	South Wootton	1,719	86.45	102.17	117.88	141.46
Stanhoe	135	41.43	48.34	55.24	62.15	Stanhoe	135	75.96	89.77	103.58	124.30
Stoke Ferry	389	40.27	46.99	53.70	60.41	Stoke Ferry	389	73.83	87.26	100.68	120.82
Stow Bardolph	447	23.87	27.85	31.83	35.81	Stow Bardolph	447	43.77	51.73	59.68	71.62
Stradsett	30	0.00	0.00	0.00	0.00	Stradsett	30	0.00	0.00	0.00	0.00
Syderstone	225	39.59	46.19	52.79	59.39	Syderstone	225	72.59	85.79	98.98	118.78
Terrington St Clement	1,354	108.31	126.37	144.42	162.47	Terrington St Clement	1,354	198.57	234.68	270.78	324.94
Terrington St John	303	110.19	128.56	146.92	165.29	Terrington St John	303	202.02	238.75	275.48	330.58
Thornham	394	59.27	69.14	79.02	88.90	Thornham	394	108.66	128.41	148.17	177.80
Tilney All Saints	196	71.32	83.21	95.09	106.98	Tilney All Saints	196	130.75	154.53	178.30	213.96
Tilney St Lawrence	493	37.89	44.21	50.52	56.84	Tilney St Lawrence	493	69.47	82.10	94.73	113.68
Titchwell	57	31.94	37.26	42.59	47.91	Titchwell	57	58.56	69.20	79.85	95.82
Tottenham	75	25.71	29.99	34.28	38.56	Tottenham	75	47.13	55.70	64.27	77.12
Upwell	956	27.61	32.21	36.81	41.41	Upwell	956	50.61	59.81	69.02	82.82
Walpole	611	24.13	28.16	32.18	36.20	Walpole	611	44.24	52.29	60.33	72.40
Walpole Cross Keys	188	38.69	45.14	51.59	58.04	Walpole Cross Keys	188	70.94	83.84	96.73	116.08
Walpole Highway	252	37.05	43.22	49.40	55.57	Walpole Highway	252	67.92	80.27	92.62	111.14

Appendix 6

**SPECIAL ITEMS 2024/2025
PARISH PRECEPTS**

(Local Government Finance Act 1992 Section 34(3))

**SPECIAL ITEMS 2024/2025
PARISH PRECEPTS**

(Local Government Finance Act 1992 Section 34(3))

Parish	Tax Base	Valuation Bands				Parish	Tax Base	Valuation Bands			
		A (1)	B (2)	C (3)	D (4)			E (5)	F (6)	G (7)	H (8)
		£p	£p	£p	£p			£p	£p	£p	£p
Walsoken	538	16.19	18.88	21.58	24.28	Walsoken	538	29.68	35.07	40.47	48.56
Watlington	840	59.52	69.44	79.36	89.28	Watlington	840	109.12	128.96	148.80	178.56
Welney	195	102.37	119.43	136.49	153.55	Welney	195	187.67	221.79	255.92	307.10
Wereham	254	47.23	55.10	62.97	70.84	Wereham	254	86.58	102.32	118.07	141.68
West Acre	79	23.12	26.97	30.83	34.68	West Acre	79	42.39	50.09	57.80	69.36
West Dereham	159	75.07	87.59	100.10	112.61	West Dereham	159	137.63	162.66	187.68	225.22
West Rudham	96	35.43	41.33	47.24	53.14	West Rudham	96	64.95	76.76	88.57	106.28
West Walton	604	23.70	27.65	31.60	35.55	West Walton	604	43.45	51.35	59.25	71.10
West Winch	1,012	40.54	47.30	54.05	60.81	West Winch	1,012	74.32	87.84	101.35	121.62
Wiggenhall St Germans	469	35.79	41.75	47.72	53.68	Wiggenhall St Germans	469	65.61	77.54	89.47	107.36
Wiggenhall St Mary Magdalen	233	47.25	55.13	63.00	70.88	Wiggenhall St Mary Magdalen	233	86.63	102.38	118.13	141.76
Wimbotsham	252	62.11	72.46	82.81	93.16	Wimbotsham	252	113.86	134.56	155.27	186.32
Wormegay	136	29.86	34.84	39.81	44.79	Wormegay	136	54.74	64.70	74.65	89.58
Wretton	156	31.55	36.80	42.06	47.32	Wretton	156	57.84	68.35	78.87	94.64

COUNCIL TAX 2024/2025

(Local Government Finance Act 1992 Section 30(2))

Parish	Valuation Bands			
	A (1)	B (2)	C (3)	D (4)
	£p	£p	£p	£p
Anmer	1,424.25	1,661.63	1,899.00	2,136.38
Bagthorpe with Barmer	1,424.25	1,661.63	1,899.00	2,136.38
Barton Bendish	1,465.40	1,709.64	1,953.87	2,198.11
Barwick	1,424.25	1,661.63	1,899.00	2,136.38
Bawsey	1,424.25	1,661.63	1,899.00	2,136.38
Bircham	1,472.08	1,717.44	1,962.78	2,208.13
Boughton	1,463.15	1,707.01	1,950.87	2,194.73
Brancaster	1,444.38	1,685.11	1,925.84	2,166.57
Burnham Market	1,472.77	1,718.23	1,963.69	2,209.16
Burnham Norton	1,443.76	1,684.40	1,925.02	2,165.65
Burnham Overy	1,466.24	1,710.62	1,954.99	2,199.37
Burnham Thorpe	1,503.42	1,753.99	2,004.55	2,255.13
Castle Acre	1,461.53	1,705.14	1,948.72	2,192.31
Castle Rising	1,465.36	1,709.60	1,953.82	2,198.05
Choseley	1,424.25	1,661.63	1,899.00	2,136.38
Clenchwarton	1,491.24	1,739.78	1,988.32	2,236.86
Congham	1,463.78	1,707.74	1,951.70	2,195.67
Crimplesham	1,508.36	1,759.75	2,011.14	2,262.54
Denver	1,468.83	1,713.64	1,958.44	2,203.25
Dersingham	1,489.13	1,737.32	1,985.50	2,233.70
Docking	1,472.28	1,717.66	1,963.04	2,208.42
Downham Market	1,547.98	1,805.99	2,063.98	2,321.98
Downham West	1,474.50	1,720.26	1,966.00	2,211.76
East Rudham	1,456.20	1,698.91	1,941.60	2,184.31
East Walton	1,424.25	1,661.63	1,899.00	2,136.38
East Winch	1,453.22	1,695.42	1,937.62	2,179.83
Emneth	1,456.29	1,699.01	1,941.72	2,184.44
Feltwell	1,470.17	1,715.20	1,960.23	2,205.26
Fincham	1,464.92	1,709.08	1,953.23	2,197.39
Flitcham	1,457.75	1,700.71	1,943.67	2,186.63
Fordham	1,424.25	1,661.63	1,899.00	2,136.38
Fring	1,424.25	1,661.63	1,899.00	2,136.38
Gayton	1,501.85	1,752.17	2,002.47	2,252.79
Great Massingham	1,472.01	1,717.36	1,962.69	2,208.03
Grimston	1,455.00	1,697.50	1,940.00	2,182.50
Harpley	1,453.24	1,695.46	1,937.66	2,179.87
Heacham	1,484.89	1,732.38	1,979.85	2,227.34
Hilgay	1,478.93	1,725.42	1,971.90	2,218.40
Hillington	1,454.36	1,696.75	1,939.15	2,181.54
Hockwold	1,473.08	1,718.60	1,964.10	2,209.62
Holme-next-the-Sea	1,424.25	1,661.63	1,899.00	2,136.38
Houghton	1,424.25	1,661.63	1,899.00	2,136.38
Hunstanton	1,506.91	1,758.06	2,009.21	2,260.37
Ingoldisthorpe	1,453.38	1,695.61	1,937.84	2,180.07
King's Lynn	1,459.27	1,702.49	1,945.69	2,188.91
Leziate	1,458.51	1,701.61	1,944.68	2,187.78
Little Massingham	1,424.25	1,661.63	1,899.00	2,136.38
Marham	1,475.95	1,721.95	1,967.93	2,213.93
Marshland St James	1,501.69	1,751.98	2,002.25	2,252.54
Methwold	1,506.64	1,757.76	2,008.86	2,259.97
Middleton	1,455.97	1,698.64	1,941.29	2,183.96
Nordelph	1,472.23	1,717.61	1,962.97	2,208.35

COUNCIL TAX 2024/2025

(Local Government Finance Act 1992 Section 30(2))

Parish	Valuation Bands			
	E (5)	F (6)	G (7)	H (8)
	£p	£p	£p	£p
Anmer	2,611.13	3,085.88	3,560.63	4,272.76
Bagthorpe with Barmer	2,611.13	3,085.88	3,560.63	4,272.76
Barton Bendish	2,686.58	3,175.04	3,663.51	4,396.22
Barwick	2,611.13	3,085.88	3,560.63	4,272.76
Bawsey	2,611.13	3,085.88	3,560.63	4,272.76
Bircham	2,698.82	3,189.52	3,680.21	4,416.26
Boughton	2,682.45	3,170.16	3,657.88	4,389.46
Brancaster	2,648.03	3,129.48	3,610.95	4,333.14
Burnham Market	2,700.09	3,191.01	3,681.93	4,418.32
Burnham Norton	2,646.90	3,128.16	3,609.41	4,331.30
Burnham Overy	2,688.12	3,176.87	3,665.61	4,398.74
Burnham Thorpe	2,756.27	3,257.41	3,758.55	4,510.26
Castle Acre	2,679.48	3,166.67	3,653.84	4,384.62
Castle Rising	2,686.50	3,174.96	3,663.41	4,396.10
Choseley	2,611.13	3,085.88	3,560.63	4,272.76
Clenchwarton	2,733.94	3,231.01	3,728.10	4,473.72
Congham	2,683.60	3,171.52	3,659.45	4,391.34
Crimplesham	2,765.33	3,268.11	3,770.90	4,525.08
Denver	2,692.86	3,182.47	3,672.08	4,406.50
Dersingham	2,730.08	3,226.45	3,722.83	4,467.40
Docking	2,699.18	3,189.94	3,680.70	4,416.84
Downham Market	2,837.97	3,353.97	3,869.96	4,643.96
Downham West	2,703.26	3,194.76	3,686.26	4,423.52
East Rudham	2,669.71	3,155.12	3,640.51	4,368.62
East Walton	2,611.13	3,085.88	3,560.63	4,272.76
East Winch	2,664.24	3,148.64	3,633.05	4,359.66
Emneth	2,669.87	3,155.30	3,640.73	4,368.88
Feltwell	2,695.32	3,185.38	3,675.43	4,410.52
Fincham	2,685.70	3,174.00	3,662.31	4,394.78
Flitcham	2,672.55	3,158.46	3,644.38	4,373.26
Fordham	2,611.13	3,085.88	3,560.63	4,272.76
Fring	2,611.13	3,085.88	3,560.63	4,272.76
Gayton	2,753.41	3,254.03	3,754.64	4,505.58
Great Massingham	2,698.70	3,189.38	3,680.04	4,416.06
Grimston	2,667.50	3,152.49	3,637.50	4,365.00
Harpley	2,664.28	3,148.70	3,633.11	4,359.74
Heacham	2,722.30	3,217.27	3,712.23	4,454.68
Hilgay	2,711.38	3,204.35	3,697.33	4,436.80
Hillington	2,666.33	3,151.11	3,635.90	4,363.08
Hockwold	2,700.64	3,191.67	3,682.70	4,419.24
Holme-next-the-Sea	2,611.13	3,085.88	3,560.63	4,272.76
Houghton	2,611.13	3,085.88	3,560.63	4,272.76
Hunstanton	2,762.68	3,264.98	3,767.28	4,520.74
Ingoldisthorpe	2,664.53	3,148.99	3,633.45	4,360.14
King's Lynn	2,675.33	3,161.76	3,648.18	4,377.82
Leziate	2,673.95	3,160.12	3,646.29	4,375.56
Little Massingham	2,611.13	3,085.88	3,560.63	4,272.76
Marham	2,705.91	3,197.89	3,689.88	4,427.86
Marshland St James	2,753.10	3,253.67	3,754.23	4,505.08
Methwold	2,762.18	3,264.40	3,766.61	4,519.94
Middleton	2,669.28	3,154.61	3,639.93	4,367.92
Nordelph	2,699.09	3,189.84	3,680.58	4,416.70

COUNCIL TAX 2024/2025

(Local Government Finance Act 1992 Section 30(2))

Parish	Valuation Bands			
	A (1)	B (2)	C (3)	D (4)
	£p	£p	£p	£p
North Creake	1,487.38	1,735.27	1,983.17	2,231.07
North Runcton	1,465.75	1,710.05	1,954.33	2,198.63
Northwold	1,485.95	1,733.62	1,981.26	2,228.93
North Wootton	1,465.95	1,710.27	1,954.60	2,198.92
Old Hunstanton	1,451.50	1,693.42	1,935.33	2,177.25
Outwell	1,451.41	1,693.30	1,935.20	2,177.11
Pentney	1,496.47	1,745.89	1,995.30	2,244.72
Ringstead	1,497.85	1,747.50	1,997.13	2,246.78
Roydon	1,457.32	1,700.21	1,943.09	2,185.98
Runcton Holme	1,479.31	1,725.86	1,972.41	2,218.96
Ryston	1,424.25	1,661.63	1,899.00	2,136.38
Sandringham	1,424.25	1,661.63	1,899.00	2,136.38
Sedgeford	1,448.86	1,690.35	1,931.82	2,173.30
Sherborne	1,424.25	1,661.63	1,899.00	2,136.38
Shouldham	1,487.80	1,735.77	1,983.73	2,231.70
Shouldham Thorpe	1,424.25	1,661.63	1,899.00	2,136.38
Snettisham	1,491.86	1,740.52	1,989.15	2,237.80
South Creake	1,466.54	1,710.96	1,955.39	2,199.81
Southery	1,466.97	1,711.47	1,955.96	2,200.46
South Wootton	1,474.11	1,719.81	1,965.49	2,211.18
Stanhoe	1,465.68	1,709.97	1,954.24	2,198.53
Stoke Ferry	1,466.05	1,710.40	1,954.74	2,199.08
Stow Bardolph	1,448.12	1,689.48	1,930.83	2,172.19
Stradsett	1,424.25	1,661.63	1,899.00	2,136.38
Syderstone	1,464.29	1,708.34	1,952.39	2,196.44
Terrington St Clement	1,535.44	1,791.36	2,047.26	2,303.17
Terrington St John	1,536.80	1,792.94	2,049.07	2,305.21
Thornham	1,483.59	1,730.85	1,978.11	2,225.38
Tilney All Saints	1,496.15	1,745.52	1,994.86	2,244.23
Tilney St Lawrence	1,463.48	1,707.40	1,951.31	2,195.23
Titchwell	1,456.19	1,698.89	1,941.59	2,184.29
Tottenhill	1,449.96	1,691.62	1,933.28	2,174.94
Upwell	1,455.23	1,697.77	1,940.30	2,182.84
Walpole	1,448.57	1,690.02	1,931.44	2,172.87
Walpole Cross Keys	1,463.44	1,707.35	1,951.26	2,195.17
Walpole Highway	1,462.73	1,706.51	1,950.30	2,194.09
Walsoken	1,441.65	1,681.93	1,922.20	2,162.48
Watlington	1,485.24	1,732.79	1,980.32	2,227.87
Welney	1,526.62	1,781.06	2,035.49	2,289.93
Wereham	1,471.48	1,716.73	1,961.97	2,207.22
West Acre	1,447.79	1,689.09	1,930.39	2,171.69
West Dereham	1,499.65	1,749.61	1,999.54	2,249.49
West Rudham	1,459.68	1,702.96	1,946.24	2,189.52
West Walton	1,448.22	1,689.60	1,930.96	2,172.34
West Winch	1,466.17	1,710.54	1,954.89	2,199.26
Wiggenhall St Germans	1,461.32	1,704.87	1,948.43	2,191.98
Wiggenhall St Mary Magdalen	1,475.31	1,721.20	1,967.08	2,212.97
Wimbotsham	1,487.76	1,735.72	1,983.68	2,231.64
Wormegay	1,454.11	1,696.47	1,938.81	2,181.17
Wretton	1,455.80	1,698.43	1,941.06	2,183.70

COUNCIL TAX 2024/2025

(Local Government Finance Act 1992 Section 30(2))

Parish	Valuation Bands			
	E (5)	F (6)	G (7)	H (8)
	£p	£p	£p	£p
North Creake	2,726.87	3,222.65	3,718.45	4,462.14
North Runcton	2,687.21	3,175.80	3,664.38	4,397.26
Northwold	2,724.24	3,219.57	3,714.88	4,457.86
North Wootton	2,687.57	3,176.22	3,664.87	4,397.84
Old Hunstanton	2,661.08	3,144.92	3,628.75	4,354.50
Outwell	2,660.92	3,144.71	3,628.52	4,354.22
Pentney	2,743.55	3,242.38	3,741.19	4,489.44
Ringstead	2,746.06	3,245.35	3,744.63	4,493.56
Roydon	2,671.75	3,157.53	3,643.30	4,371.96
Runcton Holme	2,712.06	3,205.16	3,698.27	4,437.92
Ryston	2,611.13	3,085.88	3,560.63	4,272.76
Sandringham	2,611.13	3,085.88	3,560.63	4,272.76
Sedgeford	2,656.25	3,139.21	3,622.16	4,346.60
Sherborne	2,611.13	3,085.88	3,560.63	4,272.76
Shouldham	2,727.63	3,223.57	3,719.50	4,463.40
Shouldham Thorpe	2,611.13	3,085.88	3,560.63	4,272.76
Snettisham	2,735.08	3,232.38	3,729.66	4,475.60
South Creake	2,688.66	3,177.50	3,666.35	4,399.62
Southery	2,689.45	3,178.44	3,667.43	4,400.92
South Wootton	2,702.55	3,193.93	3,685.29	4,422.36
Stanhoe	2,687.09	3,175.65	3,664.21	4,397.06
Stoke Ferry	2,687.76	3,176.45	3,665.13	4,398.16
Stow Bardolph	2,654.90	3,137.61	3,620.31	4,344.38
Stradsett	2,611.13	3,085.88	3,560.63	4,272.76
Syderstone	2,684.54	3,172.64	3,660.73	4,392.88
Terrington St Clement	2,814.98	3,326.80	3,838.61	4,606.34
Terrington St John	2,817.48	3,329.74	3,842.01	4,610.42
Thornham	2,719.91	3,214.43	3,708.97	4,450.76
Tilney All Saints	2,742.94	3,241.67	3,740.38	4,488.46
Tilney St Lawrence	2,683.06	3,170.88	3,658.71	4,390.46
Titchwell	2,669.69	3,155.08	3,640.48	4,368.58
Tottenhill	2,658.26	3,141.58	3,624.90	4,349.88
Upwell	2,667.91	3,152.98	3,638.07	4,365.68
Walpole	2,655.72	3,138.59	3,621.44	4,345.74
Walpole Cross Keys	2,682.99	3,170.80	3,658.61	4,390.34
Walpole Highway	2,681.67	3,169.24	3,656.82	4,388.18
Walsoken	2,643.03	3,123.58	3,604.13	4,324.96
Watlington	2,722.95	3,218.03	3,713.11	4,455.74
Welney	2,798.80	3,307.67	3,816.55	4,579.86
Wereham	2,697.71	3,188.20	3,678.70	4,414.44
West Acre	2,654.29	3,136.88	3,619.48	4,343.38
West Dereham	2,749.37	3,249.26	3,749.14	4,498.98
West Rudham	2,676.08	3,162.64	3,649.20	4,379.04
West Walton	2,655.08	3,137.82	3,620.56	4,344.68
West Winch	2,687.98	3,176.71	3,665.43	4,398.52
Wiggenhall St Germans	2,679.09	3,166.19	3,653.30	4,383.96
Wiggenhall St Mary Magdalen	2,704.74	3,196.51	3,688.28	4,425.94
Wimbotsham	2,727.56	3,223.47	3,719.40	4,463.28
Wormegay	2,665.87	3,150.58	3,635.28	4,362.34
Wretton	2,668.97	3,154.23	3,639.50	4,367.40

REPORT TO CABINET

Open/Exempt	OPEN	Would any decisions proposed :			
Any especially affected Wards	Mandatory	Be entirely within Cabinet's powers to decide	NO		
		Need to be recommendations to Council	YES		
		Is it a Key Decision	NO		
Lead Member: Cllr Chris Morley, Portfolio Holder for Finance E-mail: cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted: None			
		Other Members consulted: None			
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial:01553 616549		Other Officers consulted: Michelle Drewery, Assistant Director - Resources			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment NO	Risk Management Implications NO	Environmental Considerations 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: 7 February 2024

CAPITAL STRATEGY 2024/25

Summary

The Capital Strategy outlines the principles and framework that shape the Council's capital decisions. The principal aim is to deliver a programme of capital investment that contributes to the achievement of the Council's priorities and objectives as set out in the Corporate Plan. The Capital Strategy will be updated annually and will be put before Cabinet alongside the Treasury Management Strategy so that it can be approved before the year to which it relates begins.

The Strategy defines at the highest level how the capital programme is to be formulated; it identifies the issues and options that influence capital spending and sets out how the resources and capital programme will be managed.

Recommendation

- 1) that Cabinet approve the Capital Strategy 2024/2025 as attached to this report.

Additional Recommendation to Full Council from Cabinet 15 January 2024:

- 2) To give delegated authority to the Section 151 Officer in consultation with the Portfolio Holder for Business to amend the Capital Strategy for 2023- 2024 to reflect the approved Drawdown facility to the Companies (from report to Cabinet on 15 January 2024 Council Company Funding).

Reason for Decision

Not to approve these policies would contravene the requirements of both legislation and good practice. In addition, the external auditors may comment in their report to those charged with governance (ISA260).

1 Background

As Council's become increasingly complex and diverse it is vital that those charged with governance understand the long-term context in which investment decisions are made and all the financial risks to which the authority is exposed. With Council's having increasingly wide powers around commercialisation, more being subject to group arrangements and the increase in combined authority arrangements it is no longer sufficient to consider only the individual council but also the residual risks and liabilities to which it is subject.

The capital strategy is intended to give a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2 Options Considered

No options considered. The CIPFA Prudential Code for Capital Finance in Local Authorities (2017) states that authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement or priority outcomes.

3 Policy Implications

The CIPFA Prudential Code for Capital Finance in Local Authorities (2017) states that authorities should have in place a capital strategy.

4 Financial Implications

The Strategy is a statutory requirement and has no financial implications.

5 Personnel Implications

The Strategy is a statutory requirement and has no personnel implications.

6 Environmental Considerations

The Strategy is a statutory requirement and has no environment considerations to consider.

7 Statutory Considerations

The CIPFA Prudential Code for Capital Finance in Local Authorities (2017) states that authorities should have in place a capital strategy.

8 Equality Impact Assessment (EIA)

There are no changes being considered. This is a statutory requirement and therefore there are no impacts to report.

9 Risk Management Implications

Not to approve these policies would contravene the requirements of both legislation and good practice.

10 Declarations of Interest / Dispensations Granted

There are no declarations of interest.

11 Background Papers

Cabinet Reports
Financial Plan 2023-2028
Monthly Monitoring Reports
Statement of Accounts
Corporate Strategy 2023-2027

Borough Council of Kings Lynn and West Norfolk

CAPITAL STRATEGY 2024/2025

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1. Introduction and Overview

The Capital Strategy provides a clear framework to ensure that capital investment plans are affordable, prudent, and sustainable.

This report provides:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
- an overview of how the associated risk is managed.
- the implications for future financial sustainability.

Under the Capital Strategy all capital investment should contribute to the achievement of the main priorities of the Council. This enables capital funds to be directed to projects meeting the highest corporate priorities.

When identifying and planning new schemes the Council will try to maximise all external sources of finance (grants, partnership funding, joint ventures etc). It will however ensure that such sums do not come with conditions attached, that reduce the effect of the scheme should the funding source not have been used.

The evaluation process will consider revenue implications and provide value for money for residents of West Norfolk.

2. The Council's Corporate Strategy

The Council publishes a Corporate Strategy which sets out the broad framework for the Council's aims for the period up to May 2027. The new Corporate Strategy 2023-2027 was adopted by Council on 23 November 2023.

The four priority aims within the new plan are:

- a. Promote growth and prosperity to benefit West Norfolk
- b. Protect our environment
- c. Efficient and effective delivery of our services
- d. Support our communities

The purpose of the Capital Strategy is to deliver the Council's key priorities by using capital resources to provide assets appropriate to the Council's service, in the most efficient and effective manner.

3. Capital Expenditure

3.1 An overview of the governance process for approval and monitoring of capital expenditure

Decisions around capital expenditure, investment and borrowing align with the processes established for the setting and revising of the budget. Ultimate responsibility lies with full council.

Democratic decision-making and scrutiny processes provide overall political direction and ensure accountability for investment in the capital programme.

- Council approves the Corporate Strategy which sets out the broad framework for the Council's aims.
- Council approves the Capital Strategy, Treasury Management Strategy and a five-year capital programme which includes a list of schemes with profiled costs and funding sources.
- Members receive regular capital monitoring reports, approve variations to the programme and consider new bids for inclusion in the capital programme.
- The capital programme is subject to internal and external audit.

The ICT Development Group oversees the preparation and delivery of the Council's ICT systems programme. It also approves any ICT bids that are to be made to the capital programme.

Major Projects are monitored by Officers and Members through the Members Major Project Board.

At each year end a report will be taken to the Corporate Performance Panel, Cabinet and Council to show the outcome of the financial year and the impact on the future capital programme and resources.

As councils become increasingly complex and diverse it is vital that those charged with governance understand the long-term context in which investment decisions are made and all the financial risks to which the authority is exposed. With council's having increasingly wide powers around commercialisation, more being subject to group arrangements and the increase in combined authority arrangements, it is no longer enough to consider only the individual council but also the residual risks and liabilities to which it is subject.

In considering how stewardship, value for money, prudence, sustainability, risk and affordability can be demonstrated the council will have regard to the following key areas:

- Capital expenditure
- Debt and borrowing and treasury management
- Commercial activity
- Other long-term liabilities
- Knowledge and skills

3.2 Capital Expenditure

Capital expenditure over £10,000 on the acquisition, creation or enhancement of assets is included in the capital programme.

Details on the council's capitalisation policies can be found in the Statement of Accounts. https://www.west-norfolk.gov.uk/info/20160/budgets_and_spending/361/annual_accounts

The Council capitalises borrowing costs incurred whilst assets are under construction.

Capital expenditure is defined in Section 16 of Statutory Instrument 2003/3146 as:

- Expenditure that results in the acquisition, construction, or enhancement of fixed assets (tangible and intangible)
- Expenditure fulfilling one of the definitions specified in regulations made under the Local Government Act 2003
- Expenditure which has been directed to be treated as capital by the Secretary of State (for example, grants made to third parties for the purpose of capital expenditure).

3.3 Capital Bids and Prioritisation

Proposed capital projects must present a clear business case. The scheme bids are evaluated against the corporate criteria and prioritised on that basis subject to a recognised limit on resources available in the period. The proposed capital programme is then discussed with Management Team and put forward to the Cabinet and Council for approval. The report on the capital programme will go through the normal process of scrutiny by the various Panels of the Council. Members receive adequate training to ensure decisions can be properly debated and understood and scrutiny functions can be effective. The training needs of officers are periodically reviewed, and annual CPD training events are attended.

All schemes, whether existing or new, are scrutinised and challenged where appropriate by officers to verify the underlying costs and/or establish whether alternative methods of delivery have been investigated in order to meet the relevant needs and outcomes of the Council.

3.4 A long-term view of capital expenditure plans

Over recent years the council has undertaken a number of cost-reduction initiatives that have supported the phasing out of Revenue Support Grant (RSG), one of the council's main sources of revenue funding.

Even though the council has undertaken cost-reduction measures, these do not go far enough to balance its budget in the years ahead. To address this the council has identified projects that link to strategic corporate objectives, help to address its revenue requirements going forward and take advantage of capital funding opportunities being promoted by Central Government.

The council has long-held ambitions for the growth, development, and regeneration for West Norfolk and particularly King's Lynn as its main urban centre and driver of the local economy.

The Council has progressed significant regeneration initiatives within the borough over several years. The two main initiatives within King's Lynn have been the Nar Ouse Regeneration Area (NORA) and the Waterfront Regeneration Area (WRA). These regeneration initiatives have been progressed by the Council with inputs from a variety of other public bodies and agencies over the years. Significant amounts of funding have been secured from partner agencies to facilitate these regeneration initiatives that will help drive the growth, development, and sustainability of King's Lynn as a sub-regional centre.

The Council, with its partner agencies, and the private sector, has invested significantly in the delivery of the NORA schemes to help bring these sites forward for development.

The Council also created the King's Lynn Town Deal Board which brings together a diverse range of individuals with representatives from all tiers of local authority, Members of Parliament, local businesses, the Local Enterprise Partnership, Business Improvement District, Queen Elizabeth Hospital, College of West Anglia and the community. Led by a chair from the private sector - in line with government guidance - the board brings together diverse expertise, experience, and knowledge, and a shared passion for the town and its long-term success. Working with our partners, the Town Deal Board have created a vision and strategy for the town, developed from a robust evidence base, informed by extensive consultation and engagement. This is set out in a Town Investment Plan. The Board is making sure that the Towns Fund investment and Town Deal projects will create a new future for King's Lynn that builds on its historic past.

In addition to the above the council is about to embark on the delivery of:

- Florence Fields Housing Development; and
- Acquisition of premises for accommodating temporary homeless, which draws upon Government grant with match funding from the Council.

Overall, the regeneration initiatives are intended to provide opportunities for business development, employment, places for residents to live and the associated infrastructure to facilitate the sustainable growth of King's Lynn.

3.5 Linking Asset Management Planning to the Corporate Strategy

Asset Management can be defined as:

“the optimum way of managing assets to achieve a desired sustainable outcome”

or as the efficient and effective use of property assets.

However, in the local government context, it is more than this. The borough council must consider why it holds property assets. The borough council's property portfolio must be a strategic corporate resource, and it is important that the property portfolio contributes to the success of the organisation.

The Council has begun the process of developing an Asset Management Strategy. The Capital programme may fundamentally change as a result of this document, as it determines the best approach to managing, maintaining and using its assets. A key element of achieving our goals is how the Council uses all our resources, and this includes our land and buildings. The Council holds and are responsible for the following assets groups:

Community assets

Community assets are those assets that we intend to hold in perpetuity that can promote social inclusion and improve the health and well-being of citizens. This includes public open spaces, memorials, parks, shelters, sports pitches and public toilets.

Heritage assets

Heritage assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental, or historical associations/significance.

Infrastructure assets

Infrastructure assets are long lasting tangible assets that add value and are an integral part of land and buildings. These assets tend to be part of a larger component or system for example linked to transport, communication, water, sewage, bridges, and sea defences and need to be maintained to ensure functionality in the delivery of effective and efficient delivery of services.

Operational assets

Operational assets are those assets used to deliver front line services and the daily operation of the business for us.

The classification and content of the capital programme is in development which will enable the council to prioritise projects aligned to capacity and resources for delivery. A report providing options for governing and reporting on the programme will be presented to Cabinet before the end of quarter 1 2024/2025.

The council's Corporate Strategy 2023-2027 sets out the high-level commitments for the council. These are set out below with some examples of how asset management planning has (or will) contribute to the delivery of these (it is important to note that the examples given

are not a comprehensive list – but are provided to give a sense of where assets and their management can help with the delivery of the corporate objectives):

Promote growth and prosperity to benefit West Norfolk

The council owns and manages a commercial property portfolio mainly in King's Lynn, Downham Market, Hunstanton and Heacham providing business premises comprising a mix of light industrial, office, retail and leisure premises suitable for local, national and international business occupiers. Much of the commercial property portfolio is of a size that the Private Sector would not deliver and manage owing to the relatively "hands-on" management that is required particularly when dealing with the small and medium enterprises.

The council agreed to invest in the development of new commercial premises at the Nar Ouse Enterprise Zone with additional financial support through a long-term funding arrangement with New Anglia Local Enterprise Partnership.

As well as the new commercial premises the council's cabinet has agreed to invest in providing secondary road and utility infrastructure on the Nar Ouse Enterprise Zone as well as undertaking further remediation works, on one of the east of England's largest brownfield regeneration sites. This will open significant areas of commercial development land that will be made available, for sale or long lease, to businesses wanting to construct premises for their own occupation.

The delivery of the land and premises on the Nar Ouse Regeneration Area is the culmination of a long-term asset management plan comprising land acquisition and disposal, remediation of contaminated land, partnering with other public bodies and agencies to help with delivery and funding. The site has delivered housing units, commercial premises (King's Lynn Innovation Centre, a pub restaurant and a hotel). Other commercial premises, mainly offices and light industrial units will be delivered in the up-coming years.

Since 2008 the council has become one of the main sources for the delivery of new housing in West Norfolk. The council has delivered, and continues to deliver, housing around Lynnsport, Marsh Lane, Salters Road, Parkway (Gaywood), Nar Ouse Regeneration Area in King's Lynn, Burnham Market and Hunstanton.

Protecting our environment

As part of the wider major housing delivery around Lynnsport and Marsh Lane the council worked with the local internal drainage board (IDB) to acquire a site, by way of Compulsory Purchase Order, for a new pumping station that now helps divert water flow from the Gaywood River to reduce the risk of flooding issues in King's Lynn town. Also, as part of this housing delivery scheme a new road was constructed connecting North Lynn to the Edward Benefer Way thereby helping to add highway capacity to King's Lynn with potential improvements to traffic congestion and air quality management areas in the town.

The council holds, manages, and maintains large areas of public open space and is exploring opportunities for tree planting schemes potentially similar to the community led Community Orchard that was developed at Hunstanton Community Centre. The council's Cabinet has recently decided to help facilitate the protection of a large swathe of land at Harding's Way with the approval to pursue a Town and Village Green. This will secure the area as a protected public open space, as well as the delivery of a community orchard, and an arboreal art installation.

The council has already installed photovoltaic panels to King's Court, the council's main administrative building as well as most of the leisure premises such as Lynnsport and

Downham Market. More recently, a number of other council owned properties have had a mix of air source and ground source heat pumps installed to take advantage of opportunities to use or generate more sustainable energy. In addition to this, the council has a programme for replacing street lamps for which it has responsibility with new LED bulbs that will help with reducing the council's overall operational carbon footprint. The council is also ensuring that the housing development schemes include a range of carbon reduction measures in addition to biodiversity, environmental enhancements include air source heat pumps, solar PV, electric vehicle charging points, thermal efficiency / insulation above building regulation requirements, enlarged windows to enhance natural daylight, flood resilience and resistance.

The above examples are relatively small-scale however the council is currently developing other options/opportunities relating to climate change issues, some of which may relate to land and buildings held, or to be acquired, by the council.

Supporting our communities

The council was awarded £25m of Town Deal funding to invest in regeneration interventions that will drive economic growth over the next 5 years. The approved projects will see improvements to the town centre offer including the historic waterfront and the Guildhall and a multi-use community hub; will create opportunities for skills development including a new school of Nursing; changes to help improve connectivity around the town with a focus on walking, cycling and public transport. As part of the Town Deal funding high quality public realm areas will be created and it is proposed that a programme of small, more intimate, events will also be developed to tie-in with the programme of larger events such as the Festival and Fawkes in The Walks that can be enjoyed by residents and visitors alike.

The council has its own leisure company that will help with the provision of leisure facilities and activities at Lynnsport, St James Swimming Pool, Downham Market Leisure Centre and at Oasis Leisure Centre in Hunstanton.

3.6 Capital Loans

The council has discretion to make loans for a number of reasons, primarily for economic development. These loans are treated as capital expenditure.

In making loans the council is exposing itself to the risk that the borrower defaults on repayments. The council, in making these loans, must therefore ensure they are prudent and risk implications have been fully considered.

The council will ensure that a full due diligence exercise is undertaken, and adequate security is in place. The business case will balance the benefits and the risks. All loans are agreed by Cabinet. All loan arrangements will be subject to close, regular monitoring and reporting.

The council has set up companies to ensure successful delivery of current and future Major Projects to achieve revenue income in response to the future funding gap for local government. It is also clear that there will be a requirement for some element of future growth, in particular to address shortages in affordable housing and infrastructure.

The Council has established:

- West Norfolk Housing Ltd Registered Provider of Social Housing Provider exists to address gaps in provision of different types of affordable housing including temporary accommodation for those in the greatest housing need, particularly vulnerable homeless households. The emerging business plan sets out the strategic ambition

and objectives for the company as defined by the BCKLWN. The new business plan reflects new challenges and prevailing circumstances including:

- Supporting the council's role in homelessness prevention and eradicating rough sleeping through new temporary accommodation provision;
 - increasing the supply of new affordable housing by continuing to invest in s106 affordable from council development sites, and where appropriate s106 units from 3rd party developers;
 - Supporting the regeneration activities of the council by exploring investment opportunities on brownfield sites and existing vacant buildings;
 - In conjunction with the council - meeting specific needs of households under the government's Local Authority Housing Fund to accommodate Afghan and Ukraine households.
- West Norfolk Property Limited to provide housing to rent on a commercial basis. A minimum level of 20% of Private Rented Sector housing developments for all large and urban developments to be retained by the Council subject to monitoring and reviews. However, the Council will also endeavour to increase this level to the maximum amount permitted where possible. These houses also support climate change actions by including a range of carbon reduction measures.

The establishment of further limited company vehicles to enable the Council to progress other major development and infrastructure projects may be considered.

The Council has made loans for capital purposes to West Norfolk Housing Company and to NWES. A Schedule of Capital Loans can be seen in Appendix 1.

At a meeting of the Cabinet 15 January 2024, it was recommended and agreed that, *"delegated authority be granted to the Section 151 Officer in consultation with the Portfolio Holder for Business to amend the Capital Strategy for 2023-2024 to reflect the approved Drawdown facility to the Companies"*. It is more likely activity of this nature will have a greater impact on the Treasury Management Strategy from 2024/2025 onwards. The timescales will be influenced by market conditions and appropriate due diligence assessments undertaken by both the Council itself and the Board of the appropriate Company.

In consideration of this strategy the Council are recommended to approve the principle of borrowing in order to lend to its own companies and agree delegated authority be granted to the Section 151 Officer in consultation with the Portfolio Holder for Business to update both the Capital Strategy and the Treasury Management Strategy to reflect the approved Drawdown facility to the Companies. The impact of such a facility will be monitored through the quarterly monitoring of Treasury Management Activity to the Audit Committee.

The Treasury Management Strategy has an investment treasury indicator and limit for total principal funds invested for greater than 365 days for Wholly Owned Local Authority Companies of £50 million. The loan arrangement for the companies will require further due diligence undertaken before drawdown is approved by the Shareholder Committee. Both the Shareholder Committee and Audit Committee will receive regular updates on performance of the loan arrangements.

3.7 Capital Financing

An objective of the Capital Strategy is to ensure that, once prioritisation has been settled, the programme is managed according to funding availability avoiding if possible cashflow

difficulties. The programme must be robust enough and able to be rephased if circumstances, including the availability of finance, change. The prime aim will be to ensure that funding streams are matched to capital programme demands however, there must be scope to accelerate or defer schemes, if necessary, in order to use resources effectively.

Finance remains one of the primary constraints on any capital programme. Under the current Prudential Borrowing Code arrangements, the Council can determine its own borrowing limits for capital expenditure although the Government does have reserve powers to restrict borrowing. To demonstrate that the Council has taken proper care in determining any borrowing the Prudential Borrowing Code requires that certain treasury indicators and factors are taken into account – in essence there is a requirement to prove that the borrowing is ‘affordable’ from the revenue budget. The Council is obliged to set out the Treasury Management indicators by which it will operate each year. These are set out in the Treasury Management Strategy. The Capital Strategy requires the Section 151 Officer to report, as part of the annual Budget setting for each year, on the level and the affordability of the prudential borrowing.

There are a number of resources available to the Council to support the funding of the capital programme:

- Capital receipts from the disposal of assets
- Prudential Borrowing
- Section 106, Community Infrastructure Levy and third-party contributions
- Reserves and revenue contributions
- Central Government and external grants

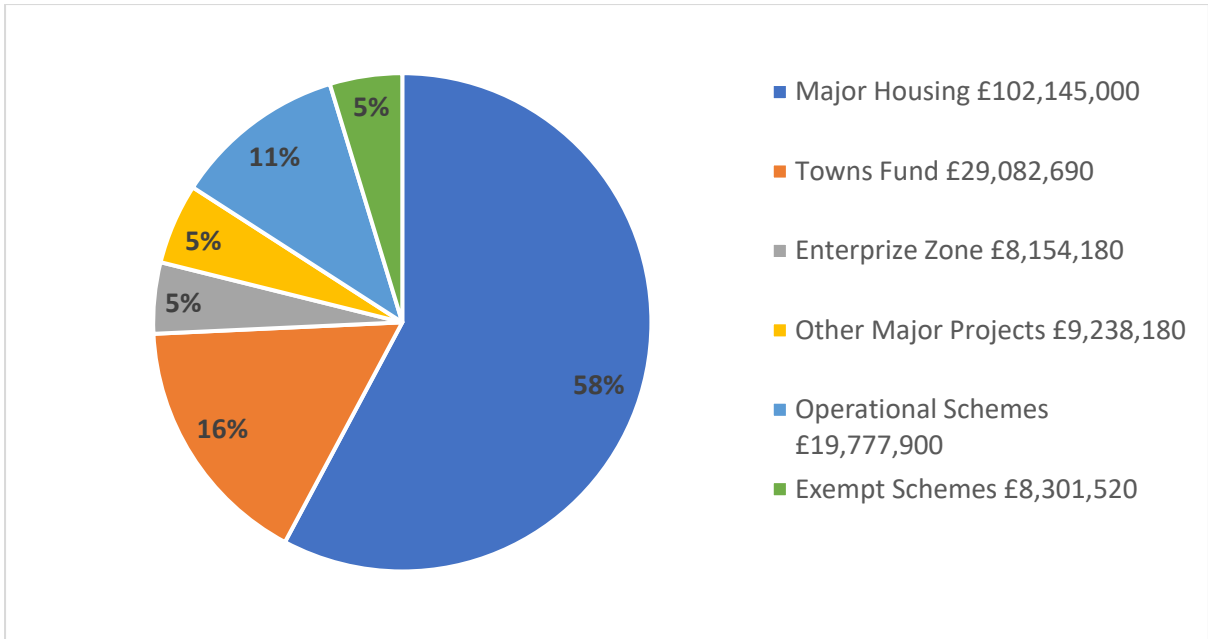
Capital receipts from the disposal of assets are not allocated to fund particular projects but are used to fund the overall capital programme.

The Capital Strategy requires the Council each year as part of the Budget process to review and project forward over a five-year period an estimate of capital resources that will be available to fund a capital programme.

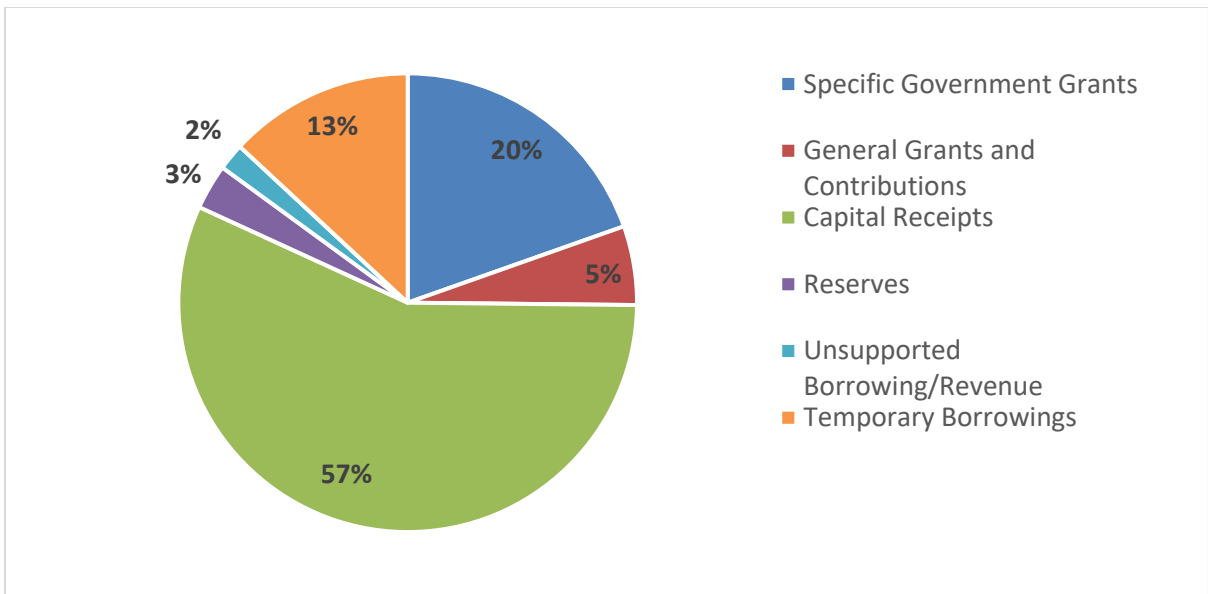
The Capital Strategy requires service managers to follow the Council's Financial Regulations.

3.8 Capital Programme 2023-2028 Overview

In 2024/2025, the Council is planning capital expenditure of £54.1m. The medium-term capital programme 2023-2028 is summarised in the following charts.



Capital Estimates 2023/2028 – Funding



4. Debt and Borrowing and Treasury Management

4.1 Projection of external debt and use of internal borrowing

The Council uses external debt and internal borrowing (from working capital cash balances) to support capital expenditure.

Except in the case of specific externally financed projects (such as Business Rates Pool Funding, Disabled Facilities Grant, Lottery), new borrowing is applied to the funding of previous capital expenditure, effectively replacing cash balances which have been used on a temporary basis to avoid the cost of 'carrying' debt in the short term. The Council continues to use cash balances for this purpose and will continue to balance the long-term advantages of locking into favourable interest rates against the costs of additional debt.

4.2 Provision for the repayment of debt over the life of the underlying debt

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream. Details are shown in the Treasury Strategy.

External interest is shown in the Treasury Reports as a Treasury Activity. Internal Interest will form part of the Capital Strategy. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Funds held in short term investments may be withdrawn and used in place of external borrowing.

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for potentially up to 50 years into the future. The S151 Officer is satisfied that the capital programme is prudent, affordable, and sustainable.

4.3 Authorised limit and operational boundary for the following year

The Council's authorised borrowing limit and operational boundary for 2024/2025 will be based on the approved capital programme at the time of budget setting and are set out in the annual Treasury Management / Investment Strategy, approved annually by Council.

4.4 Approach to treasury management

The Council's approach to treasury management including processes, due diligence and defining the authority's risk appetite are set out in the annual Treasury Management / Investment Strategy, approved annually by Council.

5. Commercial Activity

The council holds a commercial portfolio and will invest in order to keep these properties in a state of repair such as to continue to obtain a reasonable rental income.

With central government financial support for local public services declining, Councils are looking for more innovative means of securing sustainable income sources. A requirement of the prudential code is that borrowing is not used to fund investments with a primary purpose of financial return. This council has not undertaken any borrowing for this purpose.

The Council will consider opportunities for investment in properties that have the potential to earn rental income or for capital appreciation or both where the primary reason is not for financial return but for purposes of regeneration or other social value benefits to the Borough. The council accepts higher risk on property investment than with treasury investments as property values can fall as well as rise and changing economic conditions could cause tenants to leave with properties remaining vacant. The Strategy provides for property investment opportunities to be undertaken in place of traditional investment vehicles subject to:

- Business case required which considers options, risk, return, duration of investment, fit with corporate priorities and reputation.
- In order that commercial investments remain proportionate to the size of the Council, total initial funds to be allocated to the Local Property Fund to be capped at £7.5m which is 30% of the Council's core investment funds of £25m.
- No one investment to be more than £2m under the delegated authority. Individual investment opportunities in excess of £2m will require Cabinet approval.
- Investment properties are revalued annually as part of the Council's closedown of accounts and any movement in value will be reported in the Statement of Accounts. Any uplift in valuations will not be realised unless the asset is sold. The value of the total fund may increase above the £7.5m initial fund allocation to reflect annual revaluations.
- Investment decisions in respect of the Local Property Investment Fund for acquisition and disposal of assets held in the Fund to be delegated to; the Assistant Director (S151 Officer) in consultation with the Leader, relevant Portfolio Holder, a third Portfolio Holder, and the Assistant Director of Property and Projects.

6. Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Assistant Director of Financial Services is a CIPFA qualified accountant, the Assistant Director Regeneration and Property Services is a RICS qualified Chartered Surveyor. The Council supports junior staff to study towards relevant professional qualifications including CIPFA and AAT; and actively encourages staff to attend relevant training courses, seminars, and benchmarking groups.

Where Council staff do not have the knowledge and skills required, use is made of external advisors and consultants that are specialists in their field. The Council employs Link Asset Services as treasury management advisers. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

Access to Information

Cabinet Reports
Financial Plan 2023-2028
Monthly Monitoring Reports
Statement of Accounts
Corporate Strategy 2023-2027

APPENDIX 1 - Capital Loans as at 31 December 2023

Capital Loan	Rate %	Principal at 01.04.23	Additional Loan to 31.12.23	In Year Repayments	Balance c/fwd at 31.12.23
West Norfolk Housing Company	4.50 + BR	3,195,879	0	(18,676)	3,177,203
Total Capital Loans		3,195,879	0	(18,676)	3,177,203

Interest Receivable	2023/2024 Interest Receivable at 31.12.23
West Norfolk Housing Company	134,989
Total Capital Loans	134,989

APPENDIX 2 – Glossary

Term	Definition
Authorised Limit for External Borrowing	Represents a control on the maximum level of borrowing.
Capital Expenditure	Expenditure capitalised in accordance with regulations i.e. material expenditure either by Government Directive or on capital assets, such as land and buildings, owned by the Council (as opposed to revenue expenditure which is on day to day items including employees' pay, premises costs and supplies and services).
Capital Financing Requirement (CFR)	A measure of the Council's underlying borrowing need i.e. it represents the total historical outstanding capital expenditure which has not been paid for from either revenue or capital resources. The difference between the CFR and the total of long-term liabilities and existing and new borrowing indicates that the Council has made temporary use of internal cash balances to finance the capital programme. This is known as "internal borrowing".
Capital Loan	Funding that KLWN provide to support the transfer of housing to West Norfolk Housing Co. Ltd.
Counterparties	Financial Institutions with which funds may be placed
Internal Borrowing	the Council can finance the capital programme (on a temporary basis) by using its cash balances. These are essentially earmarked reserves, general fund reserves and net movement on current assets. As the cash in these reserves is not required in the short term for the reserves' specific purposes, it has been utilised to reduce external borrowing. It costs less than external borrowing, the cost being the opportunity cost of interest foregone by not investing the cash.
Minimum Revenue Provision (MRP)	Revenue charge to finance the repayment of debt. for capital expenditure that had not yet been met from grants, contributions or capital receipts.

Operational Boundary	Limit which external borrowing is not normally expected to exceed.
Unsupported borrowing	Funded from within the budgets of services. Used for mobile assets, typically vehicles.

Open	Would any decisions proposed :			
Any especially affected Wards	(a) Be entirely within Audit Committee's powers to decide NO			
None	(b) Need to be recommendations to Council/Cabinet			Yes
	(c) Be partly for recommendations to Council and partly within Cabinets powers –			NO
Lead Member: Cllr Chris Morley, Portfolio Holder for Finance E-mail: cldr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted:		None
		Other Members consulted:		None
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616549		Other Officers consulted: Michelle Drewery, Assistant Director - Resources		
Financial Implications Yes	Policy/Personnel Implications NO.	Statutory Implications (incl S.17) YES	Equal Opportunities Implications NO	Risk Management Implications NO

Date of meeting: 7 February 2024

TREASURY MANAGEMENT STRATEGY STATEMENT, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2024/2025

Summary

The Council is required to receive and approve a Treasury Management Strategy Statement; Annual Investment Strategy; and Minimum Revenue Provision Policy Statement which covers:

- The Treasury Management Strategy
- Capital plans, including prudential indicators
- A Minimum Revenue Provision (MRP) Policy
- An Investment Strategy

This report covers the requirements of the Local Government Act 2003, the Chartered Institute of Public Finance Accountants (CIPFA) Prudential Code, The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)), MRP Guidance, the CIPFA Treasury Management Code and the DLUHC Investment Guidance.

The Council's Treasury Advisor, Link Asset Services, provide a template document for the Treasury Management Strategy Statement, which is fully compliant with CIPFA's code and DLUHC's guidance. The Council has used this template in preparing this report.

This report looks at the period 2024-2028, which fits with the Council's Financial Plan and Capital Programme. Officers of the council have prepared the report based on their views of forecasts for interest rates, and have used information provided by the council's Treasury Management Advisor, Link Asset Services.

Recommendations

Cabinet is asked to recommend that Council approve:

- **The Treasury Management Strategy Statement 2024/2025, including treasury indicators for 2024-2028.**
- **The Minimum Revenue Provision Policy 2024/2025**
- **The Investment Strategy 2024/2025**

Additional Recommendation to Full Council from Cabinet 15 January 2024:

- **Amend Treasury Management Strategy in reference to the recommendation to give delegated authority to the Section 151 Officer in consultation with the Portfolio Holder for Business to amend the Capital Strategy for 2023- 2024 to reflect the approved Drawdown facility to the Companies (from report to Cabinet on 15 January 2024 Council Company Funding .**

Reason for the Decision

The Council must have approved a Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2024/2025 by 31 March 2024.

Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement and Annual Investment Strategy

2024/25

Including commercial activities / non treasury investments

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Introduction

1.1 Background

The Council is required to operate a balanced revenue budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that it can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet risk or cost objectives.

The contribution the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

“The management of the local authority's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

1.2 Reporting Requirements

1.2.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following: -

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of the strategy is to ensure that all the Council's elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

1.2.2 Treasury Management Reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- **Prudential and treasury indicators and treasury strategy** (this report)
 - The first, and most important report is forward looking and covers: -
 - the capital plans, (including prudential indicators)
 - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time)
 - the Treasury Management Strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
 - an Annual Investment Strategy, (the parameters on how investments are to be managed)
- **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this Authority will receive quarterly update reports.
- **An annual treasury report** – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Full Council. This role is undertaken by the Audit Committee.

Quarterly reports – In addition to the three major reports detailed above, from 2023/24 quarterly reporting (end of June/end of December) is also required. However, these additional reports do not have to be reported to Full Council but do require to be adequately scrutinised. This role is undertaken by the Audit Committee. (The reports, specifically, should comprise updated Treasury/Prudential Indicators.)

1.3 Treasury Management Strategy for 2024/25

The strategy for 2024/25 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators
- the minimum revenue provision (MRP) policy

Treasury management issues

- the current treasury positions
- treasury indicators which limit the treasury risk and activities of the Authority
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need
- debt rescheduling

- the investment strategy
- creditworthiness policy; and
- the policy on use of external service providers

These elements cover the requirements of the Local Government Act 2003, DLUHC Investment Guidance, DLUHC MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

1.4 Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making.

The scale and nature of this will depend on the size and complexity of the organisation’s treasury management needs. Organisations should consider how to assess whether treasury management staff and board/ council members have the required knowledge and skills to undertake their roles and whether they have been able to maintain those skills and keep them up to date.

As a minimum, authorities should carry out the following to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and board/council members.
- Require treasury management officers and board/council members to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the organisation).
- Have regular communication with officers and board/council members, encouraging them to highlight training needs on an ongoing basis.”

In further support of the revised training requirements, CIPFA’s Better Governance Forum and Treasury Management Network have produced a ‘self-assessment by members responsible for the scrutiny of treasury management’, which is available from the CIPFA website to download.

Councillors have been provided with training as below:

- Introduction to Finance 24 May 2023
- Audit Committee Treasury Management Training 7 September 2023

The training needs of Council's treasury management officers are periodically reviewed, and with full support being given for officers to attend workshops, courses and conferences that will keep their knowledge up to date.

1.5 Treasury Management Consultants

The Council uses Link Group, Link Treasury Services Limited as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services to acquire access to specialist skills and resources.

2. THE CAPITAL PRUDENTIAL INDICATORS 2024/25 – 2026/27

The Council's capital expenditure plans are the key driver of treasury management activity. The capital expenditure plans are reflected in the prudential indicators, which are designed to assist members' overview and confirm that the capital expenditure plans are prudent, affordable and sustainable.

2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Council's capital expenditure plans. (Capital Programme 2024-2028 to be considered by Council 22 February 2024, which is the same meeting that this report will be presented to).

	2023/2024 £	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £
Major Projects	38,324,400	48,873,120	34,104,630	22,598,520	4,719,380
Community and Partnerships	2,410,810	2,290,000	2,260,000	2,260,000	2,260,000
Resources	287,970	258,740	450,000	300,000	150,000
Programme and Projects	200,000	0	0	0	0
Property and Projects	0	353,500	0	0	0
Operational and Commercial Services	1,898,060	1,260,200	692,440	348,570	180,000
Leisure and Community Facilities	923,130	574,480	235,000	185,000	0
Total	44,044,370	53,610,040	37,742,070	25,692,090	7,309,380
Major Projects (Exempt)	180,000	547,000	0	7,574,520	0
Total Capital Programme	44,224,370	54,157,040	37,742,070	33,266,610	7,309,380

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing Capital Expenditure	2023/2024 £	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £
Capital Receipts	20,922,763	14,863,252	27,052,400	29,531,310	1,578,870
Capital Grants	8,990,497	19,292,137	8,835,037	2,424,537	4,923,317
Capital Receipts Reserves	1,297,673	2,415,323	1,042,193	877,193	567,193
Reserves/Revenue Contributions	3,285,720	1,944,650	341,800	45,000	20,000
Unsupported Borrowing	1,723,260	540,030	470,640	388,570	220,000
Total	36,219,913	39,055,392	37,742,070	33,266,610	7,309,380
CFR Reduced/(Increased) by	(8,004,457)	(15,101,648)	0	0	0
Net financing need for the year	8,004,457	15,101,648	0	0	0

The Capital receipts above the are based on the schemes currently in development or already held for sale. The Councils lease a number of schemes to its company West Norfolk Housing Ltd. The tenure of these leases is under review and until the Business Plans for that company are ratified then provision for the sale of existing housing stock is not included in the above.

2.2 The Council's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of

the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The Council is asked to approve the CFR projections below:

Capital Financing Requirement (CFR)	2023/2024 Estimate £ '000	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000	2027/2028 Estimate £ '000
Opening CFR	51,510	58,570	72,466	71,222	69,964
Additional CFR Expenditure	8,004	15,102	0	0	0
Net Financing Need Total	59,514	73,671	72,466	71,222	69,964
Less MRP and other financing movements	(945)	(1,206)	(1,244)	(1,258)	(1,261)
Closing CFR	58,570	72,466	71,222	69,964	68,703
Movement in CFR	7,060	13,896	(1,244)	(1,258)	(1,261)

2.3 Liability Benchmark

The Council is required to estimate and measure the Liability Benchmark (LB) for the forthcoming financial year and the following two financial years, as a minimum.

There are four components to the LB: -

1. **Existing loan debt outstanding:** the Council's existing loans that are still outstanding in future years.
2. **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
3. **Net loans requirement:** this will show the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

2.4 Core Funds and Expected Investment Balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances.

Year End Resources	2023/2024 Estimate £ '000	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000	2027/2028 Estimate £ '000
General fund balances / ear marked reserves	(35,971)	(34,031)	(31,962)	(32,571)	(33,260)
Capital receipts	(3,722)	(1,457)	(4,714)	(8,667)	(10,613)
Provisions (Collection Fund)	(1,723)	(1,723)	(1,723)	(1,723)	(1,723)
Total core funds	(41,416)	(37,211)	(38,399)	(42,961)	(45,596)
Working capital	(11,902)	(11,902)	(11,902)	(11,902)	(11,902)
Internal Borrowing*	58,570	72,466	71,222	69,964	68,703
Expected external borrowings	5,252	23,353	20,921	15,102	11,205

2.5 Minimum Revenue Provision (MRP) Policy Statement

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Authority has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP).

The Council is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2018) gives four ready-made options for calculating MRP, but the Authority can use any other reasonable basis that it can justify as prudent.

The MRP policy statement requires full council approval (or closest equivalent level) in advance of each financial year.

The Council is recommended to approve the following MRP Statement

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) which provides for a reduction in the borrowing need over approximately the asset's life.
- Capital expenditure incurred during 2023/24 will not be subject to an MRP charge until 2024/25, or in the year after the asset becomes operational.

MRP Overpayments - Under the MRP guidance, any charges made in excess of the statutory MRP can be made, known as **voluntary revenue provision (VRP)**.

VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's Capital Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions, and the Annual Investment Strategy.

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement – CFR) highlighting any over or under borrowing.

Year End Resources	2023/2024 Estimate £ '000	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000	2027/2028 Estimate £ '000
External Debt					
Debt at 1 April	10,202	18,206	33,308	33,308	33,308
Expected change in Debt	8,004	15,102	0	0	0
Actual gross debt at 31 March	18,206	33,308	33,308	33,308	33,308
The Capital Financing Requirement (Cumulative)	58,570	72,466	71,222	69,964	68,703
BORROWING	40,363	39,158	37,914	36,656	35,395

External borrowing requirements will be reviewed at the time that the funding is required.

The council has set up companies to ensure successful delivery of current and future Major Projects to achieve revenue income in response to the future funding gap for local government. It is also clear that there will be a requirement for some element of future growth, in particular to address shortages in affordable housing and infrastructure.

The Council has established:

- West Norfolk Housing Ltd Registered Provider of Social Housing Provider to provide affordable housing.
- West Norfolk Property Limited to provide housing to rent on a commercial basis. At least 20% of Private Rented Sector housing developments for all large and urban developments to be retained by the Council subject to monitoring and reviews.

At a meeting of the Cabinet 15 January 2024, it was recommended and agreed that, *“delegated authority be granted to the Section 151 Officer in consultation with the Portfolio Holder for Business to amend the Capital Strategy for 2023-2024 to reflect the approved Drawdown facility to the Companies”*. It is more likely activity of this nature will have a greater impact on the Treasury Management Strategy from 2024/2025 onwards. the timescales will be influenced by market conditions and appropriate due diligence assessments undertaken by both the Council itself and the Board of the appropriate Company.

In consideration of this strategy the Council are recommended to approve the principle of borrowing in order to lend to its own companies and agree delegated authority be granted

to the Section 151 Officer in consultation with the Portfolio Holder for Business to update both the Capital Strategy and the Treasury Management Strategy to reflect the approved Drawdown facility to the Companies. The loan arrangement for the companies will require further due diligence undertaken before drawdown is approved by the Shareholder Committee. Both the Shareholder Committee and Audit Committee will receive regular updates on performance of the loan arrangements.

Funding will only be available for a company where the Council has a controlling interest in the company. In doing so the Council will have regard for:

- Subsidy control regulations, for example providing the loan at a rate reflective of market rates.
- Affordability with regard to the company business plan.
- Any “risk premium” in addition to the interest rate, to reflect affordability levels and trading history.
- The Council will place a charge against any assets of the company as security for the loan.

In addition to the above the Board of each company shall undertake its own due diligence to determine the appropriateness and affordability of accessing loans from the Council.

Within the range of prudential indicators there are several key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2024/25 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The S151 Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this report.

3.1 Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational boundary	2023/2024 Estimate £ '000	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000	2027/2028 Estimate £ '000
Debt	59,000	73,000	72,000	70,000	69,000
Other long term liabilities	1,000	1,000	1,000	1,000	1,000
Total	60,000	74,000	73,000	71,000	70,000

The authorised limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local authority plans, or those of a specific authority, although this power has not yet been exercised.
- The Authority is asked to approve the following Authorised Limit:

Authorised Limit	2023/2024 Estimate £ '000	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000	2027/2028 Estimate £ '000
Debt	64,000	78,000	77,000	75,000	74,000
Other long term liabilities	1,000	1,000	1,000	1,000	1,000
Total	65,000	79,000	78,000	76,000	75,000

3.2 Prospects for Interest Rates

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. Link provided the following forecasts on 07 November 2023. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

Link Group Interest Rate View	07.11.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.25	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.30	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.40	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.50	3.30	3.30	3.30	3.30	3.30
5 yr PWLB	5.00	4.90	4.80	4.70	4.40	4.20	4.00	3.80	3.70	3.60	3.50	3.50	3.50
10 yr PWLB	5.10	5.00	4.80	4.70	4.40	4.20	4.00	3.80	3.70	3.70	3.60	3.60	3.50
25 yr PWLB	5.50	5.30	5.10	4.90	4.70	4.50	4.30	4.20	4.10	4.10	4.00	4.00	4.00
50 yr PWLB	5.30	5.10	4.90	4.70	4.50	4.30	4.10	4.00	3.90	3.90	3.80	3.80	3.80

Additional notes by Link on this forecast table: -

- Our central forecast for interest rates was previously updated on 25 September and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by keeping Bank Rate at 5.25% until at least H2 2024. We expect rate cuts to start when both the CPI inflation and wage/employment data are supportive of such a move, and that there is a likelihood of the overall economy enduring at least a mild recession over the coming months, although most recent GDP releases have surprised with their on-going robustness.
- Naturally, timing on this matter will remain one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.
- In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but also international factors such as policy development in the US and Europe, the provision of fresh support packages to support the faltering recovery in China as well as the on-going conflict between Russia and Ukraine, and Gaza and Israel.
- On the positive side, consumers are still anticipated to be sitting on some excess savings left over from the pandemic, which could cushion some of the impact of the above challenges and may be the reason why the economy is performing somewhat better at this stage of the economic cycle than may have been expected. However, as noted previously, most of those excess savings

are held by more affluent households whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

PWLB RATES

- Gilt yield curve movements have broadened since our last Newsflash. The short part of the curve has not moved far but the longer-end continues to reflect inflation concerns. At the time of writing there is 60 basis points difference between the 5 and 50 year parts of the curve.

The balance of risks to the UK economy: -

- The overall balance of risks to economic growth in the UK is to the downside.

Downside risks to current forecasts for UK gilt yields and PWLB rates include: -

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, could keep gilt yields high for longer).
- **The Bank of England** has increased Bank Rate too fast and too far over recent months, and subsequently brings about a deeper and longer UK recession than we currently anticipate.
- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- **Geopolitical risks**, for example in Ukraine/Russia, the Middle East, China/Taiwan/US, Iran and North Korea, which could lead to increasing safe-haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates: -

- Despite the recent tightening to 5.25%, the **Bank of England proves too timid** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to remain elevated for a longer period within the UK economy, which then necessitates Bank Rate staying higher for longer than we currently project.
- **The pound weakens** because of a lack of confidence in the UK Government's pre-election fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer-term **US treasury yields** rise strongly if inflation remains more stubborn there than the market currently anticipates, consequently pulling gilt yields up higher. (We saw some movements of this type through October although generally reversed in the last week or so.)
- Projected **gilt issuance, inclusive of natural maturities and QT**, could be too much for the markets to comfortably digest without higher yields compensating.

LINK GROUP FORECASTS

We now expect the MPC will keep Bank Rate at 5.25% for the remainder of 2023 and the first half of 2024 to combat on-going inflationary and wage pressures. We do not think that the MPC will increase Bank Rate above 5.25%, but it is possible.

Gilt yields and PWLB rates

The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, as inflation starts to fall through the remainder of 2023 and into 2024.

Our target borrowing rates are set **two years forward** (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out overleaf: -

PWLB debt	Current borrowing rate as at 06.11.23 p.m.	Target borrowing rate now (end of Q3 2025)	Target borrowing rate previous (end of Q3 2025)
5 years	5.02%	3.80%	3.90%
10 years	5.15%	3.80%	3.80%
25 years	5.61%	4.20%	4.10%
50 years	5.38%	4.00%	3.90%

Borrowing advice: Our long-term (beyond 10 years) forecast for Bank Rate has increased from 2.75% to 3% and reflects Capital Economics' research that suggests AI and general improvements in productivity will be supportive of a higher neutral interest rate. As all PWLB certainty rates are currently significantly above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can generally be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should be considered. Temporary borrowing rates will remain elevated for some time to come but may prove the best option whilst the market continues to wait for inflation, and therein gilt yields, to drop back later in 2024.

Our suggested budgeted earnings rates for investments up to about three months' duration in each financial year are rounded to the nearest 10bps and set out below. You will note that investment earnings have been revised somewhat higher for all years from 2025/26 as Bank Rate remains higher for longer.

Average earnings in each year	Now	Previously
2023/24 (residual)	5.30%	5.30%
2024/25	4.70%	4.70%
2025/26	3.20%	3.00%

2026/27	3.00%	2.80%
2027/28	3.25%	3.05%
Years 6 to 10	3.25%	3.05%
Years 10+	3.25%	3.05%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

3.3 Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy. That is, Bank Rate remains elevated through to the second half of 2024.

Against this background and the risks within the economic forecast, caution will be adopted with the 2024/25 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in borrowing rates, then borrowing will be postponed.*
- *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

Any decisions will be reported to the appropriate decision-making body at the next available opportunity.

3.4 Policy on Borrowing in Advance of Need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.5 Debt Rescheduling

Rescheduling of current borrowing in our debt portfolio may be considered whilst premature redemption rates remain elevated but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate.

If rescheduling is to be undertaken, it will be reported to the Audit Committee, at the earliest meeting following its action.

3.6 New Financial Institutions as a Source of Borrowing and / or Types of Borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – generally still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).

Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

4 ANNUAL INVESTMENT STRATEGY

4.1 Investment Policy – Management of Risk

The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)) and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets and service investments, are covered in the Capital Strategy, (a separate report).

The Council's investment policy has regard to the following: -

- DLUHC's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
- CIPFA Treasury Management Guidance Notes 2021

The Council's investment priorities will be security first, portfolio liquidity second and then yield (return). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the Council's risk appetite.

Environmental, Social and Governance (ESG)

The Authority aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing. Investments Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the Council's ESG considerations do not currently include ESG scoring or other real-time ESG criteria at an individual investment level. Officers will continue to monitor and evaluate ESG investment opportunities, and these may be incorporated into future investment strategies subject to yield and security. Given the limited range of counterparties the Council can use for its investments and that borrowing is mainly from the Government there are limited opportunities to apply ESG principles in this Strategy.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider "laddering" investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated, as well as wider range fund options.

The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This Authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take

account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.

3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This Council has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in Appendix 5.4 under the categories of ‘specified’ and ‘non-specified’ investments.

Specified investments are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity, if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.

Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

5. The Prudential code (2021) defines the investment types (we currently only hold Investments for treasury management purposes.) in the following categories:

‘Investments for treasury management purposes’ (or treasury management investments) are those investments that arise from the organisation’s cash flows or treasury risk management activity, and ultimately represent balances that need to be invested until the cash is required for use in the course of business.

- Treasury investments may include an allowance for a reasonable level of short-term investments to provide access to liquidity.
- Treasury investments may also include the investment of borrowing proceeds where it has been prudent for an organisation to borrow in advance of the need for cash, e.g. in order to reduce financing and interest rate risks.
- Treasury investments may also arise from other treasury management activity that seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.
- Treasury management investments should always be on commercial terms and will rarely constitute capital expenditure for local authorities.
- For organisations with long-term surplus cash, this category may include long-term investments such as equities, bonds and property, whether accessed through a fund or directly, but unless there is a link to cash flow management or treasury risk management activity, it is likely that such investments would be for commercial purposes, i.e. primarily for financial return.

‘Investments for commercial purposes’ (or commercial investments) are taken or held primarily for financial return and are not linked to treasury management activity or directly part of delivering services.

- This includes non-financial assets such as commercial property, where they are held primarily for financial return.
- For local authorities, investments of this type will usually constitute capital expenditure.
- 'Commercial' in this context refers to the purpose of the investment. Commercial investments are not taken to meet treasury management cash flow needs, and do not result from treasury risk management activity to prudently manage the risks, costs or income from existing or forecast debt or treasury investments. They are additional investments voluntarily taken primarily in order to generate net financial return or profit.

'Investments for service purposes' (or service investments) are taken or held primarily and directly for the delivery of public services (including housing, regeneration and local infrastructure) or in support of joint working with others to deliver such services.

- Service investments may or may not involve financial returns; however, obtaining those returns will not be the primary purpose of the investment.
- For local authorities, service investments will normally constitute capital expenditure, and it may be appropriate to borrow to finance service investments.

6. **Non-specified and loan investment limits.** The Authority has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified investments as being £4 million of the total investment portfolio (see paragraph 4.3) (
7. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2.
8. **Transaction limits** are set for each type of investment in 4.2.
9. This Council will set a limit for its investments which are invested for **longer than 365 days**, (see paragraph 4.4).
10. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 4.3).
11. This Council has engaged **external consultants**, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this Council in the context of the expected level of cash balances and need for liquidity throughout the year.
12. All investments will be denominated in **sterling**.
13. As a result of the change in accounting standards for 2023/24 under IFRS 9, this Council will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23. More recently, a further extension to the over-ride to 31.3.25 has been agreed by Government.

However, this Authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

Changes in risk management policy from last year.

The above criteria are unchanged from last year

4.2 Creditworthiness Policy

This Council applies the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays: -

1. "watches" and "outlooks" from credit rating agencies;
2. CDS spreads that may give early warning of changes in credit ratings;
3. sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned Watches and Outlooks, in a weighted scoring system which is then combined with an overlay of CDS spreads. The end-product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Authority to determine the suggested duration for investments. The Authority will, therefore, use counterparties within the following durational bands.

- Yellow 5 years *
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Authority uses will be a short-term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored The Authority is alerted to changes to ratings of all three agencies through its use of the Link creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.

- in addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition, this Council will also use market data and market information, as well as information on any external support for banks to help support its decision-making process.

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour
Counterparties			Colour (and long-term rating where applicable)	Money per institution Limit	Time Limit			
Banks *			yellow	£2m	5yrs			
Banks			purple	£4m	2 yrs			
Banks			orange	£4m	1 yr			
Banks – part nationalised			blue	£4m	1yr			
Banks			red	£4m	6 mths			
Banks			green	£4m	100 days			
Banks			No colour	Not to be used				
DMADF (Debt Management Account Deposit Facility)			UK sovereign rating	Unlimited	6 months			
Local authorities			yellow	£10m	Unlimited			
Local Authorities Companies which are 100% owned by the Borough Council King's Lynn and West Norfolk			N/A	£50m	Unlimited			
			Fund rating	Money and/or % Limit	Time Limit			
Money Market Funds CNAV			AAA	£4m	liquid			
Money Market Funds LVNAV			AAA	£4m	liquid			
Money Market Funds VNAV			AAA	£4m	liquid			

Ultra-Short Dated Bond Funds with a credit score of 1.25	Dark pink / AAA	£3m	liquid
Ultra-Short Dated Bond Funds with a credit score of 1.50	Light pink / AAA	£3m	liquid

* Please note: the yellow colour category is for UK Government debt, or its equivalent, money market funds and collateralised deposits where the collateral is UK Government debt – see appendix 5.4.

** Please note: “fund” ratings are different to individual counterparty ratings, coming under either specific “MMF” or “Bond Fund” rating criteria.

Limits

Due care will be taken to consider the exposure of the Council’s total investment portfolio to non-specified investments, countries, groups and sectors.

- a. **Non-specified treasury management investment limit.** The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being £4m of the total treasury management investment portfolio.
- b. **Country limit.** The Council has determined that it will only use approved counterparties from the UK and from countries with a **minimum sovereign credit rating of AA** from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.6. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Other limits. In addition: -

- no more than £4m will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies/
- sector limits will be monitored regularly for appropriateness.

4.3 Investment Strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that is the case at present, but there is the prospect of Bank Rate having peaked in the second half of 2023 and possibly reducing as early as the second half of 2024 so an agile investment strategy would be appropriate to optimise returns.

Accordingly, while most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

Investment returns expectations.

The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to have peaked at 5.25% in Q4 2023.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows: -

Average earnings in each year	
2023/24 (residual)	5.30%
2024/25	4.70%
2025/26	3.20%
2026/27	3.00%
2027/28	3.25%
Years 6 to 10	3.25%
Years 10+	3.25%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

The Authority is asked to approve the following treasury indicator and limit: -

Upper limit for principal sums invested for longer than 365 days			
£m	2024/25	2025/26	2026/27
Principal sums invested for longer than 365 days	£4m	£4m	£4m
With Local Authorities	£10m	£10m	£10m
With Local Authority companies which are 100% owned by BCKLWN	£12m	£12m	£12m
Current investments as at 31/12/2023 in excess of 1 year maturing in each year		£4m	

4.4 End of Year Investment Report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

4.6 Financial Implications

The financial implications of the borrowing and investment strategy and MRP are reflected in the financing adjustment figure included in the Financial Plan 2023-2028 to be approved at Council on xx February 2024

The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this council. To ensure that the council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

4.7 Risk Management Implications

There are elements of risk in dealing with the treasury management function although the production and monitoring of such controls as Prudential Indicators and Treasury Management Strategies help to reduce the exposure of the council to the market. The costs and returns on borrowing and investment are in themselves a reflection of risk that is seen by the market forces. The action and controls outlined in the report will provide for sound financial and performance management procedures.

4.8 Policy Implications

There are no other changes in the Treasury Management policy at present, other than those outlined in this report. Appendices 5.6 and 5.7 detail the treasury management scheme of delegation and the role of the Section 151 Officer.

4.9 Statutory Considerations

The council must set Prudential Indicators and adopt a Treasury Management Strategy and Annual investment Strategy before 31 March 2024.

4.10 Access to Information

Monthly Monitoring reports 2022/2023 and 2023/2024
The Financial Plan 2024-2028
Capital Programme 2024-2028
Council Website – Treasury Management Practices
Capital Strategy 2023/2024 and 2024/2025

5 APPENDICES

1. Prudential and treasury indicators
2. Economic background
3. Treasury management practice 1 – credit and counterparty risk management (option 1)
4. Approved countries for investments
5. Treasury management scheme of delegation
6. The treasury management role of the section 151 officer

Appendix 1 - THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2024/25 – 2026/27

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

5.1.1 Capital Expenditure

	2023/2024 £	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £
Major Projects	38,324,400	48,873,120	34,104,630	22,598,520	4,719,380
Community and Partnerships	2,410,810	2,290,000	2,260,000	2,260,000	2,260,000
Resources	287,970	258,740	450,000	300,000	150,000
Programme and Projects	200,000	0	0	0	0
Property and Projects	0	353,500	0	0	0
Operational and Commercial Services	1,898,060	1,260,200	692,440	348,570	180,000
Leisure and Community Facilities	923,130	574,480	235,000	185,000	0
Total	44,044,370	53,610,040	37,742,070	25,692,090	7,309,380
Major Projects (Exempt)	180,000	547,000	0	7,574,520	0
Total Capital Programme	44,224,370	54,157,040	37,742,070	33,266,610	7,309,380

5.1.2 Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. The Council is developing further indicators namely :-

- **The Liability Benchmark.** Which effectively shows the net borrowing requirement of a local authority plus a liquidity allowance. It attempts to project the balance sheet for into the future taking account of the Capital programme.
- **Balance Sheet short term liabilities compared to its assets.** This will be backward looking and extracted from the Council's Statement of accounts. Intended to demonstrate the extent to which its assets (by type) outweigh the liabilities.

These additional measures will be developed and reported in the Council's Quarterly budget Monitoring reports and reported to Audit Committee within the Quarterly Treasury Monitoring report.

The Following existing indicators provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators: -

Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs net of investment income), against the net revenue stream.

%	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Services	1.37%	2.25%	3.42%	3.67%	3.68%
Commercial activities	0.00%	0.00%	0.00%	0.00%	0.00%

The estimates of financing costs include current commitments and the proposals in this budget report.

5.1.3 Maturity Structure of Borrowing

Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits: -

£m	2023/24	2024/25	2025/26	2026/27	2027/28
Interest rate exposures					
	Upper	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%	100%	100%
Limits on variable interest rates based on net debt	40%	40%	40%	40%	40%

Maturity structure of fixed interest rate borrowing 2024/25			
	Lower	Upper	£m
Under 12 months	0%	100%	-
12 months to 2 years	0%	100%	-
2 years to 50 years	0%	100%	-
50 years +	0%	100%	10

Appendix 2 - ECONOMIC BACKGROUND

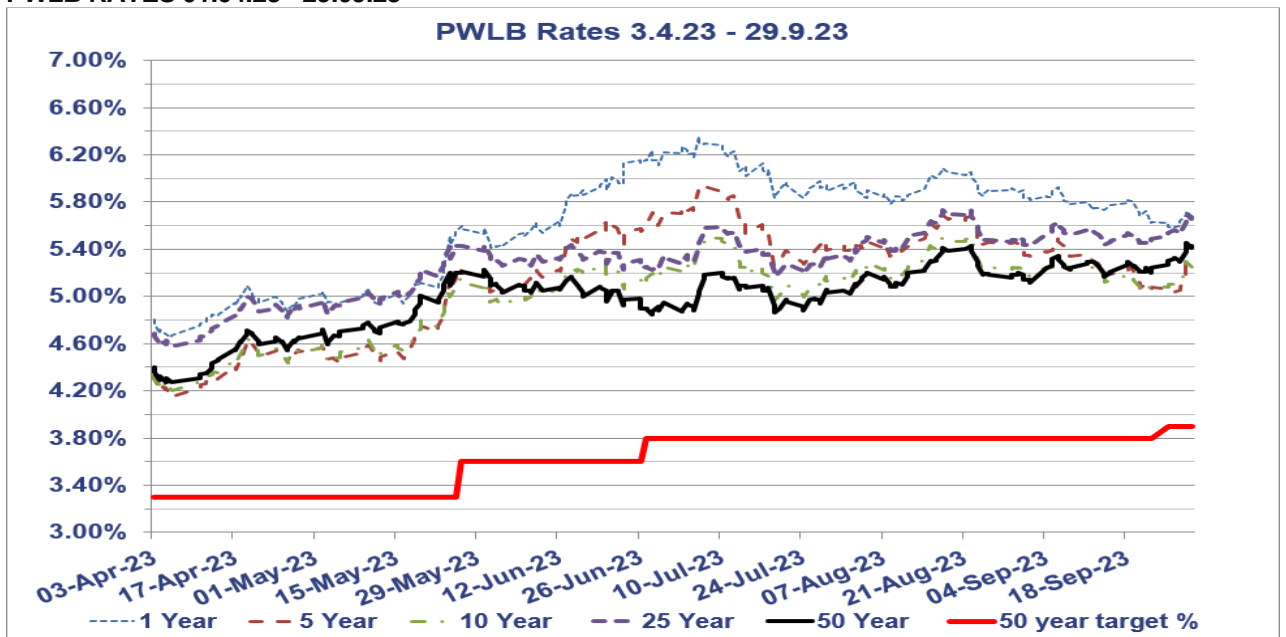
- The first half of 2023/24 saw:
 - Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.
 - Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.
 - CPI inflation falling from 8.7% in April to 6.7% in September, its lowest rate since February 2022, but still the highest in the G7.
 - Core CPI inflation declining to 6.1% in September from 7.1% in April and May, a then 31 years high.
 - A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3myy growth of average earnings rose by 7.8% for the period June to August, excluding bonuses).
- The registering of 0% GDP for Q3 suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness.
- The fall in the composite Purchasing Managers Index from 48.6 in August to 46.7 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0% q/q rise in real GDP in the period July to September, being followed by a contraction in the next couple of quarters.
- The 0.4% m/m rebound in retail sales volumes in August is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.
- As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.
- The tightness of the labour market continued to ease, with employment in the three months to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.
- But the cooling in labour market conditions still has not fed through to an easing in wage growth. The headline 3myy rate rose 7.8% for the period June to August, which meant UK

wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular annual average total pay growth for the private sector was 7.1% in June to August 2023, for the public sector this was 12.5% and is the highest total pay annual growth rate since comparable records began in 2001. However, this is affected by the NHS and civil service one-off non-consolidated payments made in June, July and August 2023. The Bank of England's prediction was for private sector wage growth to fall to 6.9% in September.

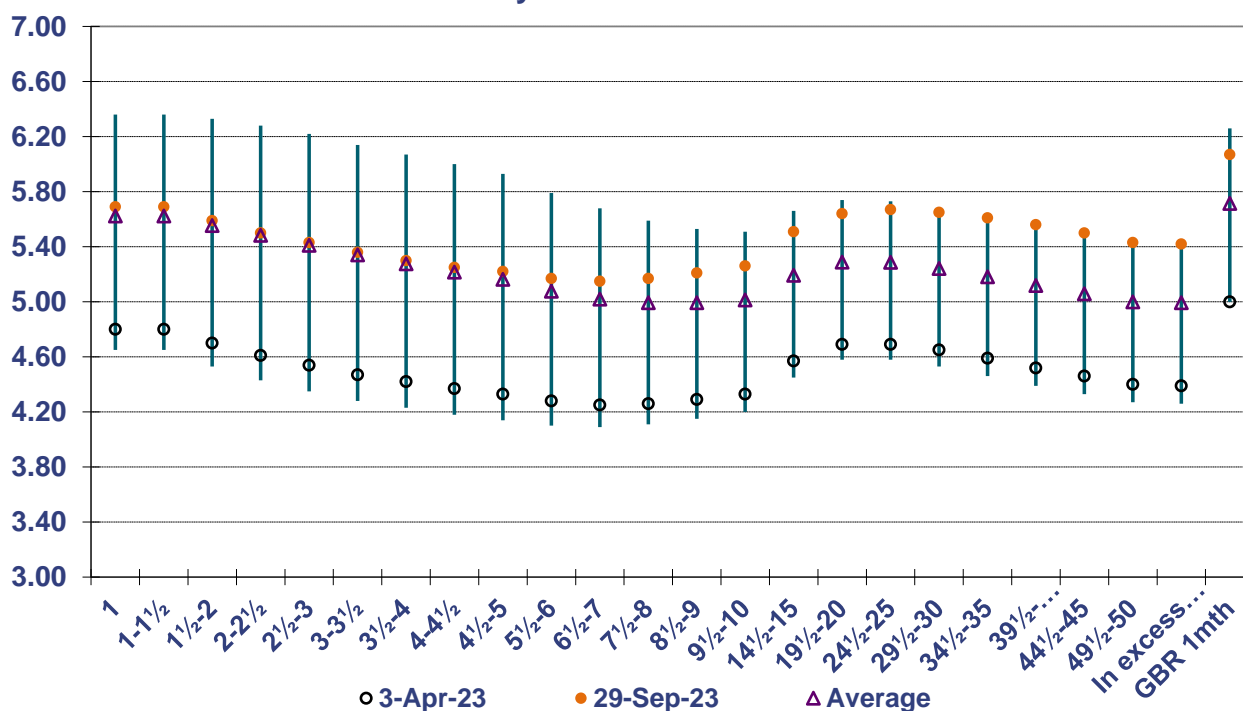
- CPI inflation declined from 6.8% in July to 6.7% in August and September, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.1%. That reverses all the rise since March.
- In its latest monetary policy meeting on 06 November, the Bank of England left interest rates unchanged at 5.25%. The vote to keep rates on hold was a split vote, 6-3. It is clear that some members of the MPC are still concerned about the stickiness of inflation.
- Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. In terms of messaging, the Bank once again said that “further tightening in monetary policy would be required if there were evidence of more persistent inflationary pressures”, citing the rise in global bond yields and the upside risks to inflation from “energy prices given events in the Middle East”. So, like the Fed, the Bank is keeping the door open to the possibility of further rate hikes. However, it also repeated the phrase that policy will be “sufficiently restrictive for sufficiently long” and that the “MPC’s projections indicate that monetary policy is likely to need to be restrictive for an extended period of time”. Indeed, Governor Bailey was at pains in his press conference to drum home to markets that the Bank means business in squeezing inflation out of the economy.
- This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates in the future.

In the table below, the rise in gilt yields across the curve as a whole in 2023/24, and therein PWLB rates, is clear to see.

PWLB RATES 01.04.23 - 29.09.23



PWLB Certainty Rate Variations 3.4.23 to 29.9.23



HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.23 – 29.09.23

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.65%	4.14%	4.20%	4.58%	4.27%
Date	06/04/2023	06/04/2023	06/04/2023	06/04/2023	05/04/2023
High	6.36%	5.93%	5.51%	5.73%	5.45%
Date	06/07/2023	07/07/2023	22/08/2023	17/08/2023	28/09/2023
Average	5.62%	5.16%	5.01%	5.29%	5.00%
Spread	1.71%	1.79%	1.31%	1.15%	1.18%

The peak in medium to longer dated rates has generally arisen in August and September and has been primarily driven by continuing high UK inflation, concerns that gilt issuance may be too much for the market to absorb comfortably, and unfavourable movements in US Treasuries.

The S&P 500 and FTSE 100 have struggled to make much ground through 2023.

CENTRAL BANK CONCERNS

Currently, the Fed has pushed up US rates to a range of 5.25% to 5.5%, whilst the MPC followed by raising Bank Rate to 5.25%. EZ rates have also increased to 4% with further tightening a possibility.

Ultimately, however, from a UK perspective it will not only be inflation data but also employment data that will mostly impact the decision-making process, although any softening in the interest rate outlook in the US may also have an effect (just as, conversely, greater tightening may also).

Appendix 3 - TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT OPTION 1

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to a maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable. (Non-specified investments which would be specified investments apart from originally being for a period longer than 12 months, will be classified as being specified once the remaining period to maturity falls to under twelve months.)

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the specified investment criteria. A maximum of £4m** will be held in aggregate in non-specified investment.

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made, it will fall into one of the above categories.

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Councils protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

Appendix 4 - APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link creditworthiness service.

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

AA-

- Belgium
- France
- **U.K.**

Wherever concerns around financial probity or ethics come to the attention of Link Treasury, the Councils Investments Brokers or Officers and the Council, we liaise with Link to update the list and provide updates in Quarterly reports to the Audit Committee and Council.

Appendix 5 - TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Cabinet

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.
- Mid-Year treasury Management Report
- Annual Treasury Report (Actuals)

Appendix 6 - THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.
- preparation of a Capital Strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe (say 20+ years – to be determined in accordance with local priorities.)
- ensuring that the Capital Strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the Authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the Authority does not undertake a level of investing which exposes the Authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by the Authority
- ensuring that the Authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following : -
 - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*
 - *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*
 - *Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*

- *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*
- *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*

REPORT TO CABINET

Partly Exempt		Would any decisions proposed :		
Any especially affected Wards None	Mandatory	(a) Be entirely within Cabinet's powers to decide NO		
		(b) Need to be recommendations to Council YES		
		(c) Be partly for recommendations to Council and partly within Cabinets powers – NO		
Lead Member: Portfolio Holder for Finance E-mail: cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616549		Other Officers consulted: Management Team, Service Managers		
Financial Implications YES	Policy/Personnel Implications YES	Statutory Implications (incl S.17) NO	Equal Opportunities Implications NO	Risk Management Implications YES
If not for publication, the paragraph of Schedule 12A of the 1972 Local Government Act considered to justify that is 16-20.				

Date of meeting: 7 February 2024

CAPITAL PROGRAMME AND RESOURCES 2023-2028

<p>Summary This report:</p> <ul style="list-style-type: none"> • revises the 2023/2024 projections for spending on the capital programme • sets out an estimate of capital resources that will be available for 2023-2028 • details new capital bids that are recommended to be included in the capital programme for the period 2023-2028 • outlines provisional figures for capital expenditure for the period 2023-2028 <p>Recommendations It is recommended that:</p> <ol style="list-style-type: none"> 1) Cabinet recommends to Council the amendments to capital schemes and resources for the 2023-2028 capital programme as detailed in the report. 2) Cabinet recommends to Council that new capital bids as set out in section 5 table 6, are to be funded from available capital resources and included in the capital programme 2023-2028 as detailed <p>Additional Recommendation to Full Council (from Cabinet Meeting 6 February 2024):</p> <ol style="list-style-type: none"> 3) To approve the Capital budget estimate as detailed in section 5 and appendix 2 of the report Lynnsport 1 Development Update presented to Cabinet on 6 February 2024.
--

Reason for Decision

To report amendments, rephrasing and resources to the 2023-2028 Capital Programme.

1. Introduction

- 1.1 This report presents the capital programme for the period 2023 to 2028. The capital programme forms part of the Council's longer-term Financial Plan and is updated as part of the overall budget and council tax setting process.
- 1.2 The Council faces circumstances where capital resources to fund the capital programme continue to be limited. There are competing demands for use of these resources, including investment in projects which will deliver revenue savings.
- 1.3 This report sets out a programme for 2023-2028 that can be delivered subject to the outcomes from revised forecasts reflecting continuing changes in costs and capital receipt levels. Certain capital funds come from grants and use of reserves, a large part of funds is to come from anticipated receipts from the Major Housing Development.
- 1.4 The capital programme 2023-2028 includes a number of major housing projects, summarised in the table below. The delivery of new homes through this project provides essential funding to support the revenue budget, both through new homes bonus and increases to the council tax base.

Table 1 – Units to be delivered under Major Housing Schemes.

	Units in Current Capital Programme 2024-2028
Major Housing	
Lynnport 1	96
Parkway	226
Salters Road	78
South End Road, Hunstanton	32
	432

- 1.5 This Council has always set out to deliver as ambitious a capital programme as possible to meet its corporate priorities and to deliver new income streams and savings to support the revenue budget and will continue to aim to do so even in these difficult times.

2. Supporting Delivery of the Financial Plan

- 2.1 The Financial Plan for 2023-2028 sets out the council's latest proposals for a funded budget over the medium term with an estimated shortfall in 2026/2027 requiring actions to achieve savings, repurpose reserves and generate revenue income. The Council has previously conducted a deep review of its earmarked reserves and capital programme. A programmed review of reserves was undertaken during 2023/2024 to release funds totalling £2,860,646. Reserves include amounts set aside for investment in proposals to help to meet the savings target or support the General Fund Reserve. Plans to release further earmarked reserves may impact capital projects that currently intend to be financed from reserves. Any such revisions will be reported for decision and update accordingly.

2.2 Future phases of the major housing development projects will continue to include delivery of houses for rent. The council's wholly owned local authority company 'West Norfolk Property Ltd' will hold and manage these private rented sector homes. The rental income will meet the financing costs and generate ongoing additional revenue income.

2.3 Strategic land acquisitions are also considered which have potential to provide development opportunities.

3. Capital Programme 2023/2024

3.1 This part of the report updates the Capital Programme for the current year 2023/2024.

3.2 A full updated Capital Programme of £66,716,310 was reported at the Cabinet meeting on 1 August 2023. Since that date a comprehensive evaluation of project profiles was undertaken and resulted in the following revisions to the forecast spend in 2023/2024. Unless otherwise stated, the projects below have been reprofiled to future years;

Table 2 – Summary of Changes to Capital Budget 2023/2024

Project	£
Major Projects	
Enterprise Zone	(1,143,470)
Major Housing projects reprofiling/project realignment;	
Salters Road	(3,002,920)
Alexandra Road, Hunstanton	(2,411,410)
Phase 3 – Lynnsport 1	(1,072,850)
Phase 2 – Lynnsport 4/5	(127,120)
Parkway Gaywood	(10,041,790)
Nora Phase 4	900,000
Nora Phase 5	(714,870)
Southend Road, Hunstanton	(1,273,590)
Towns Fund project reprofiling/project realignment	(505,000)
Nora remediation	(216,480)
Southgate regeneration area	(400,000)
Prosperity Fund	(20,000)
Public realm feasibility study	40,000
Local Authority Housing Fund	3,539,740
Public Conveniences	(400,000)
Re:Fit project (streetlighting)	(300,000)
Lynnsport New 3G Pitch	(900,000)
Total Major Projects	(18,049,760)
Community and Partnerships	
Community Projects (*reduced)	(38,890)
Community Safety Vehicle	(30,000)

Project	£
Total Community and Partnerships	(68,890)
Resources	
ICT Development	(108,740)
Total Resources	(108,740)
Property and Projects	
Bergen Way Industrial Estate roof replace	(250,000)
Total Property and Projects	(250,000)
Operational and Commercial	
Car Park resurfacing	(70,000)
Car Pk Multi-storey Barrier Ticket Machine	(38,130)
Mintlyn Crematorium - Car Park (*reduced)	(40,000)
CCTV control room upgrade	(121,050)
CCTV various sites	(92,460)
Christmas Lights Replacement	(187,550)
Gayton Road Cemetery Extension (*removed)	(145,800)
Parking/Gladstone Server Upgrade	(8,030)
The Walks Crazy Golf Equipment	(120,000)
Resort Services projects	(114,000)
Total Operational and Commercial	(937,020)
Leisure and Community Facilities	
DMLC - Replace Heat/Cool AHU Dance Studio (*reduced)	(3,000)
L/Sport Athletics Cage replacement & athletics lighting upgrade (*reduced)	(15,000)
L/Sport 3G LED Lighting (*reduced)	(5,000)
L/Sport Basket Ball fittings replacement	15,000
St James - Floor/Surface Replace	(25,000)
St James various refurb projects (*removed)	(175,000)
Total Leisure and Community Facilities	(208,000)
Exempt Schemes	(7,574,520)
Budget Movement 2023/2024	(27,196,930)

3.3 A summary of the monitoring position of the budget reported in the December 2023 monitoring report is shown in the table below:

Table 3 – Capital Monitoring Forecast 2023/2024

Capital Expenditure	2023/2024 Budget (Cabinet 1st August 2023)	Revised Budget December 2023/2024	Actual as at 31st December 2023	Spend Percentage
	£	£	£	%
Major Projects	51,129,190	33,079,430	21,351,472	65%
Community and Partnerships	2,324,130	2,255,240	1,820,985	81%
Resources	396,710	287,970	54,088	19%
Programme and Projects	200,000	200,000	760	0%
Property and Projects	353,500	103,500	0	0%
Operational and Commercial Services	2,835,080	1,898,060	579,033	31%
Leisure and Community Facilities	1,176,180	968,180	743,389	77%
Total Excluding Exempt	58,414,790	38,792,380	24,549,727	63%
Exempt Schemes	8,301,520	727,000	0	0%
Total Including Exempt	66,716,310	39,519,380	24,549,727	62%

3.4 Service managers have undertaken a detailed review of commitments against all current schemes, as a result budgets have been reduced where possible to reflect updated requirements. Approval is requested for amendments of £162,750 and rephasing of £4,542,240 to the 2023/2024 capital programme as summarised in the table below and detailed in section 3.5 to 3.10. The Revised Capital Programme 2023/2024 is detailed at Appendix 1 and Appendix 2. Exempt schemes are shown in the exempt appendix.

3.5

Table 5 – Changes between Monitoring and Estimate preparation 2023/2024

	Revised Capital Programme 2023/2024 December Monitoring £	2023/2024 Amendments £	2023/2024 Rephasing (to)/from future years £	Revised Budget 2023/2024 £
Major Projects	33,079,430	0	5,244,970	38,324,400
Community and Partnerships	2,255,240	155,570	0	2,410,810
Resources	287,970	0	0	287,970
Programme and Projects	200,000	0	0	200,000
Property and Projects	103,500	0	(103,500)	0
Operational and Commercial Services	1,898,060	0	0	1,898,060
Leisure and Community Facilities	968,180	7,180	(52,230)	923,130
Total	38,792,380	162,750	5,089,240	44,044,370
Major Projects (Exempt)	727,000	0	(547,000)	180,000
Total Capital Programme	39,519,380	162,750	4,542,240	44,224,370

3.6 Major Projects;

- The main area of rephasing is the major housing sites with a collective £4,460,780 earlier being rephased to 2024/2025 being brought back to fund works that are now expected to be delivered in 2023/2024.
- Movement of £998,770 of the towns fund budgets. The main project within towns fund is the multi user community hub is brought forwards from 2024/2025 to 2023/2024.
- £121,060 has been rephased to 2024/2025 where spend is planned to be spent for the Active Travel Hub.
- £83,520 has been rephased to 2024/2025 for remediation costs that are expected to be payable in early 2024/2025.

3.7 Community and partnerships;

- Central government provided additional funding for disabled facility grants (DFG's). This has resulted in the budget for the DFG's increasing by £155,570.

3.8 Property and Projects;

- £28,000 has been rephased to 2023/2024 for the sewage treatments works refurbishment which remains a statutory need.
- £30,500 has been rephased to 2023/2024 for the resurfacing of estate roads.
- £45,000 has been rephased to 2023/2024 for the works at North Promenade regarding erosion.

3.9 Leisure and Community Facilities;

- A collective movements of £45,050 has taken place, the larger of these being;
 - £160,000 has been brought forwards from 2024/2025 for the works to the Lynnsport roof.
 - £70,000 being rephased to 2024/2025 for the Lynnsport fire alarm upgrade.
 - £42,480 has been rephased to 2024/2025 for the works at the Lynnsport toilets and changing rooms.

A full breakdown is available in appendix 1.

3.10 Major Projects (Exempt);

Information regarding details within exempt projects are excluded from this report, but shown in the exempt appendix.

4. Major Projects - Major Housing Development

For each approved Phase of the Major Housing Development project the monitoring arrangements are:

- a. Monthly update by the corporate projects team liaising with Finance;
- b. Weekly and monthly meetings with the contractor;
- c. Monthly Officer Project Delivery Group oversees project delivery, project management, logistics, project support/resources, recommendations to Member/Officer Board, operational decisions;
- d. Reports to Officer Major Projects Board on a minimum bi- monthly basis;
- e. Quarterly (once construction commences on site) Member Board meetings (Strategic Overview, Strategic decisions, Programme Management, including recommendations to Cabinet on Trigger Point approvals).

In order to obtain approval to commence the build for a further phase of the Major Housing Project, the arrangements are in line with the procedures set out in the Cabinet report of 3rd February 2015 as detailed below:

- a. Cabinet - Recommendations to Council re Programme approval and sign off of each phase;
- b. Council - Programme approval, sign off, commencement of each phase.

5. Capital Programme New Bids

Table 6 - schemes proposed for inclusion in the 2023-2028 capital programme

	2023/2024	2024/2025	2025/2026	2026/2027	
	£	£	£	£	
Funded from General Capital Resources					
Adapt grant				367,193	*
Community Projects				50,000	*
ICT Development				150,000	*
Funded from Grants					
Disabled facilities grants				618,200	*
Adapt grant				1,014,607	*
Low level prevention grants				150,000	*
Town Centre Replacement Stage					
Funded from Reserves					
Replacement Play Area Equipment				20,000	*
Funded from Unsupported Borrowing					
Careline-Replacement Alarm Units				60,000	*
Waste and Recycling Bins (all colours)				160,000	*
Total	-	-	-	2,590,000	

5.1 Items marked with an asterisk * above are operational items that are on a rolling requirement to maintain the current levels of service. All new items are a rolling requirement, no additional new projects have been identified.

6. Capital Programme 2024-2028

6.1 This part of the report deals with the medium-term capital programme 2024-2028 and first looks at a revision to the current approved programme.

The full Capital Programme 2023-2027 reported at the Cabinet meeting on 1 August 2023 and years 2024-2027 from this report are summarised in the table below.

Table 7 – Original Capital Programme 2024 – 2027

	2024/2025 £	2025/2026 £	2026/2027 £
Major Projects	50,282,230	31,377,810	10,979,810
Community and Partnerships	2,260,000	2,260,000	2,260,000
Resources (S151 Officer)	450,000	300,000	150,000
Programme and Projects	0	0	0
Property and Projects	0	0	0
Operational and Commercial Services	770,780	430,640	348,570
Leisure and Community Facilities	512,250	235,000	185,000
Total Excluding Exempt	54,275,260	34,603,450	13,923,380
Exempt Schemes	0	0	0
Total Including Exempt	54,275,260	34,603,450	13,923,380

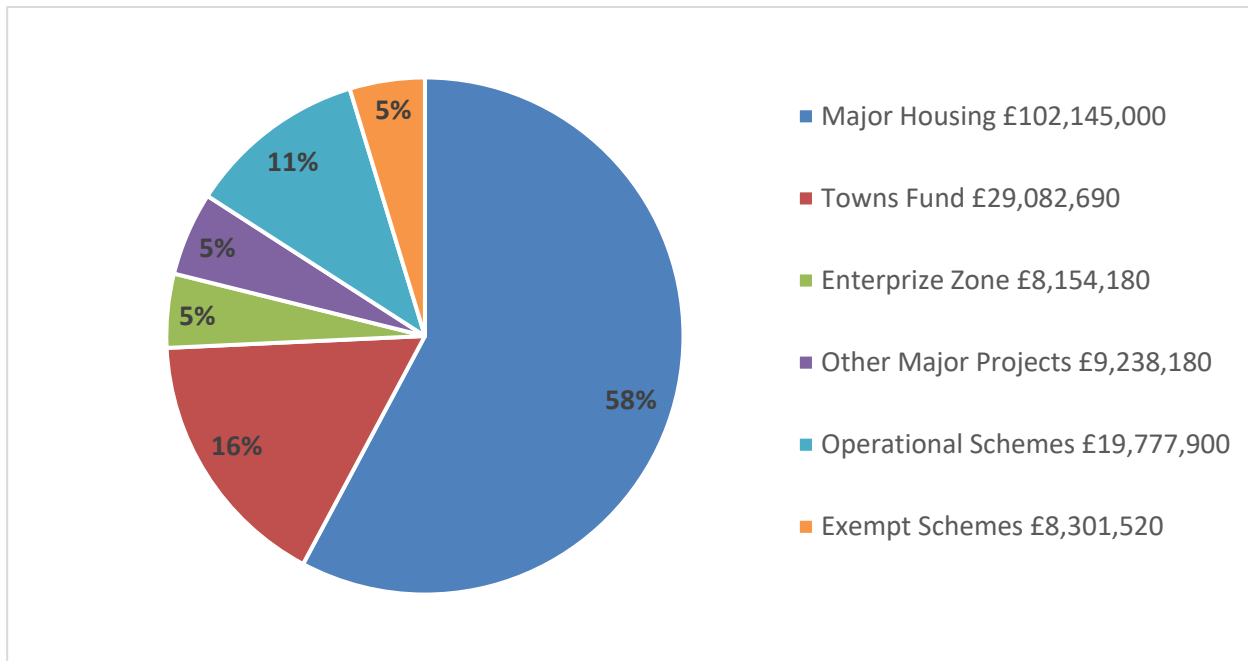
Following the detailed review of the Capital Programme, amendments have been made to some schemes to reflect updated costs and timing of works. Rephrasing is also proposed where schemes have been carried forward to/from 2023/2024 as detailed in section 3, or where schemes are now not expected to be completed as originally planned in 2024/2025, 2025/2026 and 2026/2027.

6.2 The table below supersedes the table in 6.1 summarising the revised Capital Programme 2024-2028 and includes all amendments, rephrasing and new bids detailed above in section 5. The detailed Programme is presented at Appendix 2.

Table 8 – Revised Capital Programme 2024 – 2028

	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £
Major Projects	48,873,120	34,104,630	22,598,520	4,719,380
Community and Partnerships	2,290,000	2,260,000	2,260,000	2,260,000
Resources	258,740	450,000	300,000	150,000
Programme and Projects	0	0	0	0
Property and Projects	353,500	0	0	0
Operational and Commercial Services	1,260,200	692,440	348,570	180,000
Leisure and Community Facilities	574,480	235,000	185,000	0
Total	53,610,040	37,742,070	25,692,090	7,309,380
Major Projects (Exempt)	547,000	0	7,574,520	0
Total Capital Programme	54,157,040	37,742,070	33,266,610	7,309,380

Capital Programme - Distribution of spend 2023- 2028



7. Capital Financing and Resources 2023-2028

7.1 The Capital Outturn report to Cabinet on the 1 August 2023 updated the total capital resources available for the period 2022 to 2027. It has been possible to fund the proposed capital programme 2023-2028. However, due to the continued risk of increases in material costs and reduced capital receipts from property sales, heightened monitoring will be ongoing and may require revision to funding sources or reprofiling and rephasing of schemes as appropriate. Appendix 3 shows how each project in the Programme for 2023 -2028 is funded.

7.2 The Table below provides details of the revised estimated capital resources for the period 2023-2028, updated for amendments and rephasing detailed in sections 3 and new bids detailed in section 5 above. Where rephasing is made between years, the funding will follow. Where external borrowing is required the borrowing costs are included in the revenue estimates. The revenue budget will be amended as part of the estimates process to reflect this position. These changes are reported as part of the Financial Plan 2023-2028 on this Cabinet Agenda.

Source of Funding	2023/2024 £	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £
Specific Capital Grants (Better Care Fund)	1,782,807	1,782,807	1,782,807	1,782,807	1,782,807
Specific Capital Grants (Towns Fund)	1,805,830	10,653,510	6,883,430	641,730	3,140,510
Specific Capital Grants (LAHF)	2,587,740	-	-	-	-
Misc Government Grants	1,660,930	5,035,060	168,800	-	-
Business Rate Pool	1,153,190	1,820,760	-	-	-
General Capital Receipts Reserve	1,297,673	2,415,323	1,042,193	877,193	567,193
Major Housing Capital Receipts Applied	20,922,763	14,863,252	27,052,400	29,531,310	1,578,870
Reserves/Revenue Contributions	3,285,720	1,944,650	341,800	45,000	20,000
Unsupported Borrowing	1,723,260	540,030	470,640	388,570	220,000
Temperary Borrowings	8,004,457	15,101,648	-	-	-
Total Funding	44,224,370	54,157,040	37,742,070	33,266,610	7,309,380

7.3 The Council's commitment to a number of major projects means that the disposals programme and generation of capital receipts, and securing external funding is crucial.

8. Equality Impact Assessment

8.1 The Council has a statutory requirement to carry out Equality Impact Assessments (EIAs) as part of the service planning and policy proposal processes. This includes significant policy or significant changes to a service and includes potential capital bids, revenue growth bids and proposed reductions in service.

8.2 The Council may be required to carry out an impact assessment if the proposal impacts on any of the following:

- Equalities (including impact on issues of race, gender, disability, religion, sexual orientation, age)
- Community cohesion (whether there is a potential positive or negative impact on relations between different communities)

8.3 The relevant service managers, with the assistance of the Policy officers, review each capital programme scheme to check and assess any impact of the intended outcome. Although a provisional capital budget will be included in the capital programme, it will be necessary for a report on the impact to be made to Cabinet before the scheme progresses.

9. Prudential Framework

9.1 The Prudential Framework for local authority capital investment was introduced as part of the Local Government Act 2003 with effect from the 1 April 2004. This was developed by CIPFA as a professional code of practice to support local authorities' decision making on the areas of capital investment and financing. Authorities are required by regulation to have regard to the Prudential Code.

The key objectives of the Prudential Code are:

- Capital plans and investment plans are affordable and proportionate
- All borrowing and other long-term liabilities are within prudent and sustainable levels

- Risks associated with investment are proportionate to financial capacity
- Treasury management decision are in accordance with good professional practice

The prudential code was revised in December 2021 and the Authority is required to formally adopt the reporting requirements in 2023-2024. One of the key changes to the Prudential Code is the explicitly stated requirement that authorities must not borrow to invest primarily for financial return, and this requirement came into force with immediate effect.

9.2 Within the Revenue Budget 2023-2028 the Council will enter into unsupported borrowing where it can demonstrate that financial savings can be achieved by outright purchase of equipment, as opposed to the use of an operating lease and the payment of an annual lease. The Capital Programme 2023-2028 includes details of the borrowing under the framework and this is confirmed as being affordable and is included within the Budget and Council Tax calculations.

9.3 The proposed borrowing will be met within the Prudential Indicators set as the Operational Boundary (Limit of Borrowing) under the Treasury Management Strategy. The current Operational Boundary in 2023/2024 is set at £86m with a maximum of 40% of the total value being held as short-term loans or variable rate loans. The revised Treasury Management Strategy, also on the agenda for Cabinet on 7 February 2024, is recommending to Council that the Operational Boundary is revised to £84m.

10. Financial Implications

10.1 The financing arrangements for the capital programme are within budget. Where rephasing is to be made then the funding will follow.

10.2 The revenue implications of all capital schemes will be included in the estimates reported to the Cabinet meeting on 07 February 2024.

10.3 On delivery income / cost savings relating to cost management will be fed into the revenue budget as they are achieved.

11. Risk Implications and Sensitivity Analysis

11.1 Risk is inherent in any projection of future funding. The estimated resources available to fund the capital programme 2023-2028 and the risk implications and sensitivity/consequences are detailed in the table below. The level of risk is based on the impact on the funding of the capital programme 2023-2028 if the resources are not achieved at the estimated level or at the time expected. This section has been updated to reflect the position in the Capital Programme and Resources for 2023-2028.

Source of Funding	Risk Implications and Sensitivity	Level of Risk
<p>Capital Grants</p> <p>Third Party Contributions</p>	<p>Risk The capital grant and specific grant included in the resources is a contribution towards private sector housing assistance - Disabled Facilities Grants (DFG). The level of grant included for 2023/2024 is based on the confirmed level of grant from the Better Care Fund. Future years show no assumed growth rate but remain at a constant level for the rest of the programme as no indications of growth have been provided. The level of grant is confirmed by Central Government annually and can vary from year to year.</p> <p>Sensitivity/Consequences This funding represents 20% of current total general fund reserve balance. If the level of grants were to vary significantly the budget allocated for DFGs and the proposed schemes within the programme would need to be revised.</p>	Medium
Capital Receipts	<p>Risk Capital receipts over the 5-year capital programme 2023-2028 represent 100% of the current general fund reserve balance. The actual amount and timing of capital receipts can vary significantly. The achievement of capital receipts is monitored and reported in the monthly monitoring reports to ensure no over commitment.</p> <p>Sensitivity/Consequences Capital receipts represent a high proportion of the total general fund resources available to fund the capital programme. The actual level of capital receipts that are achieved is sensitive to market conditions including demand for land and buildings, values and interest rates. The sum total of capital receipts included in the funding table of £5m and £105m from the Major Housing Project is a challenging target in the current economic climate. In the event that capital receipts are not achieved at the level or within the year estimated it may be necessary to take on additional temporary borrowing at the prevailing interest rates.</p>	High
Major Housing Project	<p>Risk The impact of market prices as the scheme proceeds to each phase may increase. The housing market may slow and sales may not be achieved as planned.</p> <p>Sensitivity/Consequences Business case review prior to proceeding to end stage. Local Authority Housing Company has been established to hold any surplus units for rent.</p>	High

Source of Funding	Risk Implications and Sensitivity	Level of Risk
Unsupported Borrowing	<p>Risk The proposed capital programme 2023-2028 includes unsupported borrowing for the purchase of equipment and vehicles. The unsupported borrowing will be funded through internal borrowing whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt.</p> <p>Sensitivity/Consequences The Council will enter into unsupported borrowing where it can demonstrate that financial savings can be achieved by outright purchase of equipment, as opposed to the use of an operating lease and the payment of an annual lease.</p>	Low
Temporary Borrowing External and Internal	<p>Risk Temporary borrowing is included for cash flow purposes to ensure a balanced funding of the capital programme in each of the financial years and in advance of capital receipts. Internal borrowing will be used whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Funds currently in short term investments may be withdrawn and used in place of external borrowing.</p> <p>Sensitivity/Consequences The actual required temporary borrowing will depend on rephasing in the capital programme and capital receipts achieved in each year. Temporary borrowing will be maintained at the minimum level required and reported as part of the outturn. The cost of funding planned temporary borrowing is included in the revenue budget and is confirmed as affordable. In the event that additional temporary borrowing is required during the financial year the impact on the revenue budget will be reported in the monthly monitoring reports to Members.</p> <p>Fixed term external borrowing may be taken and drawn down as expenditure is required and rates are favourable. External borrowing will be sourced through market loans or PWLB depending on the most favourable rates.</p> <p>The interest rates of external loans and PWLB loans are at a higher rate due to the current Bank of England base rate.</p>	Medium

Source of Funding	Risk Implications and Sensitivity	Level of Risk
Reserves	<p>Risk Contributions from reserves are based on actual balances as at 1 April 2023 and take into account budgeted contributions to/from reserves.</p> <p>Sensitivity/Consequences The reserves are available and as such the sensitivity is low. In the event that reserves are not available as estimated in the capital resources, temporary borrowing would be incurred to ensure a balanced funding of the capital programme in each of the financial years.</p>	Low
Sales Value Reduces / Costs Increase	<p>Risk Macro-economic issues</p> <p>Sensitivity/consequences Market confidence continues to be impacted by inflation and high interest costs (following on from Brexit and the pandemic). Sales values and cost of materials and labour will require regular review in determining how to proceed with schemes and, for example, whether to sell or rent properties through the Housing Company.</p>	Medium

11.2 Experience shows that the costs of schemes can also vary. Expenditure on the capital programme is included as part of the monthly monitoring report. Any significant variations on individual schemes will be reported and appropriate action taken

12. Policy Implications

The establishment and management of the capital programme are in accordance with the Council's Capital, Treasury Management and Investment Strategy.

13. Statutory Considerations

None

14. Consultations

Management Team

15. Access to Information

Cabinet Reports
Financial Plan 2023-2028
Monitoring Reports 2023/2024
The Capital Strategy 2024/2025
The Treasury Management and Investment Strategy 2024/2025

Appendix 1 - Capital Programme 2023/2024	Revised Capital Programme 2023/2024 December Monitoring	Estimates Amendments 2023/2024	Estimates Rephasing 2023/2024	Actual as at 31st December 2023	Revised Budget 2023/2024
				£	£
MAJOR PROJECTS					
Enterprise Zone					
Project Management / Marketing	45,180			3,680	45,180
Roads / Infrastructure	6,479,650	(83,520)		4,300,942	6,396,130
EZ Development of Spec Units 1				579,768	534,400
Total Enterprise Zone (AD Property and Projects)	7,059,230	(83,520)	0	4,884,389	6,975,710
Major Housing Development					
Salterns Road	6,390,300		1,521,440	5,755,335	7,911,740
Alexandra Rd Hunstanton BCKLWN Cost	50,000		(50,000)	10,082	0
Phase 3-Lynnsport 1	100,000		85,000	29,674	185,000
Lynnsport 3			7,290	7,287	7,290
Phase 2 -Lynnsport 4 /5	37,420		(28,060)	9,356	9,360
Major Housing Management	14,330			27,590	14,330
Major Housing Projects Unallocated Budget	66,490			0	66,490
Parkway - Gaywood	8,600,000		712,650	4,826,895	9,312,650
Nora Phase 4	1,153,150			1,106,142	1,153,150
Nora Phase 5	50,000			19,642	50,000
Hunstanton Regeneration Bus Station & NCC Library	0			13,539	0
Hunstanton Regeneration Southend Road Car Park	2,395,040		2,212,460	2,109,415	4,607,500
Total Major Housing Development (AD Companies and Housing)	18,856,730	0	4,460,780	13,914,957	23,317,510
Other Major Projects					
Towns Fund					
Town Centre Public Realm	112,510		80,000	82,143	192,510
St Georges Guildhall Complex	783,960			499,079	783,960
Active and Clean Connectivity	665,550			205,542	665,550
Riverfront Regeneration	244,970		(62,230)	225,141	182,740
Multi User Community Hub	228,110		971,000		1,199,110
Programme Management	92,000			65,378	92,000
Total Towns Fund	2,127,100	0	988,770	1,077,283	3,115,870
NORA Remediation	0	83,520	(83,520)	7,579	0
South Quay Somerfield Thomas Silo	96,320			64,584	96,320
Factory Unit 1 - New Depot Site	77,100			130,294	77,100
Air Source Heat Pump Project - Enterprise Works	2,240			21,522	2,240
Total for AD Property and Projects	175,660	83,520	(83,520)	223,978	175,660
Southgate Regen Area Business Rate Pool Contribution	93,860			0	93,860
ICI/Active Travel Hub (KLIC2)	121,060		(121,060)		0
Nelson Quay Redevelopment	0				0
Chapel Street	0				0
South Quay Stage 3	120,000				120,000
UK Shared Prosperity Fund	8,800			24,031	8,800
Rural England Prosperity Fund	374,110			100,603	374,110
Baxter's Plain Public Realm Feasibility Study	40,000			39,900	40,000
Local Authority Housing Fund	3,539,740				3,539,740
Total for AD Regeneration	4,297,570	0	(121,060)	164,534	4,176,510
Public Conveniences	0				0
Total for AD Operational and Commercial Services	0			0	0
Re:Fit Project	263,140				263,140
Lynn Sport 3G Replacement					300,000
Lynn Sport New 3G Pitch	0				0
Total for Leisure and Community Facilities	563,140			0	563,140
Total Major Projects	33,079,430	0	5,244,970	20,265,143	38,324,400

Appendix 1 - Capital Programme 2023/2024	Revised Capital Programme 2023/2024 December Monitoring	Estimates Amendments 2023/2024	Estimates Rephasing 2023/2024	Actual as at 31st December 2023	Revised Budget 2023/2024
OPERATIONAL SCHEMES					
AD Community and Partnerships					
Disabled Facilities Grant	618,200	155,570		744,390	773,770
Adapt Grant	1,318,190	(100,000)		891,134	1,218,190
	1,936,390	55,570	0	1,635,525	1,991,960
Preventative Works					
Home Repair Assistance Loan	0			7,659	0
Emergency Repair Grant	0			1,928	0
Careline Grant	25,000			649	25,000
Safe and Secure Grant				17,600	
Low Level Prevention Fund	125,000	100,000		103,018	225,000
Preventative Works Total	150,000	100,000	0	130,854	250,000
Total Private Sector Housing Assistance	2,086,390	155,570	0	1,766,379	2,241,960
Careline-Replacement Alarm Units	60,000				60,000
Careline - Replacement Vehicles	56,850				56,850
Community Projects	52,000			54,606	52,000
Community Safety Vehicle	0				0
Total for AD Community & Partnerships	2,255,240	155,570	0	1,820,985	2,410,810
AD Resources (S151 Officer)					
ICT Development Programme	208,520			18,885	208,520
Standard Desktop Refresh	79,450			35,204	79,450
Total for AD Resources (S151 Officer)	287,970	0	0	54,088	287,970
AD Programme and Projects					
Downham Market Public Conveniences	200,000			760	200,000
Total for AD Programme and Projects	200,000	0	0	760	200,000
AD Property and Projects					
Sewage Treatment Works Refurb/Connect Public Sewer	28,000		(28,000)		0
Estate Roads - Resurfacing	30,500		(30,500)		0
Bergen Way Industrial Estate roof replace	0				0
North Promenade Erosion	45,000		(45,000)		0
Total for AD Property and Projects	103,500	0	(103,500)	0	0
AD Operational and Commercial Services					
Car Parks					
Resurfacing (various car parks)	30,000				30,000
Car Parks Pay & Display Machine Replacement	60,000				60,000
Car Pk Multi-storey Barrier Ticket Machine	0				0
Car Prk Multi-storey Lighting + Controls	192,000			9,573	192,000
Mintlyn Crematorium - Car Park	100,000			110,752	100,000
Heacham North Beach Pay & Display Infrastructure	23,000				23,000
Decrim Car Park	49,150				49,150
CCTV					
CCTV Control Room Upgrade	0				0
CCTV Kettlewell Gadens	0				0
CCTV Multi-storey	0				0
CCTV Crematorium	0				0
CCTV Safer Streets	0				0
Christmas Lights Replacement	0				0
Emergency Plan - Replace Radios					30,000
Parking/Gladstone Server Upgrade	4,000				4,000
Digital Signge Installation - NTP	43,000				43,000
High Street Public Realm TF Accelerated project	34,030			12,931	34,030
NSF Events Equipment	59,080			41,971	59,080
Replacement Stage	50,000			57,538	50,000
Refuse and Recycling					
Refuse - Black Bins	40,000			30,250	40,000
Brown Bins/Compost	40,000			12,594	40,000
Green Bins/Recycling	40,000			26,074	40,000
Trade Bins	40,000			2,950	40,000
Refuse Vehicles	18,010			63,803	18,010

Appendix 1 - Capital Programme 2023/2024	Revised Capital Programme 2023/2024 December Monitoring	Estimates Amendments 2023/2024	Estimates Rephasing 2023/2024	Actual as at 31st December 2023	Revised Budget 2023/2024
The Walks Crazy Golf Equipment	0				0
Bandstand Roof Replacement - Hunstanton	30,000				30,000
Replacement Play Area Equipment	75,000				75,000
Play Area Equipment - King's Lynn (KLACC)	8,000				8,000
Replacement Dog Bins	21,000				21,000
Resort Chalet Window Replacement	100,000				100,000
Resort Replacement Play Area Equipment	0				0
Resort - Beach Safety Signage	0				0
Resort - Visitor Digital Sign	0				0
Tourist Signs A47	0				0
Grounds Maintenance Equipment	161,300			16,484	161,300
Grounds Maintenance Vehicles	199,620			0	199,620
Public Cleansing Vehicles	450,870			194,112	450,870
Total for AD Operations and Commercial	1,898,060	0	0	579,033	1,898,060
Leisure and Community Facilities					
<u>Corn Exchange</u>					
Corn Exchange -Internal Dec	0				0
Corn Exchange -Refurbish Seating	15,000			12,301	15,000
Corn Exchange - Replace Speakers	0			4,801	0
Corn Exchange - Light Desk & Lights	50,000			39,609	50,000
Corn Exchange - Auditorium LED Lighting	0				0
<u>Downham Market Leisure Centre</u>					
DMLC - Replacement Spin Bikes	23,000				23,000
DMLC - Replace Heat/Cool AHU Dance Studio	22,000			23,708	22,000
DMLC - HallDance Studio Reseal	0	(4,250)	22,250		18,000
DMLC - Fitness Equipment	60,000				60,000
DMLC - Flooring Replacement	0				0
DMLC - Replacement Lighting Pool	20,000		(20,000)		0
DMLC - Replacement Distribution Boards	25,000		(25,000)		0
DMLC - Changing room refurb	0				0
DMLC - Pool Cover	0				0
DMLC - Window Replacement (dryside)	0				0
DMLC - Plate Heat Exchanger	10,000				10,000
<u>Lynnsport</u>					
Lynnsport - Fitness Equipment	108,000			582,356	108,000
L/Sport - Floor Surface Reseal	17,000		(17,000)		0
L/Sport Fire Alarm Upgrade	70,000		(70,000)		0
L/Sport Athletics Cage replacement and athletics lighting upgrade	46,610			45,963	46,610
L/Sport Toilets & Changing Room	42,480		(42,480)		0
L/Sport Spin Bikes	17,000				17,000
L/Sport Spin Room	10,000				10,000
L/Sport Wellness Studio	150,000				150,000
L/Sport Spin Ventilation	17,090				17,090
L/Sport Fitness Flooring	40,000				40,000
L/Sport 3G LED Lighting	20,000			20,822	20,000
L/Sport Roof	0	11,430	160,000		171,430
L/Sport Flooring (changing/toilets/reception)	0				0
L/Sport Cubical and locker replacement	10,000		(10,000)		0
L/Sport Track and Barn Line marking	0				0
L/Sport Basket Ball fittings replacement	15,000			11,311	15,000
L/Sport Window replacement	0				0
<u>St James Pool</u>					
St James - Floor/Surface Replace	0				0
St James Fitness Equipment	30,000				30,000
St James Pool Covers	0				0
St James Spin Bikes	20,000				20,000
St James Replacement Plant	0			2,520	0
St James Flooring (reception/corridors/viewing)	0				0
St James Pool Hall replacement lighting	20,000		(20,000)		0
St James Fire Alarm System	0				0
St James Pool plate heat exchange	10,000		(10,000)		0
<u>Oasis</u>					
Oasis Fitness Equipment	50,000				50,000
Oasis Fitness Flooring	20,000				20,000
Oasis Fitness Flooring bowls hall/fitness stairs	0				0
Oasis Pool Hall lighting	0				0
Oasis Cubicles replacement	0				0
Oasis lockers replacement	20,000		(20,000)		0
Oasis distribution board replacement	0				0
<u>Town Hall</u>					
Roofing	10,000				10,000
Electrical Switch Replacement	0				0
Redecoration	0				0
Replacement flooring/stairs	0				0
Stone Mason external works	0				0
Prep Kitchen Replacement	0				0

Appendix 1 - Capital Programme 2023/2024	Revised Capital Programme 2023/2024 December Monitoring	Estimates Amendments 2023/2024	Estimates Rephasing 2023/2024	Actual as at 31st December 2023	Revised Budget 2023/2024
Community Centres					
Fairstead Replacement Flooring	0				0
Total for Leisure and Community Facilities	968,180	7,180	(52,230)	743,389	923,130
Total Operational Schemes	5,712,950	162,750	(155,730)	3,198,255	5,719,970
				1,086,330	
Total Capital Programme (Non Exempt)	38,792,380	162,750	5,089,240	24,549,727	44,044,370
Exempt Schemes					
Total Commercially Sensitive Schemes (Exempt)	727,000	0	(547,000)	0	180,000
TOTAL CAPITAL PROGRAMME	39,519,380	162,750	4,542,240	24,549,727	44,224,370

Appendix 2 - Capital Programme 2023/2028	Actual as at 31st December 2023	Revised Budget 2023/2024	Revised Budget 2024/2025	Revised Budget 2025/2026	Revised Budget 2026/2027	Budget 2027/2028	Total Capital Budget 2023/2028
	£	£	£	£	£		£
MAJOR PROJECTS							
Enterprise Zone							
Project Management / Marketing	3,680	45,180	35,000	0	0		80,180
Roads / Infrastructure	4,300,942	6,396,130	1,143,470	0	0		7,539,600
EZ Development of Spec Units 1	579,768	534,400	0	0	0		534,400
Total Enterprise Zone (AD Property and Projects)	4,884,389	6,975,710	1,178,470	0	0	0	8,154,180
Major Housing Development							
Salter's Road	5,755,335	7,911,740	3,591,880	0	0		11,503,620
Alexandra Rd Hunstanton BCKLWN Cost	10,082	0	0	0	0		0
Phase 3-Lynnsport 1	29,674	185,000	5,153,690	9,153,840	8,622,560	1,264,910	24,380,000
Lynnsport 3	7,287	7,290	0	0	0		7,290
Phase 2 -Lynnsport 4 /5	9,356	9,360	10,000	0	0		19,360
Major Housing Management	27,590	14,330	2,510	0	0		16,840
Major Housing Projects Unallocated Budget	0	66,490	0	0	0		66,490
Parkway - Gaywood	4,826,895	9,312,650	16,456,950	14,621,780	9,272,500	313,960	49,977,840
Nora Phase 4	1,106,142	1,153,150	210,000	10,000	0		1,373,150
Nora Phase 5	19,642	50,000	1,555,960	3,266,780	4,061,730		8,934,470
Hunstanton Regeneration Bus Station & NCC Library	13,539	0	0	0	0		0
Hunstanton Regeneration Southend Road Car Park	2,109,415	4,607,500	1,258,440	0	0		5,865,940
Total Major Housing Development (AD Companies and Housing)	13,914,957	23,317,510	28,239,430	27,052,400	21,956,790	1,578,870	102,145,000
Other Major Projects							
Towns Fund							
Town Centre Public Realm	82,143	192,510	0	0	0		192,510
St Georges Guildhall Complex	499,079	783,960	1,380,630	6,102,790	641,730	3,140,510	12,049,620
Active and Clean Connectivity	205,542	665,550	4,892,260	281,320	0		5,839,130
Riverfront Regeneration	225,141	182,740	3,306,460	596,010	0		4,085,210
Multi User Community Hub		1,199,110	5,458,000	0	0		6,657,110
Programme Management	65,378	92,000	95,000	72,110	0		259,110
Total Towns Fund	1,077,283	3,115,870	15,132,350	7,052,230	641,730	3,140,510	29,082,690
NORA Remediation	7,579	0	845,890	0	0		845,890
South Quay Somerfield Thomas Silo	64,584	96,320	0	0	0		96,320
Factory Unit 1 - New Depot Site	130,294	77,100	0	0	0		77,100
Air Source Heat Pump Project - Enterprise Works	21,522	2,240	0	0	0		2,240
Total for AD Property and Projects	223,978	175,660	845,890	0	0	0	1,021,550
Southgate Regen Area Business Rate Pool Contribution	0	93,860	400,000	0	0		493,860
ICI/Active Travel Hub (KLIC2)		0	121,060	0	0		121,060
Nelson Quay Redevelopment			0	0	0		0
Chapel Street		0	0	0	0		0
South Quay Stage 3		120,000	0	0	0		120,000
UK Shared Prosperity Fund	24,031	8,800	233,570	0	0		242,370
Rural England Prosperity Fund	100,603	374,110	1,122,350	0	0		1,496,460
Baxter's Plain Public Realm Feasibility Study	39,900	40,000	0	0	0		40,000
Local Authority Housing Fund		3,539,740	0	0	0		3,539,740
Total for AD Regeneration	164,534	4,176,510	1,876,980	0	0	0	6,053,490
Public Conveniences		0	400,000		0		400,000
Total for AD Operational and Commercial Services	0	0	400,000	0	0	0	400,000
Re:Fit Project		263,140	300,000	0	0		563,140
Lynn Sport 3G Replacement		300,000	0	0	0		300,000
Lynn Sport New 3G Pitch		0	900,000	0	0		900,000
Total for Leisure and Community Facilities	0	563,140	1,200,000	0	0	0	1,763,140
Total Major Projects	20,265,143	38,324,400	48,873,120	34,104,630	22,598,520	4,719,380	148,620,050

Appendix 2 - Capital Programme 2023/2028	Actual as at 31st December 2023	Revised Budget 2023/2024	Revised Budget 2024/2025	Revised Budget 2025/2026	Revised Budget 2026/2027	Budget 2027/2028	Total Capital Budget 2023/2028
OPERATIONAL SCHEMES							
AD Community and Partnerships							
Disabled Facilities Grant	744,390	773,770	618,200	618,200	618,200	618,200	3,246,570
Adapt Grant	891,134	1,218,190	1,281,800	1,281,800	1,281,800	1,281,800	6,345,390
	1,635,525	1,991,960	1,900,000	1,900,000	1,900,000	1,900,000	9,591,960
Preventative Works							
Home Repair Assistance Loan	7,659	0	0	0	0	0	0
Emergency Repair Grant	1,928	0	0	0	0	0	0
Careline Grant	649	25,000	25,000	25,000	25,000	25,000	125,000
Safe and Secure Grant	17,600						
Low Level Prevention Fund	103,018	225,000	225,000	225,000	225,000	225,000	1,125,000
Preventative Works Total	130,854	250,000	250,000	250,000	250,000	250,000	1,250,000
Total Private Sector Housing Assistance	1,766,379	2,241,960	2,150,000	2,150,000	2,150,000	2,150,000	10,841,960
Careline-Replacement Alarm Units		60,000	60,000	60,000	60,000	60,000	300,000
Careline - Replacement Vehicles		56,850	0	0	0	0	56,850
Community Projects	54,606	52,000	50,000	50,000	50,000	50,000	252,000
Community Safety Vehicle		0	30,000	0	0	0	30,000
Total for AD Community & Partnerships	1,820,985	2,410,810	2,290,000	2,260,000	2,260,000	2,260,000	11,480,810
AD Resources (S151 Officer)							
ICT Development Programme	18,885	208,520	258,740	150,000	150,000	150,000	917,260
Standard Desktop Refresh	35,204	79,450	0	300,000	150,000		529,450
Total for AD Resources (S151 Officer)	54,088	287,970	258,740	450,000	300,000	150,000	1,446,710
AD Programme and Projects							
Downham Market Public Conveniences	760	200,000	0	0	0		200,000
Total for AD Programme and Projects	760	200,000	0	0	0	0	200,000
AD Property and Projects							
Sewage Treatment Works Refurb/Connect Public Sewer		0	28,000	0	0		28,000
Estate Roads - Resurfacing		0	30,500	0	0		30,500
Bergen Way Industrial Estate roof replace		0	250,000	0	0		250,000
North Promenade Erosion		0	45,000	0	0		45,000
Total for AD Property and Projects	0	0	353,500	0	0	0	353,500
AD Operational and Commercial Services							
Car Parks							
Resurfacing (various car parks)		30,000	70,000	261,800	0		361,800
Car Parks Pay & Display Machine Replacement		60,000	180,000	0	0		240,000
Car Prk Multi-storey Barrier Ticket Machine		0	38,130	0	0		38,130
Car Prk Multi-storey Lighting + Controls	9,573	192,000	0	0	0		192,000
Mintlyn Crematorium - Car Park	110,752	100,000	0	0	0		100,000
Heacham North Beach Pay & Display Infrastructure		23,000	0	0	0		23,000
Decrim Car Park		49,150	0	0	0		49,150
CCTV							
CCTV Control Room Upgrade		0	171,050	50,000	50,000		271,050
CCTV Kettlewell Gadens		0	24,840	0	0		24,840
CCTV Multi-storey		0	9,890	0	0		9,890
CCTV Crematorium		0	7,730	0	0		7,730
CCTV Safer Streets		0	50,000	0	0		50,000
Christmas Lights Replacement		0	187,550	0	0		187,550
Emergency Plan - Replace Radios		30,000	0	0	0		30,000
Parking/Gladstone Server Upgrade		4,000	8,030	0	0		12,030
Digital Signage Installation - NTP		43,000	0	0	0		43,000
High Street Public Realm TF Accelerated project	12,931	34,030	0	0	0		34,030
NSF Events Equipment	41,971	59,080	0	0	0		59,080
Replacement Stage	57,538	50,000	0	0	0		50,000
Refuse and Recycling							
Refuse - Black Bins	30,250	40,000	40,000	40,000	40,000	40,000	200,000
Brown Bins/Compost	12,594	40,000	40,000	40,000	40,000	40,000	200,000
Green Bins/Recycling	26,074	40,000	40,000	40,000	40,000	40,000	200,000
Trade Bins	2,950	40,000	40,000	40,000	40,000	40,000	200,000
Refuse Vehicles	63,803	18,010	0	0	0		18,010

Appendix 2 - Capital Programme 2023/2028	Actual as at 31st December 2023	Revised Budget 2023/2024	Revised Budget 2024/2025	Revised Budget 2025/2026	Revised Budget 2026/2027	Budget 2027/2028	Total Capital Budget 2023/2028
The Walks Crazy Golf Equipment		0	120,000	0	0		120,000
Bandstand Roof Replacement - Hunstanton		30,000	0	0	0		30,000
Replacement Play Area Equipment		75,000	20,000	20,000	20,000	20,000	155,000
Play Area Equipment - King's Lynn (KLACC)		8,000	0	0	0		8,000
Replacement Dog Bins		21,000	0	0	0		21,000
Resort Chalet Window Replacement		100,000	0	0	0		100,000
Resort Replacement Play Area Equipment		0	28,000	0	0		28,000
Resort - Beach Safety Signage		0	15,000	0	0		15,000
Resort - Visitor Digital Sign		0	50,000	0	0		50,000
Tourist Signs A47		0	21,000	0	0		21,000
Grounds Maintenance Equipment	16,484	161,300	42,000	139,080	0		342,380
Grounds Maintenance Vehicles	0	199,620	56,980	61,560	118,570		436,730
Public Cleansing Vehicles	194,112	450,870	0	0	0		450,870
Total for AD Operations and Commercial	579,033	1,898,060	1,260,200	692,440	348,570	180,000	4,379,270
Leisure and Community Facilities							
Corn Exchange							
Corn Exchange -Internal Dec		0	0	0	10,000		10,000
Corn Exchange -Refurbish Seating	12,301	15,000	15,000	15,000	0		45,000
Corn Exchange - Replace Speakers	4,801	0	0	0	0		0
Corn Exchange - Light Desk & Lights	39,609	50,000	0	0	0		50,000
Corn Exchange - Auditorium LED Lighting		0	30,000	0	0		30,000
Downham Market Leisure Centre							
DMLC - Replacement Spin Bikes		23,000	0	0	0		23,000
DMLC - Replace Heat/Cool AHU Dance Studio	23,708	22,000	0	0	0		22,000
DMLC - HallDance Studio Reseal		18,000	0	0	0		18,000
DMLC - Fitness Equipment		60,000	0	0	0		60,000
DMLC - Flooring Replacement		0	40,000	0	0		40,000
DMLC - Replacement Lighting Pool		0	20,000	0	0		20,000
DMLC - Replacement Distribution Boards		0	25,000	0	0		25,000
DMLC - Changing room refurb		0	30,000	0	0		30,000
DMLC - Pool Cover		0	0	0	15,000		15,000
DMLC - Window Replacement (dryside)		0	15,000	0	0		15,000
DMLC - Plate Heat Exchanger		10,000	0	0	0		10,000
Lynnsport							
Lynnsport - Fitness Equipment	582,356	108,000	0	0	0		108,000
L/Sport - Floor Surface Reseal		0	17,000	0	0		17,000
L/Sport Fire Alarm Upgrade		0	70,000	0	0		70,000
L/Sport Athletics Cage replacement and athletics lighting upgrade	45,963	46,610	0	0	0		46,610
L/Sport Toilets & Changing Room		0	42,480	0	0		42,480
L/Sport Spin Bikes		17,000	0	0	0		17,000
L/Sport Spin Room		10,000	0	0	0		10,000
L/Sport Wellness Studio		150,000	0	0	0		150,000
L/Sport Spin Ventilation		17,090	0	0	0		17,090
L/Sport Fitness Flooring		40,000	0	0	0		40,000
L/Sport 3G LED Lighting	20,822	20,000	0	0	0		20,000
L/Sport Roof		171,430	0	0	0		171,430
L/Sport Flooring (changing/toilets/reception)		0	0	30,000	0		30,000
L/Sport Cubical and locker replacement		0	10,000	0	0		10,000
L/Sport Track and Barn Line marking		0	0	15,000	0		15,000
L/Sport Basket Ball fittings replacement	11,311	15,000	0	0	0		15,000
L/Sport Window replacement		0	0	40,000	0		40,000
St James Pool							
St James - Floor/Surface Replace		0	25,000	0	0		25,000
St James Fitness Equipment		30,000	0	0	0		30,000
St James Pool Covers		0	0	0	15,000		15,000
St James Spin Bikes		20,000	0	0	0		20,000
St James Replacement Plant	2,520	0	0	0	0		0
St James Flooring (reception/corridors/viewing)		0	15,000	0	0		15,000
St James Pool Hall replacement lighting		0	20,000	0	0		20,000
St James Fire Alarm System		0	0	0	50,000		50,000
St James Pool plate heat exchange		0	10,000	0	0		10,000
Oasis							
Oasis Fitness Equipment		50,000	0	0	0		50,000
Oasis Fitness Flooring		20,000	0	0	0		20,000
Oasis Fitness Flooring bowls hall/fitness stairs		0	10,000	0	0		10,000
Oasis Pool Hall lighting		0	0	15,000	0		15,000
Oasis Cubicles replacement		0	0	50,000	0		50,000
Oasis lockers replacement		0	20,000	0	0		20,000
Oasis distribution board replacement		0	0	0	30,000		30,000
Town Hall							
Roofing		10,000	60,000	0	0		70,000
Electrical Switch Replacement		0	40,000	0	0		40,000
Redecoration		0	30,000	30,000	30,000		90,000
Replacement flooring/stairs		0	0	20,000	20,000		40,000
Stone Mason external works		0	20,000	20,000	0		40,000
Prep Kitchen Replacement		0	10,000	0	0		10,000
Community Centres							
Fairstead Replacement Flooring		0	0	0	15,000		15,000
Total for Leisure and Community Facilities	743,389	923,130	574,480	235,000	185,000	0	1,917,610
Total Operational Schemes	3,198,255	5,719,970	4,736,920	3,637,440	3,093,570	2,590,000	19,777,900

Appendix 2 - Capital Programme 2023/2028	Actual as at 31st December 2023	Revised Budget 2023/2024	Revised Budget 2024/2025	Revised Budget 2025/2026	Revised Budget 2026/2027	Budget 2027/2028	Total Capital Budget 2023/2028
	1,086,330						
Total Capital Programme (Non Exempt)	24,549,727	44,044,370	53,610,040	37,742,070	25,692,090	7,309,380	168,397,950
Exempt Schemes							
Total Commercially Sensitive Schemes (Exempt)	0	180,000	547,000	0	7,574,520	0	8,301,520
TOTAL CAPITAL PROGRAMME	24,549,727	44,224,370	54,157,040	37,742,070	33,266,610	7,309,380	176,699,470

Appendix 3 - Capital Programme Funding 2023/2028	Assistant Director	Revised Budget 2023/2024	Revised Budget 2024/2025	Revised Budget 2025/2026	Revised Budget 2026/2027	Budget 2027/2028	Total Capital Budget 2023/2027	Capital Receipts	Unsupported Borrowing	Temporery Borrowing	Government Grants	Towns Fund Grant	Other Grants	Business Rate Pool	Reserves	Total Funding
Total Major Projects		38,324,400	48,873,120	34,104,630	22,598,520	4,719,380	148,620,050	94,651,095	0	15,777,495	9,283,360	23,125,010	0	2,973,950	2,809,140	148,620,050
OPERATIONAL SCHEMES																
AD Community and Partnerships																
Disabled Facilities Grant	MW	773,770	618,200	618,200	618,200	618,200	3,246,570	0	0	0	0	0	0	0	0	0
Adapt Grant	MW	1,218,190	1,281,800	1,281,800	1,281,800	1,281,800	6,345,390	0	0	0	0	0	0	0	0	0
		1,991,960	1,900,000	1,900,000	1,900,000	1,900,000	9,591,960									
Preventative Works																
Home Repair Assistance Loan	MW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Emergency Repair Grant	MW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Careline Grant	MW	25,000	25,000	25,000	25,000	25,000	125,000	0	0	0	0	0	0	0	0	0
Safe and Secure Grant		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Low Level Prevention Fund	MW	225,000	225,000	225,000	225,000	225,000	1,125,000	0	0	0	0	0	0	0	0	0
Preventative Works Total		250,000	250,000	250,000	250,000	250,000	1,250,000	0	0	0	0	0	0	0	0	0
Total Private Sector Housing Assistance		2,241,960	2,150,000	2,150,000	2,150,000	2,150,000	10,841,960	1,927,925	0	0	0	0	8,914,035	0	0	10,841,960
Careline-Replacement Alarm Units	MW	60,000	60,000	60,000	60,000	60,000	300,000	0	300,000	0	0	0	0	0	0	300,000
Careline - Replacement Vehicles	MW	56,850	0	0	0	0	56,850	0	56,850	0	0	0	0	0	0	56,850
Community Projects	MW	52,000	50,000	50,000	50,000	50,000	252,000	252,000	0	0	0	0	0	0	0	252,000
Community Safety Vehicle	MW	0	30,000	0	0	0	30,000	0	30,000	0	0	0	0	0	0	30,000
Total for AD Community & Partnerships		2,410,810	2,290,000	2,260,000	2,260,000	2,260,000	11,480,810									
AD Resources (S151 Officer)																
ICT Development Programme	MD	208,520	258,740	150,000	150,000	150,000	917,260	917,260	0	0	0	0	0	0	0	917,260
Standard Desktop Refresh	MD	79,450	0	300,000	150,000	150,000	529,450	529,450	0	0	0	0	0	0	0	529,450
Total for AD Resources (S151 Officer)		287,970	258,740	450,000	300,000	150,000	1,446,710									
AD Programme and Projects																
Downham Market Public Conveniences		200,000	0	0	0	0	200,000	0	0	0	0	0	0	0	200,000	200,000
Total for AD Programme and Projects		200,000	0	0	0	0	200,000									
AD Property and Projects																
Sewage Treatment Works Refurb/Connect Public Sewer	MH	0	28,000	0	0	0	28,000	28,000	0	0	0	0	0	0	0	28,000
Estate Roads - Resurfacing	MH	0	30,500	0	0	0	30,500	30,500	0	0	0	0	0	0	0	30,500
Bergen Way Industrial Estate roof replace		0	250,000	0	0	0	250,000	250,000	0	0	0	0	0	0	0	250,000
North Promenade Erosion		0	45,000	0	0	0	45,000	0	0	0	0	0	0	0	45,000	45,000
Total for AD Property and Projects		0	353,500	0	0	0	353,500									
AD Operational and Commercial Services																
Car Parks																
Resurfacing (various car parks)		30,000	70,000	261,800	0	0	361,800	0	0	0	0	0	0	0	361,800	361,800
Car Parks Pay & Display Machine Replacement	MC	60,000	180,000	0	0	0	240,000	0	0	0	0	0	0	0	240,000	240,000
Car Prk Multi-storey Barrier Ticket Machine	MC	0	38,130	0	0	0	38,130	0	0	0	0	0	0	0	38,130	38,130
Car Prk Multi-storey Lighting + Controls	MC	192,000	0	0	0	0	192,000	0	0	0	0	0	0	0	192,000	192,000
Mintlyn Crematorium - Car Park	MC	100,000	0	0	0	0	100,000	0	0	0	0	0	0	0	100,000	100,000
Heacham North Beach Pay & Display Infrastructure		23,000	0	0	0	0	23,000	0	0	0	0	0	0	0	23,000	23,000
Decrim Car Park	MC	49,150	0	0	0	0	49,150	0	0	0	0	0	0	0	49,150	49,150
CCTV																
CCTV Control Room Upgrade	MC	0	171,050	50,000	50,000	0	271,050	0	271,050	0	0	0	0	0	0	271,050
CCTV Kettlewell Gadens	MC	0	24,840	0	0	0	24,840	0	0	0	0	0	0	0	24,840	24,840
CCTV Multi-storey	MC	0	9,890	0	0	0	9,890	0	0	0	0	0	0	0	9,890	9,890
CCTV Crematorium	MC	0	7,730	0	0	0	7,730	0	0	0	0	0	0	0	7,730	7,730
CCTV Safer Streets		0	50,000	0	0	0	50,000	0	0	0	0	0	0	0	50,000	50,000
Christmas Lights Replacement	MC	0	187,550	0	0	0	187,550	0	0	0	0	0	0	0	187,550	187,550
Emergency Plan - Replace Radios		30,000	0	0	0	0	30,000	0	30,000	0	0	0	0	0	0	30,000
Parking/Gladstone Server Upgrade	MC	4,000	8,030	0	0	0	12,030	0	0	0	0	0	0	0	12,030	12,030
Digital Signge Installation - NTP	MC	43,000	0	0	0	0	43,000	0	0	0	43,000	0	0	0	0	43,000
High Street Public Realm TF Accelerated project	MC	34,030	0	0	0	0	34,030	34,030	0	0	0	0	0	0	0	34,030
NSF Events Equipment	MC	59,080	0	0	0	0	59,080	0	0	0	59,080	0	0	0	0	59,080

Appendix 3 - Capital Programme Funding 2023/2028	Assistant Director	Revised Budget 2023/2024	Revised Budget 2024/2025	Revised Budget 2025/2026	Revised Budget 2026/2027	Budget 2027/2028	Total Capital Budget 2023/2027	Capital Receipts	Unsupported Borrowing	Temporery Borrowing	Government Grants	Towns Fund Grant	Other Grants	Business Rate Pool	Reserves	Total Funding	
Oasis Fitness Equipment	NG	50,000	0	0	0		50,000	0	50,000	0	0	0	0	0	0	0	50,000
Oasis Fitness Flooring	NG	20,000	0	0	0		20,000	20,000	0	0	0	0	0	0	0	0	20,000
Oasis Fitness Flooring bowls hall/fitness stairs	NG	0	10,000	0	0		10,000	10,000	0	0	0	0	0	0	0	0	10,000
Oasis Pool Hall lighting	NG	0	0	15,000	0		15,000	15,000	0	0	0	0	0	0	0	0	15,000
Oasis Cubicles replacement	NG	0	0	50,000	0		50,000	50,000	0	0	0	0	0	0	0	0	50,000
Oasis lockers replacement	NG	0	20,000	0	0		20,000	0	20,000	0	0	0	0	0	0	0	20,000
Oasis distribution board replacement	NG	0	0	0	30,000		30,000	30,000	0	0	0	0	0	0	0	0	30,000
Town Hall																	
Roofing	NG	10,000	60,000	0	0		70,000	0	0	0	0	0	0	0	70,000	0	70,000
Electrical Switch Replacement	NG	0	40,000	0	0		40,000	0	0	0	0	0	0	0	40,000	0	40,000
Redecoration	NG	0	30,000	30,000	30,000		90,000	60,000	0	0	0	0	0	0	30,000	0	90,000
Replacement flooring/stairs	NG	0	0	20,000	20,000		40,000	40,000	0	0	0	0	0	0	0	0	40,000
Stone Mason external works	NG	0	20,000	20,000	0		40,000	20,000	0	0	0	0	0	0	20,000	0	40,000
Prep Kitchen Replacement	NG	0	10,000	0	0		10,000	0	0	0	0	0	0	0	10,000	0	10,000
Community Centres																	
Fairstead Replacement Flooring	NG	0	0	0	15,000		15,000	0	0	0	0	0	0	0	15,000	0	15,000
Total for Leisure and Community Facilities		923,130	574,480	235,000	185,000	0	1,917,610	0	0	0	0	0	0	0	0	0	0
Total Operational Schemes		5,719,970	4,736,920	3,637,440	3,093,570	2,590,000	19,777,900	4,524,165	3,342,500	0	169,170	0	8,914,035	0	2,828,030	0	19,777,900
Total Capital Programme (Non Exempt)		44,044,370	53,610,040	37,742,070	25,692,090	7,309,380	168,397,950	99,175,260	3,342,500	15,777,495	9,452,530	23,125,010	8,914,035	2,973,950	5,637,170	0	168,397,950
Exempt Schemes																	
Total Commercially Sensitive Schemes (Exempt)		180,000	547,000	0	7,574,520	0	8,301,520	0	0	8,301,520	0	0	0	0	0	0	8,301,520
TOTAL CAPITAL PROGRAMME		44,224,370	54,157,040	37,742,070	33,266,610	7,309,380	176,699,470	99,175,260	3,342,500	24,079,015	9,452,530	23,125,010	8,914,035	2,973,950	5,637,170	0	176,699,470

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CABINET RECOMMENDATIONS FROM 15 JANUARY 2024 CABINET NOT DEALT WITH AT THE 31 JANUARY 2024 COUNCIL MEETING – 22 FEBRUARY 2024

CAB93 APPOINTMENT OF HONORARY ALDERMEN

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

Cabinet was informed that following the 2023 Borough Council Elections, the opportunity had been taken to review the appointments of new Honorary Aldermen. Consideration has been given to nominations by Group Leaders and it had been agreed to bring forward five individuals at this stage to enable time to review the criteria for nominations.

Councillor Parish reported that following further discussions it had been agreed to bring forward those nominations in tranches up to the next elections, he also proposed to include the fact that the review of criteria for nominations to Honorary Aldermen be undertaken for new nominations.

Under standing order 34 Councillor Dark commented that the backlog of proposed Aldermen was due to Covid and no fault of the individuals, and the reviewed criteria for new nominations should be in place prior to the elections in 2027.

RECOMMENDED: 1) That the Council places on record its deep appreciation of the eminent services to the Council rendered by former Councillors:

Kathleen Collins (previously Mellish)
David Collis
Michael Peake
Geoffrey Hipperson
Andrew Tyler

2) That a Special Meeting of the Council to confer the title of Honorary Alderman on those former Councillors be held after Mayormaking on Thursday, 16 May 2024 and the engrossment of recommendation above and an Aldermanic badge be presented to the Honorary Aldermen at that Council meeting.

3) That a further report be brought forward reviewing the criteria of nominating Honorary Aldermen before any further new nominations are considered by the Council.

CABINET MEMBERS REPORT TO COUNCIL

31st January 2024

COUNCILLOR BEALES - CABINET MEMBER FOR BUSINESS

For the period 24th November 2023 to 31st January 2024

1 Progress on Portfolio Matters.

Nar Ouse Regeneration Area.

Councillors may be aware that it was necessary for an emergency item to be taken to Cabinet in November last year regarding this project. Although there are known areas of contamination on this brownfield development site and an agreed Contaminated Land Method Statement, discussions with the relevant regulatory body, the Environment Agency, concluded that there was now a requirement to remove the contaminated material from site and for this spoil to be deposited at an appropriate waste site. This remediation exercise has now been concluded and was budgeted for within the Capital Programme.

Major Housing Project

Florence Fields (Gaywood, near King's Lynn Academy))

The ongoing difficult weather, either persistent rain and/or high winds continues to cause logistical problems. The 3 – 4 inches of rainfall from Storm Babet that fell within 24 hours or so and ongoing rainfall since, deposited large amounts of water on the site that Lovell, our contractor, have managed by constructing temporary reservoirs. This has attracted comment about the amount of water on the site, but it is actually a positive move as it allows work to continue and manages the amount of water flowing into the drains and ditches. A Council owned culvert running under the cycle path (to the southwest of the site) has been repaired. The Network Rail repair to their culvert under the adjacent railway line is still awaited but work is anticipated to start this month. This delay has not impacted the project with works being rephased to accommodate. The original contract included an allowance for surface water management, which has covered the additional costs incurred to date.

There have been two minor complaints since I last updated Council. These are both from the same neighbour and investigation and follow up leads the team to believe that these complaints stem from a wider frustration with the scheme rather than specific issues.

Complaints are taken very seriously and in order to keep neighbours informed of works on site, newsletters were issued to over a thousand homes, and the parents of pupils at the three adjacent schools at the start of the school term.

Two existing gas mains, known to have crossed the site historically but precise location uncertain, were found in recent excavations. They had previously been declared defunct by Cadent (the regional gas distribution company) but in line with the precautionary approach taken by the Borough and Lovell our contractor and build partner, they were re-inspected by Cadent at our request. There was some concern when Cadent declared the pipes to be live after all, but further significant investigations have confirmed beyond doubt that the pipes are dead. They will be removed and Cadent will discharge their easements over the site. Again, operations have needed to be re-phased, but this doesn't look to have delayed the overall project.

Members will be aware that the Borough has invested in flood mitigation measures on all the homes in this development. One of those measures, relating to insulation, has recently become more difficult to implement due to changes in our warranty providers requirements. The Borough Council and Lovell have worked together to find a new solution that both increases the properties resilience whilst being easier to construct. There will also be a cost saving to build cost. A good example of how the need to protect our climate and environment can lead to innovative and cost effective solutions.

Piling the first phase of properties was completed without issues and bricklaying will soon start, somewhat ahead of schedule. Overall, we remain on programme, but should poor weather continue, and/or Network Rail works are delayed, the programme may yet slip.

Salters Road (King's Lynn close to Lynnsport)

This site continues to progress well. The handover of the first properties has been pushed back from early January to the end of the month to allow fitting of carpets and other flooring. This is a late addition to the contract, but Freebridge are to be applauded for the decision which will be financed by them and bring a greatly improved quality of life to future residents. The extra couple of weeks has also allowed the Lovell team to attend to the usual snagging issues and will ensure that the properties handed over meet the high expectations of both the Borough and Lovells.

The next phase of handovers is due for early March. Properties in the final phases are progressing well and are currently ahead of schedule for handover.

A creating communities event is planned for the 3rd of February to help integrate those moving into the area over the next year with the existing community. I am looking into this being the subject of a short pre Council

briefing.

Members visited the site on 19th of January in cold but sunny weather and seemed pleased with both progress on site and quality of the homes. Thanks to our officers, and the Lovells and Freebridge teams for making this possible.

Southend Road (Hunstanton)

Weather delays at Southend Road continue. The wind is hampering efforts to install the final roof trusses and the cold weather is limiting when bricks can be laid. To help combat delay, windows and screeding have been brought forward to create semi watertight units despite the roof not being completed. This has allowed internal trades to commence with partition walls going up and electrical and plumbing work underway. On areas where all the roof trusses are all installed, tiling and zinc work has started.

Completion is forecast for June of this year and the first 7 properties went on sale on Boxing Day. There have been twelve serious sales enquiries and William H Brown are working through them to ensure that locality requirements are met. The corporate projects team receives a weekly update from the William H Brown team and meet with them monthly.

Protocol for press enquiries

Media enquiries are by their nature, often at very short notice and a protocol is being developed to help guide the media, officers, members and Lovell on how to deal with short notice interviews. This will balance the Council's need to communicate with the media with the importance of site security and safety. Among other things, it will be important that the protocol identifies who needs to be aware of any interview, what topics can be discussed (some will be commercially sensitive) and agreeing specific "safe locations" on and off site where interviews can safely be undertaken.

2 Forthcoming Activities and Developments.

Funding of council housing companies – should Council approve the recommendation from Cabinet of 15th January 2024. Should that approval be forthcoming, the Shareholder Committee will consider the technical aspects and possible timing of any funding offer in detail. Those Members that are interested are urged to attend.

Cabinet report on Lynnsport 1 development (to be considered by Cabinet on 6th February 2024).

3 Meetings Attended and Meetings Scheduled

24th November – Town Deal Board
27th November – Teams meeting re The Place
28th November – visit to The Epicentre (Haverhill)
28th November – MMPB planning meeting.
28th November – R&D Panel
29th November – Teams meeting re MMPB
29th November – Planning Committee training
1st December – meeting with James Wild MP
1st December – Town Deal Board comms meeting
4th December – Mayors Business Awards shortlist meeting
4th December – Teams meeting of Riverfront/Rail To River Project Board
5th December – planning induction training
5th December – meeting with Exec Director for Place re Grant Thornton report
5th December – Cabinet
6th December – Cabinet briefing
7th December – Budget briefing to Cabinet
13th December – MMPB (Members Major Project Board)
13th December – update re Active Travel Hubs
13th December – portfolio meeting
14th December – meeting with Cllr. Ware re Housing Companies
18th December – portfolio meeting (finance)
19th December – Teams meeting re Riverfront (TDB)
20th December – meeting with Leader of the Council
20th December – Cabinet briefing
3rd January – E&C Panel (apologies given)
4th January – CPP
5th January – Cabinet informal
8th January - Teams meeting of Riverfront/Rail To River Project Board
8th January – Teams meeting re projects on MMPB list
8th January – Cabinet briefing
10th January – Cabinet briefing
10th January – R&D Panel
14th January – Teams meeting re Riverfront (TDB)
14th January – Cabinet sifting
14th January – Cabinet
16th January – Teams training on Shareholding Committee & Council companies
17th January – Mayors Business Awards judging visits
17th January – Cabinet sifting (finance and budget)
18th January – update from TDB Chair on Teams
19th January – Member tour of Salters Road
22nd January – Cabinet sifting (finance and budget)
22nd January – meeting with CEO/Cllr Ware re Housing Companies
22nd January – West Norfolk Economic Strategy
22nd January Council companies training
24th January – Cabinet briefing

25th January – Teams portfolio meeting
26th January – TDB at COWA
26th January – tour of School of Nursing at COWA
29th January – visit to Hethel and Scottow innovation centres
30th January – R&D Panel
31st January – full Council

CABINET MEMBERS REPORT TO COUNCIL

31 January 2024

COUNCILLOR MICHAEL de WHALLEY - CABINET MEMBER FOR CLIMATE CHANGE AND BIODIVERSITY

For the period 23 November to 25 January 2024

1 Progress on Portfolio Matters.

Schools Project

Eastgate Academy in Lynn won the 2023 Climate Champions competition aimed at Year 5 students. Living For the Future was a free competition, facilitated by a company called 8billionideas, for local schools to enter aimed at encouraging creativity in every child and educating students on the issue of sustainability. Feedback is being sought from local schools ahead of planning for the 2024 competition.

EV Charging

Legal matters have been concluded for the proposed site at Austin Street, King's Lynn. The scheme will now move forward to implementation.

Norfolk Climate Change Partnership

An annual update was considered by Corporate Performance Panel on 4 January 2024.

The Partnership did not have a meeting in December 2023. The next meeting is 31 January 2024.

Climate

November 2023 was the warmest November on record globally, with an average surface air temperature of 14.22°C, 0.32°C above the temperature of the previous warmest November, in 2020. November was about 1.75°C warmer than an estimate of the November average for 1850-1900, the designated pre-industrial reference period.

December 2023 was the warmest December on record globally, with an average surface air temperature of 13.51°C, 0.31°C above the temperature of the previous warmest Decembers, in 2015 and 2019. December was about 1.78°C warmer than an estimate of the December average for 1850-1900.

The annual global mean temperature of 14.98°C in 2023 is the highest on record, 0.17°C higher than the previous record in 2016 and at 1.48°C above the 1850-1900 average.

January 26th 2024 was the first time the 365-day running mean reached the Paris limit of 1.50°C.

Data source: European Centre for Medium-Range Weather Forecasts - ERA5. Please note that for 2023's global mean temperature, other major datasets vary between 1.34°C and 1.54°C above the 1850-1900 average.

Globally, a record 36.8 billion tonnes of fossil carbon dioxide were emitted in 2023, 1.1% higher than 2022, along with a new all-time high for the annual global average level of carbon dioxide in the atmosphere.

At the current rate of progression, the increase in Earth's long-term average temperature will reach 1.5°C above the 1850-1900 average by around 2032 and 2°C will be reached around 2057.

Source: Global Carbon Project

The 2015 Paris Agreement on Climate Change aims to keep the long-term average global temperature rise to well below 2°C and encourages parties to strive for warming of no more than 1.5°C.

2 Forthcoming Activities and Developments.

Air Quality

The draft air quality action plan is being consulted on until March 1st 2024. It made top story on BBC Radio Norfolk's breakfast show, January 12th.

Documentation and survey are on the Council's website. Drop-in sessions are as follows:

5 February 2024 – Gaywood Library, River Lane, 4pm to 6pm

12 February 2024 – King's Lynn Library, London Road, 4pm to 6pm

Norfolk Net Zero Communities

We can now reveal that the selected community is Marshland St. James. Following a presentation, the parish council has confirmed its support for the project. Communications are being finalised to align with a further six communities in Norfolk ahead of the formal project launch event anticipated in March 2024. The local launch is February 12th 2024 and will include a Beat your Bills roadshow.

Mayor's Business Awards – Environmental Champion

Visits to the 3 shortlisted companies (British Sugar, Mickram Ltd and Tamar Nurseries) took place during January 2024 ahead of the awards event on March 1st 2024.

3 Meetings Attended and Meetings Scheduled

Corporate Performance Panel
Regeneration and Development Panel
Environment and Community Panel
Audit Committee
Joint Group Meeting
Standards Committee
Conservancy Board
King's Lynn Internal Drainage Board
Norfolk Net Zero Communities
King's Lynn Car Parking Strategy
King's Lynn and West Norfolk Museums Committee
NW Norfolk CaBa - Norfolk Rivers Trust
Village Green/Community Orchard/Hardings Pits
Mayor's Business Awards – Environmental Champion
Schools Project
Community Environmental Groups (Teams)

Portfolio Holder Briefings and updates:
Cabinet Briefings
Active & Clean Connectivity Update
Climate Change (weekly updates)

Meetings Scheduled:
Monday 29th January – Forestry Commission

CABINET MEMBERS REPORT TO COUNCIL

31 January 2024

COUNCILLOR SANDRA SQUIRE - CABINET MEMBER FOR ENVIRONMENT & COASTAL

For the period 23 November 2023 to January 2024

1 Progress on Portfolio Matters.

Waste & Recycling:

I am delighted to say that we have successfully completed another year of Christmas catch up collections. Whilst many of us enjoy additional time at home over the Christmas and New Year period the teams who collect our waste and recycling do not and also work Saturdays to catch up. I sent my regards to the team at the Serco west Norfolk depot just before Christmas and I would like to put on record my thanks to them.

Also I would like to thank our residents for using the information we give on radio, print and social media to manage their waste well. Over the Christmas period our Facebook posts were seen over 1/3 million times and by 20,000 readers of the local paper.

In three weeks ¼ million bins were emptied. The work of the teams in waste and communications should be acknowledged by the council. By working together, we keep the Christmas waste collections running smoothly.

In the follow up to Christmas the Waste and Recycling Manager spoke to BBC Radio Norfolk on behalf of both his and the Public Open Space teams to talk about Christmas tree disposal, promoting both the councils own shredding service, brown bins but also responsible waste disposal.

The Waste and Recycling Manager is now leading the Norfolk Waste Partnership on the issues around fly tipping and I expect to be able to report on progress around this subject in the coming months.

Flooding:

The flood and water management team have been engaging in a lot of multi-agency work with regard to inland flooding following Storm Henk. This has been in-particular regard to the Grimston / Roydon area and also with work around the North & South Creake and Burnham Market.

It is worth noting that while we are actively engaging in the works for both those locations we are not the lead agency in the works ongoing (instead this is Lead Local Flood Authority and Anglian Water), nor do we have any ownership of assets in those areas (e.g. we are not responsible for any of the ditches / drains). My thanks go to the team for all their work trying to help our residents.

Accompanying this report is Norfolk Strategic Flood Alliance Booklet regarding watercourses and some flood prevention tips, and the EA Flood Information postcard. Please share with your residents as they contain useful information and contact numbers in case they are needed.

Further information on Living next to a watercourse is available here: [Living next to a watercourse in Norfolk - riparian owners - Norfolk County Council](#)

Information on how to report a flood can be found here: [Report a flood - Norfolk County Council](#)

The flooding hotline number to report a flood anywhere in Norfolk is **0344 800 8013**. If there is an immediate danger to life, call 999.

Further information on flooding and how to sign up for flood alerts is available on the Borough council website: [Flood protection and flood warning | Flood protection and flood warning | Borough Council of King's Lynn & West Norfolk \(west-norfolk.gov.uk\)](#)

Water Quality & Shellfish Testing:

The Heacham & Hunstanton Cockles (Stubborn Sand) cockle bed which has had a Temporary Downgrade of its classification since poor results in the summer, has now had two consecutive results at levels which allow the temporary downgrade of a category C to be removed, with the bed to go back to the Time Limited classification which is currently a B.

This classification will allow the harvesting of cockles for purification and heat treatment until August when the Time Limited prohibition will commence.

I visited the Eastern IFCA offices before Christmas to learn more about our cockle beds and the issues they're facing including water quality and will be going out on one of their testing trips next month to learn more.

The new bathing water classifications were published in December. The classifications are based on data from 2019, 2021, 2022 and 2023. While there has been a drop in standards nationally, our classifications remained the same. I continue to work with the LGA Coastal SIG and other councils to look at results and how improvements can be made.

2 Forthcoming Activities and Developments.

Communications and providing encouragement for the public to do the right thing with their waste is a theme that will be taken forward over the next few months. The corporate plan demonstrates our commitment to protect the environment including increasing use of food caddies and the quality and quantity of items collected for recycling in the green bin.

We will be running a programme of events to encourage the use of food caddies to recycle food waste as it will reduce the amount of residual waste and is far better for the environment for food waste to go to the anaerobic digester. If any councillor needs a replacement food caddy, please let us know and we'll make sure you have a new one so we can all lead by example.

3 Meetings Attended and Meetings Scheduled

Joint Waste Contract Review Board
Joint Marine/Coast Partnerships Core Management Group
Cabinet (Dec)
LGA Coastal SIG
Eastern IFCA visit
Various Cabinet Briefings
Various Portfolio Briefings
Visit to the Depot
Visit to Hunstanton RNLI Station
LGA Coastal SIG water quality meetings
Environment & Community Panel
Meeting with Friends of Horsey Seals & James Wild MP
Cabinet Sifting
Cabinet (Jan)
Visit to RSPCA East Winch
North West Norfolk CaBa
Wash & North Coast Forum

Important Numbers and Contacts

Floodline – to sign up for flood warnings, find latest information or report flooding

Telephone: 0345 988 1188 / Textphone: 0345 602 6340

Open 24 hours a day, 7 days a week

Incident Hotline – to report blockages or areas of concern and flooding

0800 80 70 60 - Open 24 hours a day, 7 days a week

Check any current warnings and latest river, sea groundwater and rainfall levels: <https://check-for-flooding.service.gov.uk>

Consider Flood Products to reduce the impact of flooding:

www.bluepages.org.uk

FLOOD

PREPARE. ACT. SURVIVE.

Floodline 0345 988 1188

Incident Hotline 0800 80 70 60



Environment
Agency

Watercourses

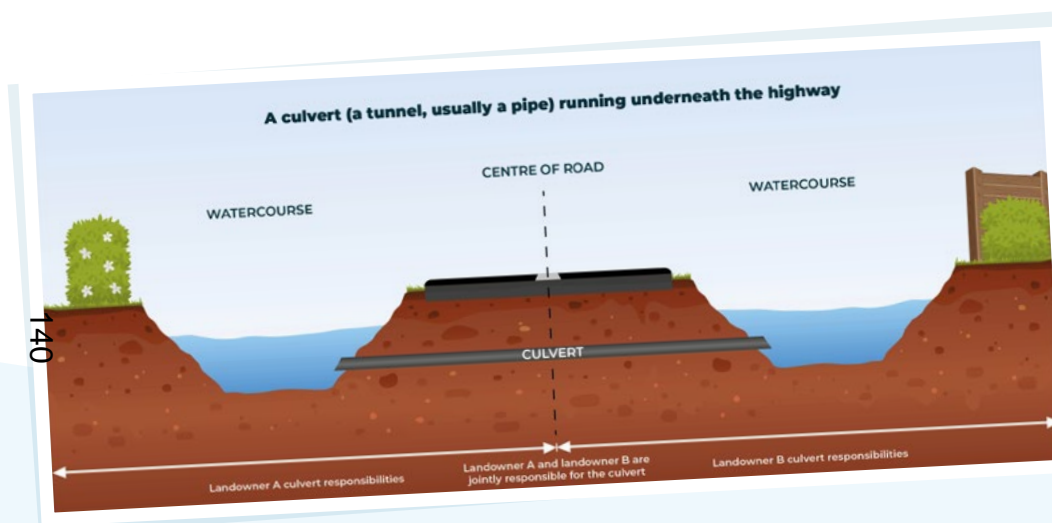
Who is responsible?

Culvert watercourses

Many culverts and pipes that run under roads, paths and highways are privately owned. The landowners on either side are jointly responsible for maintenance.

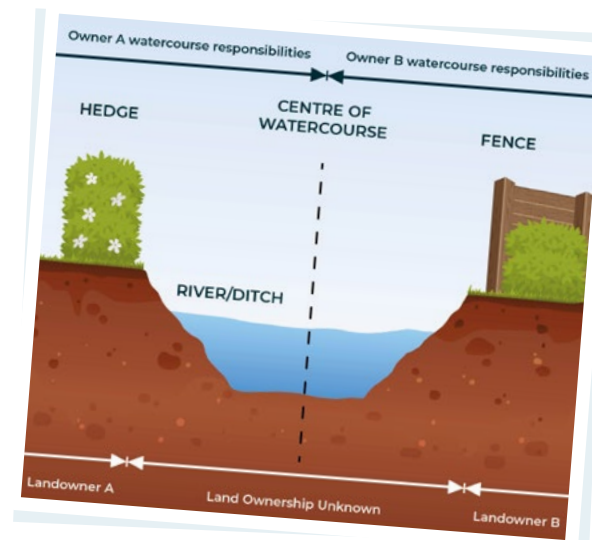
Even if there is a fence, hedge or wall between your land and the culvert you are still responsible for keeping the watercourse clear.

Norfolk County Council has a register of culverts and who owns them. Sometimes responsibility can lie with more than two landowners when a culvert runs behind several houses for example.



Watercourses on unregistered land

Landowners next to unregistered land are responsible for maintenance up to the centre line of the watercourse.



Watercourse between properties

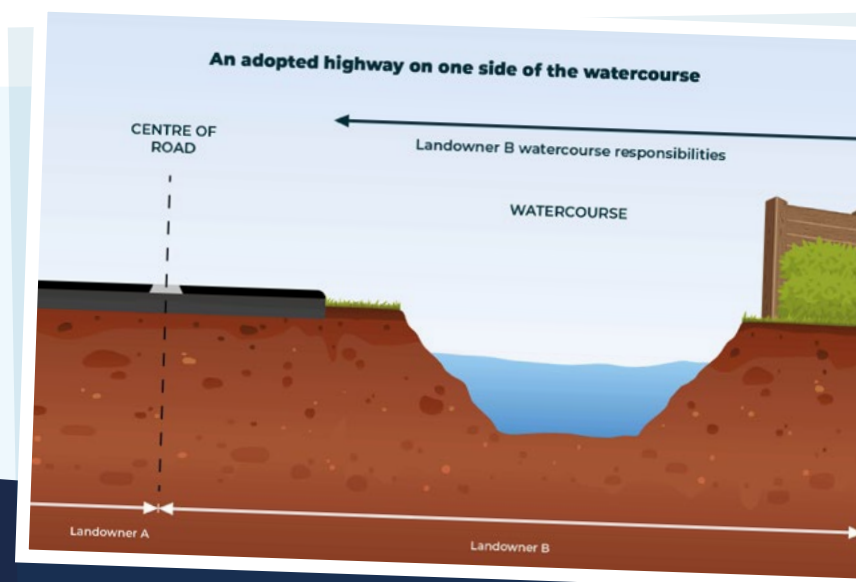
If there is a different landowner or tenant on each side of a watercourse, each person is responsible for their side up to the centre of the watercourse.

Even if there is a fence, hedge or wall between your garden and the watercourse, you are still responsible for keeping the watercourse clear, unless any title deeds state otherwise.

Adopted highway on one side of the watercourse

An adopted highway is a road maintained by Highways England or the council. The landowner on the watercourse side has maintenance responsibilities for the whole watercourse.

Even if there is a fence, hedge or wall between your land and the watercourse you are still responsible for keeping the watercourse clear, even if the title deeds do not show the watercourse.



Watercourse owners have rights as well as responsibilities.

These include receiving unpolluted water, protecting your property from flooding, fishing (with a licence), and the removal of a small amount of water from a watercourse for domestic use (also requires a licence). You can find out more online at www.gov.uk/guidance/owning-a-watercourse

WATERCOURSE CHECKLIST



- ✓ Carry out regular inspections and keep the watercourse clear of any debris, for example, litter, grass cuttings, branches, vegetation and animal carcasses.
- ✓ Maintain the bed and banks of the watercourse, including cutting back trees and shrubs.
- ✓ Allow water to flow without obstruction, pollution or diversion. Ask yourself: could a fish swim through the watercourse?
- ✓ Remove invasive plant species
- ✓ Keep any structures, such as grills, clear at all times
- ✓ Ensure you apply for consent or a permit for any construction or alterations that could affect the flow of water
- ✓ Carry out repairs or remedial works as directed
- ✓ Follow any byelaws (a law made by the local council)

CHECK YOUR WATERCOURSE REGULARLY

It's important to carry out regular inspections of your watercourse, particularly if you are responsible for a culvert, if you know your watercourse is prone to littering or fly-tipping, or if other obstructions such as garden waste are regularly dumped in it. Report fly-tipping online www.gov.uk/report-flytipping

BE PREPARED

www.norfolk.gov.uk/flooding

To report a flood

CALL

0344 800 8013

If you are in immediate danger call **999**

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REMEMBER



- ✓ Always put safety first when clearing watercourses.
- ✓ Clear your watercourse when the weather is fine and dry
- ✓ Avoid clearing in nesting season (February to the middle of August)
- ✓ Never enter floodwater to try to clear a blocked watercourse.
- ✓ Sign up to receive flood alerts
www.gov.uk/sign-up-for-flood-warnings

Fight flooding & keep water flowing in Norfolk

NSFA
Norfolk Strategic
Flooding Alliance

The best protection against flooding is to prevent flooding where possible.

- Keep your guttering, downpipes and drains clear of leaves and mud.
- Report blocked or broken highway drains near your property online.
- Check for blocked watercourses near your property. Look for watercourses behind hedges, fences and walls at the edge of your garden.



NSFA
Norfolk Strategic
Flooding Alliance

 Norfolk County Council

The Norfolk Strategic Flood Alliance is a taskforce that works together to ensure local communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding. The Alliance includes representatives from the Environment Agency, Anglian Water, the Association of Drainage Authorities, the Water Management Alliance, Water Resources East, the Norfolk Resilience Forum, the Broads Authority and Norfolk's county, borough, city, district and parish councils.

 **Norfolk**
County Council

Call 0344 800 8013 to report flooding

Call **999** if you are in immediate danger

www.norfolk.gov.uk/flooding

What is a watercourse?

Watercourses move water from one place to another. They can be natural or artificial, and might be completely dry for long periods of time, sometimes years.

Different types of watercourses include:



Streams



Rivers



Pipes or culverts*



Dikes and ditches

Have you got a watercourse near your house or business?

Do you know who is responsible for keeping it clear?

- ✓ If you live on, lease, or own land next to a watercourse, you are responsible for maintaining the watercourse, regardless of the boundary indications on any property deeds.
- ✓ If you are a tenant or landlord, check your tenancy agreement to confirm who is responsible for the maintenance of a watercourse.
- ✓ The different rights, responsibilities and common laws involved with watercourses are called Riparian Rights, read more online: www.norfolk.gov.uk/watercourses

Call 0344 800 8013 to report flooding

Call 999 if you are in immediate danger

*a tunnel, usually a pipe, that carries water under a road, bridge, path, or between ditches for example.

Read our handy guide to watercourse responsibilities inside!

CABINET MEMBERS REPORT TO COUNCIL

31 January 2024

COUNCILLOR CHRIS MORLEY - CABINET MEMBER FOR FINANCE

For the period 23 November to 18th January 2024

1 Progress on Portfolio Matters.

The main drivers of the Finance team over the last period have been:

Completing the audit work on the much delayed Statement of Accounts for 2019/20 financial year;

Continuing a more granular review of Earmarked Reserves;

Cost management discussions with Assistant Directors against, for this administrative transition year, a 5% cost reduction target; and continuing the budget and forward financial planning process which will culminate in the Financial Plan 2023 -2028 report, due to be presented to Council next month.

The Government has publicly stated that they are offering a Settlement of +6.5% for next year but local Districts are only receiving an average of +4.9% and our total revenue support is slightly less than expected by the tune of £0.5m.

Unfortunately, our Revenue Account, and this is the Account by which our ability to be a “going concern” is assessed, has now been reduced to the point (and contrary to opinions made in the public domain) where we need a significant funding boost. Without this we cannot meaningfully cut our services and financial outgoings to recover to a reasonably sound financial platform.

As we stand today, we are having to use £4.48m of our Reserves to balance our finances for the forthcoming year 2024/25 and £3.8m for 2025/26, However, this is not sufficient to cover the gap in 2025/6 with a £2.3m gap still remaining over and above our minimum reserve level balance which we wish to maintain. Therefore, without something changing our financial “black hole” will engulf us earlier than expected. These figures may change as final adjustments are made in the lead up to the full Council on 22nd February.

We will be recommending to Council that we increase Council Tax by the most allowable figure and as I write, our returns from Business Rates appear to be holding up. We will also have to increase our fees and charges this year, having mostly been held constant for the last period. The average increase will be around 10% for discretionary services but there are significant variations proposed such as +5.6% for trade waste, but car parking by an average of 11.9%. Notwithstanding these increases our headline budget figures are still, for 2024/5:

Total Net Cost	£27.07m	
Income	£12.25m	Business Rates
	£7.97m	Council Tax
	£2.37m	Government Support (various)
Total Income	£22.59m	
To balance	£4.48m	Withdraw from Reserves.

So, what has been going “wrong”?

- At least 15% real terms squeeze on support from Government since 2015;
- Recent tax increases from an unnecessarily low base;
- Significant deprivation and homelessness costs;
- Monies needing to be saved for flood and coastal erosion;
- We continue with our Climate Change Strategy;
- AND 43% of our Council Tax goes towards funding Internal Drainage Boards (IDBs). This is a levy placed on us and comes out of our Council Tax receipts – it is not a separate charge that we merely pass on to our tax payers and collect the sums, as apparently, some IDB Board Members think.

IDBs

The residents of West Norfolk are not alone in seeing their hard earned money going, disproportionately, to fund the work of these Boards. 23 District Councils (and these are all, like West Norfolk, relatively small Boroughs in terms of Finance, but carry serious responsibilities) have joined to form a Special Interest Group (SIG) to lobby for IDB costs to be funded centrally.

IDBs do important and critical work, a significant proportion (around ½) of this country is affected by water levels in river basins, and as we see, now on a regular basis, significant flooding around the country. Residents in places such as West Norfolk, cannot be expected to bear the brunt of local IDB costs and the Government should step in.

The lobby for this is growing, the SIG has made its case to the PM and senior MPs of all Parties. The Leader of this Council has written at length to both of our MPs and Liz Truss is taking a lead for us by co-hosting a meeting in the Houses of Parliament early next month. The subject is gathering much traction (election year?), so much so that, despite being one of the founder members, there is only 1 place for us at the meeting. Our S151 Officer will be representing us and most ably.

SPECIAL EXPENSES

Quite rightly, these costs are under more scrutiny than hitherto and are expenses incurred by this Council in performing, on its land around the Borough, activities (such as grass cutting) which would normally be undertaken by a Town or Parish Council. These costs are ascribed to each Parish or Town and paid for through the Council Tax demand.

We intend to put in place more information on the make up of these costs and in the unparished areas of Kings Lynn, provide more local powers to direct the work as seen fit locally.

COUNCIL TAX SUPPORT SYSTEM (CTSS)

This Administration recognises the increasing issues with the cost of living, even as it affects families who have 1 or in some cases 2, working members. We are therefore recommending the continuation of CTSS benefits but not only widening the eligibility but increasing the benefit, for those eligible, to 100%.

LEVELLING UP & REGENERATION ACT 2013

This Act was put into Law last October and it permits the following changes to Council Tax which we are recommending be put into place by this Council.

Changes to the existing premium for long term empty properties.

There is already a premium for those properties that have been

empty, with no valid reason, for 2 years and more, this currently starts at an extra 100% and rises to 300% after 10 years.

Nobody likes to see empty houses blighting the area and we can now start charging double tax from 1 year of being empty. We can start charging such properties from April this year and we are recommending to Council that we do just that.

A 100% (DOUBLE) Premium for 2nd Homes.

The Act permits Councils to charge double Council Tax for 2nd homes from April 2025. We are recommending Council agree to this.

This is not just a money making exercise on the back of second home owners who we know contribute to local prosperity and very often, their communities. However, we do want to see vibrant communities all year round and hope this action will encourage this, but if people wish to sell their properties, the extra housing stock that becomes available will help to add to more full time occupation. Also, more opportunities for local people to stay in the area.

There will be exceptions, eg where there is a seasonal occupancy restriction and a full list of those categories of domestic properties who are excluded under the Act, if we go ahead, will form part of a communication programme later this year.

The financial impact of these changes will be addressed in the Recommendations to Council but the impact on our revenues will have to be negotiated with both the County and the Police Authority.

EXTERNAL AUDIT OF OUR ACCOUNTS

At last we are coming to a conclusion on the financial year 2019/20.

We now have an unqualified opinion on our Statement of Accounts from the External Auditors, EY, and by the time this report is taken by Council we will have the results of the January Audit Committee meeting.

Having said this, we are still uncertain of the final cost that EY will claim. Furthermore, the fast track audit operation for 20/21 and 21/22, which the National Audit Office wanted to be completed by 31/3/24, now seems out of reach and we wait for further advice on

how the audits of these years are to be conducted (country wide); together, of course, with the associated costs.

CAPITAL ACCOUNT

There is headroom for capital expenditure even though we have a tremendous and exciting programme, totalling some £150m over the next 4 years.

However, climate change, inflation, the geo-political issues that currently exist (and appear to be getting worse) and consequent interest rates are not helping deliver the plans we have for improvements to Town and communities, as we would wish.

The plans we have for delivering more rental and social houses through our subsidiary companies are not on hold but are under significant scrutiny. Interest rates are a significant factor in the finance and ownership analysis. We cannot afford to make a false move, notwithstanding our aspirations to improve, significantly, the opportunities for the businesses, people of and visitors to, West Norfolk.

I am sure more detail on this will be included in other Portfolio reports.

However, the underlying position I report further above, on our revenue account, and which is the yardstick for Government to measure our ability to be a going concern, is still the backcloth against which we are allowed to perform our investment strategies.

SLAs and GRANTS

Excluding the significant Household Support Fund (£325K) and money we may allocate for the Night Shelter, we still have aspirations to support communities through grants totalling some £400K.

We are scrutinising the merits of each against our Corporate Plan and the relative likely outcomes, also bringing our SLAs up to date, where many have remained dormant for some time.

PROCUREMENT

We are still weighing up the detail of the new Act and a Presentation is scheduled for Council later this year. Fuller report in future.

The Procurement Act is due to come into force in October 2024, with a six-month implementation period during which officers will be able to attend training. Secondary legislation is currently due to be published in the early part of this year.

The Government has provided some short videos which set out some of the basic intentions of the Act, and the key changes. These can be viewed at: [The Official Transforming Public Procurement Knowledge Drops - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/collections/the-official-transforming-public-procurement-knowledge-drops).

WINS LOTTERY

Our promotion was a limited success. The volume of Sales has crept up to around 800 from 700 per month and the scheme is useful for those local causes, which may not have a national presence but may be struggling either for start up or for continuity funds.

I recommend Members keep this scheme as part of the Council's "armoury" and promote its existence. We cannot afford to offer grants to all those who need funds and this scheme can offer some amelioration.

In terms of focussed support across the Borough I found it pleasing that the 2 significant winners of our little competition were from Downham Market with the third the young Linnets of Kings Lynn.

2 Forthcoming Activities and Developments.

A communication package to explain to our Town/Parish Councils and communities details of our corporate plan and financial pressures.
Analysis of the review of Statutory and Discretionary services.
Project Plan for Staff Survey
Financial Plan
Plans and Costs for 21/22 and 21/22 audits of accounts
Review of SLAs and Grants
Continuous budget monitoring
Evolution of subsidiary companies and Shareholder Committees
Procurement review of future plans and process

3 Meetings Attended and Meetings Scheduled

Regular weekly Portfolio meetings

27/11 Audit Committee

4/12. Grants and SLAs

“ . Joint Group Meeting

5/12. Grant Thornton Review of Housing Companies

“ . Cabinet

6/12. Further Cabinet briefing

7/12. Group Meeting budget development

11/12. Cabinet Sifting

13/12. MMPB

20/12. Cabinet Briefing

4/1/24. CPP

5/1. Informal Cabinet meeting

8/1. Cabinet briefing

9/1. Council Company training

10/1. IDB SIG

“ . CEO and Officers Statutory ad Discretionary service work analysis

“ Cabinet briefing

11/1 KLACC

Scheduled

18/1 Budget Consultation Ratepayers

“ . Freebridge presentation

“ . Cabinet informal.

CABINET MEMBERS REPORT TO COUNCIL

31 January 2024

COUNCILLOR BAL ANOTA - CABINET MEMBER FOR PROPERTY AND CORPORATE SERVICES

For the period 23 November to 31 January 2024

1 Progress on Portfolio Matters.

Management and maintenance of council owned property assets: including industrial estates, Kings Court, Town Hall and the Depot, Public conveniences, Crematorium and Cemeteries.

The staircase improvement works to King's Court have been largely successfully completed. There are a few finishing touches to be completed and some redecoration to be undertaken. The team has also started to look at King's Court office layouts, we still have some teams located off-site and some space at King's Court may be being freed up by one of our sub-tenants. This gives us the opportunity to explore more options with the office accommodation in terms of layout, function, and potential co-location opportunities with other public organisations.

On the wider council property portfolio, the team is starting to look at the longer-term strategic approach to the overall property estate and they will be working on a corporate wide asset management strategy. This will take time to develop and put into place. A largescale overall assessment of the condition of the property portfolio was last undertaken in 2008 and we are keen to do this exercise again in order that we can strategically manage our overall expenditure on repairs and maintenance particularly, however, this will only be one element.

Car Parks and Open Space

I have been holding ongoing conversations with Officers and Portfolio holders regarding revenue generation and cost saving opportunities to enable a well thought through budget proposal to be presented and we will continue with these discussions.

It was quite humbling to attend the quarterly meeting of the Norfolk Parking Partnership to hear such praise for our Parking Operations team who, at the beginning of November 2023, took over the back-office functions for the parking services delivered on behalf of Norfolk County Council for Norwich City Council and for Norwich City Council themselves. Having seen the effort, determination, and pressures this put that team under to ensure it was delivered on time I must make the unusual step of naming some individuals as without their commitment this scheme would not have been delivered. Whilst times are hard in all public services, work such as this brings valuable contributions towards our corporate overheads, alongside protecting the livelihoods of those officers involved in delivering services. Those senior officers are David Morton, Charlotte Martin and Louise Gayton, and their respective

teams.

I always take a keen interest in the parking stays within our car park areas and whilst there are always a number of factors that influence peaks and troughs the figures for November and December are always particularly interesting specifically within our town centre areas and the way in which parking is supporting our town centre vibrancy. I am pleased to report that the King's Lynn Town Centre long and short term stays not only held their numbers over last year but showed a marginal 0.26% increase over 2022 which was, in my opinion, a demonstration of how important our communities see the Town Centre offering: especially during times of cost-of-living pressures and a greater move towards online shopping. Hunstanton saw an even greater, 9% increase in stays but clearly a much milder Christmas than is the norm influenced this and it was great to see large numbers of people visiting the coast to enjoy it over the Christmas period.

2 Forthcoming Activities and Developments.

- Portfolio Meetings – TBC
- Wave 4b
- Hethel Innovation Centre

3 Meetings Attended and Meetings Scheduled

November 2023

9th - Portfolio Meeting – MH TB
10th - Leziat Parish Council
14th - Portfolio Meeting – MH
16th - Portfolio Meeting MH (Teams)
28th – Epicentre (Haverhill)
29th – KL Parking Strategy (Teams)
29th – Hunstanton Parking Strategy (Teams)
29th – Planning Committee Training (Teams)
30th – Portfolio Meeting MC
30th - Portfolio Meeting MH

December 2023

4th – Planning Committee
5th – Village Green Meeting
5th – Cabinet
6th – Portfolio Meeting MC
6th – Cabinet Briefing
6th – MintyIn Carol Service
7th – Budget Development
8th – Portfolio Meeting MH TB
11th – Cabinet Sifting
12th – Directorate Plan Setting
13th – Portfolio Meeting MC DM

14th – Norfolk Parking Partnership

15th – Portfolio Meeting DH

20th – Cabinet Briefing

January 2024

2nd - Portfolio Meeting MH TB OJ

3rd – E&C Panel (Teams)

5th – Portfolio Meeting OJ

8th – Cabinet Briefing

10th – Portfolio Meeting MH TB

10th – Cabinet Briefing

11th – KLACC Meeting

12th – Leziate PC

15th – Cabinet Sifting

15th – Cabinet

16th – Portfolio Meeting MH (Teams)

17th – Budget Session

CABINET MEMBERS REPORT TO COUNCIL

22nd February 2024

COUNCILLOR – JO RUST CABINET MEMBER FOR PEOPLE AND COMMUNITIES

For the period January 25th – February 8th 2024

1 Progress on Portfolio Matters. –

Housing register

1508 live applications

3 Emergency

217 High

488 Medium

800 Low

256 new or change in circumstances forms received

Housing Options

168 applicants given housing advice, 88 new homeless declarations and/or are ongoing investigations.

Lets advised – 16

Some of the properties that have been advertised on the housing list have had in excess of 130 bids. One property received 140 bids, one received 130 and the next lowest was 114. This is clear evidence of the need for more social and affordable housing.

On January 26th I attended my second Wave 4b Health engagement meeting. I learnt of some of the issues relating to the South Lynn Health Centre. This centre will not be staffed by GPs, but by additional health role staff, such as social prescribing, health and well-being and physio staff to name but a few. These staff are employed through the PCN – Primary Care Network which is a group of GP surgeries working together over a geographical area. Its purpose is to be more responsive to very local health needs, not all of which involve or need a GP. The centre will be occupied by staff from the ICB and the PCN and it will also accommodate services offered by the QEH such as a maternity Hub and a Physiotherapy outpatients' clinic. It will have the capacity to accommodate GPs if that is decided in the future, but for now, it will not.

This links in with the direction of travel with the health and wellbeing partnership and the Integrated Care Board and health. The aim is to keep people out of hospital. This centre can achieve this through things like social prescribing. The following Tuesday I attended the centre in person. It looks an amazing premises to hold these services. There were many QEH staff who also attended the tour of the facility and they certainly looked impressed. Before we went on the tour, we were given a briefing by the Darwin Group, who are the construction company building it. Their intention is to build outstanding healthcare facilities which combine quality, innovation and integrity using modern methods of construction. It was very interesting to hear from them because of course, the intention is to use modern methods of construction (MMC) when the new QEH is built. The new health hub is being built with sustainability and net zero carbon in mind. We were given a few myth busting pieces of information about MMC, one being that they have a minimum of 60 years of design life and can be built to 7 or 8 storeys high. This building is HTM and HBM compliant. Health building notes give best practice guidance on the design and planning of new healthcare buildings and on the adaptation or extension of existing facilities. Health Technical Memoranda (HTMs) give comprehensive advice and guidance on the design, installation and operation of specialised building and engineering technology used in the delivery of healthcare. These are standards that are already tried and tested, so it's a bit of a puzzle as to why the government claim Hospital 2.0 is necessary. In addition, we've seen what happens when a single solution which is not tested is rolled out across multiple site – RAAC and Asbestos to name but two examples of its failure. Perhaps we should be making a case for more diversity and a hospital on a new site.

The morning of the tour of the Health Hub, I also attended the Food for Thought session taking place in Hunstanton. For the first such event there were a good number of people there. The first session was focussing on making your own bread and the chef, Jenny, showed how easy it could be. I attended the second session the following Tuesday and was pleased to see even more residents in attendance. At this session a simple, but incredibly tasty, risotto was made. I left before the veggie curry was served up, but I would urge councillors to let residents know about these sessions and encourage them to attend.

The following day I drove to Norwich for the Integrated Care Board meeting where we took part in some group work setting out what was being done in our area and what more could be done by working in partnership. We heard about the very first stage of preventing ill health – the primordial stage. It is this stage which our Health and Wellbeing Partnership work aims to achieve and these wider determinants of health are most certainly what we want to achieve by being a Marmot Place. We learned about the data hub and the shared care records. The data hub takes out all individual, personalised information and leaves behind a huge amount of information that can guide the provision of our services.

I was disappointed at our last full council meeting that we ran out of time for our cabinet reports to be moved. I hope that you did read it.

On Thursday 1st February I met with the CEO, Estates Director and newly appointed Programme Manager for the new hospital at the QEH. I expressed my grave concerns about the fact there has been no progress with any building needed to pave the way for the new hospital. We had been told that we must have both phases of the Multi Storey Car Park up and running by January 2025 in order to be ready to open the new QEH by 2030. I said at this point I had no confidence that any money would be released due to the likelihood of a general election and change of government. I have written to Wes Streeting, Daisy Cooper and our own Cllr Pallavi (Green Party Health spokesperson) about the matter and any guarantee that they can give to reassure us that a new incoming government would progress with the commitment to replace our RAAC built hospital. I also said that at this stage I felt we should be lobbying for a new QEH on a better site. It was questioned at what stage should we stop one plan and go with the other, and I agree that we can't just cease work on plans on the current site, we have to be prepared should that funding be released. I was also advised that the panel had reviewed an off site option – 4 or 5 sites were considered, and the decision of the panel was that this site was the preferred option. In respect of Hospital 2.0, we will be an early follower of it and so won't be a full adopter. So, to be clear, our hospital won't be built 100% using the model designed under Hospital 2.0. It is planned that an outline business case will be submitted by April 2025 and the Full Business Case submitted by April 2026. For the MSCP an OBC will be made in March this year, with the FBC following in June. It is hoped (planned) that the build will commence in December this year and last for 12 months. This means that we've lost all our Flex Time. We will also have to attract one of a limited number of construction specialists who can build hospitals. There are only about 19 and of them only 4 or 5 tier 1 contractors who would be interested. We might be able to bring in European contractors, Standardisation and industrialisation will be key to making this an easier roll out. In addition, the hospital themselves are planning the design of the construction village which will be needed and this too will help the progress. We are still waiting for the demand and capacity work which has been done to be published. It was this which was going to guide the size of the building. I was told that it wouldn't be built to the same size and the new building will be bigger. But the demand for space isn't the same as it used to be, for example, we know longer carry out procedures such as tonsillitis removal. We will also do much more day cases which will cut down on the length of stay. The space will have to be built to be used flexibly so that it can be repurposed when there is a change in the services that are offered. Finally, there will be a bus terminus located at the entrance of the current site. It is hoped that this move will help encourage more bus companies to put on services to the QEH as currently there is a reluctance to do so due to getting stuck on site. They're asking us as a council to help with this by speaking to the companies.

On Friday 2nd February a meeting was held between ourselves, NCC and trustees and staff from the Swan Project. We have provided some funding for the group which offer an amazing service to children and families in the Downham market area, but they really need guaranteed core funding. Like all

other charities they're having to face tougher competition for an ever decreasing pot of money. NCC will provide some grant application support so that the management don't have to spend the majority of their time undertaking this task. We have earmarked funding for them to help.

Following on from this meeting Cllr Moriarty and myself met with a local resident about the future of Hardings Way. As we have previously said, there are currently no plans to develop the land allocated as a brownfield site but if plans do come forward, the current bus lane will remain as it is, with the bus gate in the same place and the length unchanged. We were able to give this reassurance to the resident to allay his concerns.

I attended a Creating Community Event in the Beacon Church North Lynn on Saturday 3rd February along with the local Borough Councillor. It was a really well attended event with lots of the local community coming along to enjoy the refreshments and the variety of stall providing information, advice and also some freebies like books for children. Thanks to all staff who gave up their day to make this event such a success.

On 7th February I visited a new MIND facility called Birch Tree House in Barrowway Drove. It was an absolutely lovely building and will be used for Crisis Recovery Care. 4 residents will be able to stay for 5 days in order for them to make a full recovery. It was good to hear from the staff who will be working at the facility and learn about the provision.

Finally, I attended a meeting with other councillors to discuss the practicalities of the motion which came to council about dentistry. A fuller report will be made at the appropriate time.

2 Forthcoming Activities and Developments.

23/02/24 – Right to Play – signing of pledge for accessible play equipment

28/02/24 – Sports England and Briefing for councillors for local leadership programmes – This is a change from the planned two day attendance on the full training due to councillors pressures on budget setting. A new date for attendance will be scheduled.

3 Meetings Attended and Meetings Scheduled

19/01/24 – IDB meeting

19/01/24 – Tour of Slaters Road Development

21/01/24 – Holocaust Memorial Day Event

22/01/24 – Cabinet Sifting

23/02/24 – Homelessness and Temporary Housing Summit

23/01/24 – Council Companies Training

24/01/24 – ICB dentistry briefing

24/01/24 – Budget Development Session

25/01/24 – Informal Dentistry Meeting

25/01/24 – Group Meeting

26/01/24 – Wave 4b Primary Care Hub meeting

29/01/24 – KLACC

30/01/24 – Food for Thought Hunstanton Town Hall

30/01/24 – Health Hub Tour
30/01/24 – R&D
31/01/24 – Health and Wellbeing/Integrated Care Partnership session
31/01/24 – Full Council
01/02/24- QEH meeting
01/02/24 – CPP
01/02/24 – Joint Panel meeting
02/02/24 – Swan Project meeting
02/02/24 – Resident meeting re Hardings Way
03/02/24 – Creating Communities Event
05/02/24 – Joint Group Meeting
06/02/24 – Food for Thought
06/02/24 – Cabinet
07/02/24 – Drop in to Birch Tree House
07/02/24 – Cabinet
08/02/24 – Meeting with Interim Director of Alive Leisure
08/02/24 – Housing Portfolio meeting
08/02/24 – Dentistry practicalities meeting
09/02/24 – Community led housing meeting
09/02/24 – West Norfolk Carers meeting
09/02/24 – Freebridge exec meeting
09/02/24 – Apprentice Week Celebration
12/02/24 – Beat the Bills Marshland St James
12/02/24 – Cabinet Sifting
13/02/24 – Targeted Youth Support Service
13/02/24 – Special KLACC Meeting
13/02/24 – KLCCF trustees meeting
14/02/24 – Mart Opening
14/02/24 – Cabinet training session
15/02/24 – West Norfolk Community Transport meeting
15/02/24 – Portfolio briefing
15/02/24 – Portfolio Briefing
15/02/24 – Gaywood Allotments Trust
20/02/24 – R&D
21/02/24 – ICS District Council meeting
21/02/24 – Parish Councils meeting
22/02/24 – Health and Wellbeing Partnership meeting
22/02/24 – Support for carers of people living with MND
22/02/24 – Full Council

CABINET MEMBERS REPORT TO COUNCIL

31st January 2024

Councillor Simon Ring - Cabinet Member for Tourism, Events and Marketing

23rd November 23 to 31st Jan 24

1 Progress on Portfolio Matters.

This period is a quiet time for a number of my portfolio areas. For events in particular this is a period of rest and repair. A number of physical resources have needed replacement and repair, funded by set aside reserves.

Tourism and Marketing

Visit West Norfolk - An Update for 17/11/23 - 17/01/2024:

For the Christmas/New Year period we continued to promote a substantial amount of local seasonal events and activities, from pantomimes to Christmas-related family activities.

Digital Promotions

During this winter period of time we have sent out the following e-shots to our visitor contacts:

- Festive Events this December in West Norfolk 2023 [sent 30/11/2023]
- Mark your Calendars! 2024 Holiday Inspiration in West Norfolk [sent 14/12/2023]
- Winter Days in West Norfolk 2024 [sent 04/01/2024]

During this winter period of time we have sent out the following e-shots to our tourism business contacts:

- Reminder: Love Your Grant Scheme [sent 23/11/2023]
- Book the Hunstanton Observatory for your visitors and last call for Tourism Forum event [sent 29/11/2023]
- KLIC and connect Business Networking Event and Grant Support [sent 07/12/2023]
- FREE Promotion on the Visit West Norfolk website [sent 21/12/2023]
- Leadership Training, Accessibility Toolkit and Recruitment Support [11/01/2024]

We uploaded the following new content on the *Visit West Norfolk* website

during this time too:

- 'New Year's Eve in West Norfolk 2023' blog post [published 05/12/2023]. Highlighted New Year's Eve events and accommodation offers in west Norfolk.
- 'Rainy Day Activities in West Norfolk' blog post [published 08/12/2023]. Featured indoor activities or attractions including museums, historic sites, indoor play areas, cinemas, and art galleries.
- 'Mark your calendars! Unique events in West Norfolk 2024' blog post [published 13/12/2023]. Promoted holiday inspiration and upcoming events in west Norfolk.
- Updated: 'Free Things To Do in West Norfolk | Winter 2024' blog post [02/01/2024]
- Updated: 'Dog Friendly West Norfolk' blog post [05/01/2024]

We also created and uploaded the following social media posts during this time:

- o **Social media posts about our blogs:**
 - 'Christmas in West Norfolk 2024' blog post.
 - 'Free Things To Do |Autumn 2023' blog post.
 - 'New Year's Eve in West Norfolk 2023' blog post.
 - 'Mark your calendars! Unique events in West Norfolk 2024' blog post.
 - 'Wintertime in West Norfolk' blog post.
 - 'Road Safety Awareness for Pedestrians and Cyclists' blog post.
 - 'Dog Friendly West Norfolk' blog post.
 - 'Sustainable Transport in West Norfolk' blog post.
 - 'Rainy Day Activities in West Norfolk' blog post
 - 'Nature Reserves and Wildlife Parks in West Norfolk' blog post.
 - 'Free Things To Do in West Norfolk | Winter 2024'
 - 'Golfing in West Norfolk' blog post.
 - '20 Historical Figures with Connections to West Norfolk' blog post.
 - 'Fishing in West Norfolk' blog post.
 - 'West Norfolk... Naturally' page.
 - 'Safe and Responsible Travel' page.
 - 'Shopping' page.
 - 'Food & Drink' page.
 - 'Parking' page.
- o **Social media posts about local events:**
 - 'Christmas at the Guildhall' event [10/12/2023]
 - 'New Year's Day Walk' [01/01/2024]
 - 'King's Lynn Christmas Lights Switch-On' event [26/11/2023]
 - 'Downham Market Christmas Lights Switch-On' event [26/11/2023]
- o **Social media posts about general tourism themes:**
 - New Year inspiration
 - 'National Walk Your Dog' month [January]
 - Black Friday
 - Tourism Industry ['Business Listings', 'Event Uploads', 'Tourism

Trade News', 'Economic Impact of Tourism' reports, and more].

- Visitor newsletter sign-up form.
- King's Lynn
- Downham Market
- Hunstanton
- West Norfolk coast and countryside.
- King's Lynn Architecture
- Explore West Norfolk website
- History and heritage
- Walking and cycling trails.

We continue to upload events to the Visit West Norfolk website event listings and to proactively contact tourism businesses who are not yet featured on the Visit West Norfolk website for future inclusion.

New Projects

Software

After recently being granted authorisation by the BCKLWN ICT Working Group to use such new software, from early December 2023 we have been using the User Generated Content Platform Snapsea (www.snapsea.io) through our Instagram account for the very first time - to enhance, inform and grow our future promotional interactions with potential visitors to west Norfolk by utilising high quality authentic visitor content of the local area. It is early days, of course, but the first month of our use of the software does look promising.

West Norfolk Tourism Business Event

After the recent West Norfolk Tourism Forum AGM (held Wednesday 6th December 2023), we are currently finalising the booking of presenters and the full agenda for the first West Norfolk Tourism Business Summit event, to be presented by the tourism forum and held in King's Lynn in March 2024.

Shared Prosperity Fund Projects

We are continuing various work and tender processes on a set of SPF funded projects, which include regeneration of items at the West Lynn Pavilion, enhancements to certain Downham Market Town Centre public realm assets, and the formation of a Hunstanton Observatory events programme for a series of four events of varied themes.

The Hanse League

With King's Lynn being an active member of the Hanse League, we have now taken over the Vice Chair and administrator roles for the Europe-wide Modern Hanse League splinter group called the *Hanse Sustainable Working Group*. Our first meeting with the group in these new roles was held on 16th January 2024, with the working group primarily focusing on sharing best practice and

learning examples, across the sustainable development goals set by the UN, on a Europe-wide basis. These goals include the implementation and growth of sustainable tourism business practices and much more.

Members of this working group include representatives from many other Hanse towns and cities across Europe

As you can see, the Tourism and Marketing team have kept busy.

Alive West Norfolk Corn Exchange

Theatre:

- New brochure came out at the end of November.
- Pantomime sales reached 21,000 with secondary spends up 8% on previous year.

Cinema

Number 1 place in October was the colourful *characters* *Trolls Band Together* followed by Martin Scorsese latest masterpiece *Killers of the Flower Moon*. *The Great Escaper* did well returning after a huge success in early in October along with *A Haunting in Venice*. November has performed well with the epic *Napoleon*, 2 *Lithuanian films*, 4 sold out *silver 60's* screenings and extra screenings of now popular *Toddler Tuesdays*.

December saw a slate of major family flicks, comedies, and a couple of awards contenders. The biggest film of the month was the blockbuster origin story *Wonka* a Timothée Chalamet-led family favourite, portraying the rise of the iconic chocolatier *Willy Wonka*. Disney's new animation *Wish* started early December. We also had 4 sold out screenings from *Andre Rieu* for our Christmas Event Cinema audience, followed by a re-release of the beloved Christmas classic *Elf*, starring Will Ferrell. Plenty of Christmas titles, including *Muppets Christmas Carol*, *The Grinch*, *It's a Wonderful life*, leaving the Majestic Cinema to show *Love Actually* & *Home Alone*.

Marketing.

We have in the past asked to advertise on the "A" board and the new LED screen on the Tuesday Market Place, also the poster sites at the Multi-story car park and bus stops.

We are now being asked to advertise on our AWN digital screens by regeneration, Lily & Careline, which we are happy to do free of charge.

Town Hall

Currently:

- Wedding bookings are good for 2024.
- Town Hall had a stand at the Kings Lynn Wedding Fayre on 7th January.
- Staff arranged an archives coffee morning which was well received and has led to some future paid for bookings from Hickathrift House.

Culture at the Guildhall

Generally Increased Numbers for the run up to Christmas and events now running at capacity (I would like to increase 'capacity' and am looking at ways to do this).

Dickensian Christmas at the Guildhall was booked to capacity: families engaged with Father and Mother Christmas, craft activities, games, food, drink, carol singers and live animals in the form of owls. Feedback from the event has been really good and an event on this theme is planned for 2024. This event also had the benefit of volunteers from CWA as part of the scheme we are running with them (we have been and given talks at CWA to inspire students to come and get involved and it seems to be working).

Our partnership with the Ministry of Justice is continuing with community payback people assisting in maintaining the garden at the Guildhall.

School plays returned to the Guildhall in December which has not happened in a while with schools using the space for both their in house and public facing Christmas shows.

We partnered with Norwich Puppet Theatre to offer schools a truly magical version of Midsummer Night's Dream. This was featured on the one show with the Guildhall in November and schools came and packed the auditorium for two showings of this production.

We have started a bi-weekly Art Club at weekends. The first one was sold out with a waiting list so we have increased capacity.

The Guildhall is hosting the Heritage Education Network meeting which is an attempt to bring all the schools together and provide support to learning across the town in the areas we know the Guildhall is strong.

We have an exhibition opening shortly and activities for families in February Half Term.

AWN Lynnsport etc

Health, wellbeing and commercial.

Improving community health and wellbeing remains the main priority on the AWN agenda, and the AWN Wellness Referral scheme continues to grow and become embedded into the Primary Care Network to offer specialist exercise referral across our sites.

With 171 referrals to date, the work we are now doing with Active Now has really engaged local GP surgeries, which historically have been challenging to onboard and build partnerships with. Prior to Active Now, referrals from our local surgeries were less than 5% - they are now the lead contributor into our scheme at 62%

We have gained further funding to support the Active Now Falls Prevention programme, that will be rolled out early 2024. This will see 14hrs per week of engagement from AWN staff to support the programme - a majority of which will be out in the community. To support this, 8 staff members have undertaken a seated based exercise class qualification and a one-day specialist course in 'behaviour change' was undertaken on 5 Dec, training 10 AWN staff.

The company, on behalf of the council, is currently in discussion with Sport England and in partnership with Active Norfolk in relation to potential new national funding to support the borough's work in promoting health and wellbeing via physical activity. This is at the earliest stages and an update will be available once there is more detail to report

AWN continue to be active in the community in terms of outreach to further improve awareness and support local business and charities. AWN offered a day of health checks for the BCKLWN to support International Men's Day in November, providing a valuable educational day for staff. The rotary club and a local Parkinson's support group also benefited from the same health checks, breaking down barriers for these special populations to engage with our services and we were pleased to see a good uptake of participants joining our membership scheme.

Commercially – membership sales continue to outperform last year since the gyms have been refurbished and we have for the first time introduced a fully flexible monthly membership which makes membership at our venues more affordable and without the need for a full year up front commitment. The annual membership remains to give people the choice of monthly or annual – but early signs in January show a healthy sales upturn compared to last January. However a number of people are suffering from the cost of living crisis and have had to consider their financial priorities when it comes to having a membership. With a focus on retention, plans to further improve our member experience over the upcoming months include scheduled member education sessions to help customers understand how to get the most from the technology and capability of the cardio equipment, gym floor-based

classes, and further virtual class provision. A recent marketing commission to highlight the breadth of what Alive offer the community for marketing campaigns will be used in our January campaigns. These member testimonials have also helped highlight the great work the team are doing.

Events:

In late October Kaset skatepark held the annual Halloween Hell skate jam, with keen skaters travelling from Bristol, Newcastle and Manchester to attend one of the UK's largest Halloween skateboarding events. Norfolk County Council's Targeted Youth Support Services (TYSS) are now hiring the skatepark on a weekly basis to provide a safe space for young people who can speak to youth workers, the Matthew Project and other support services. The police also attend to provide advice, engagement and bike security tagging free of charge.

November saw Alive Downham host a pool party for the West Norfolk Autism Group who provide support and guidance to individuals of all ages whose lives are affected by autism. The pool party gave families from the group the opportunity to have fun in the pool using the large floats with their family members in a controlled environment.

During December, all sites hosted an event aimed at engaging members and the local community, Lynnsport sold out their Christmas lunch serving 80 people, and customers at Oasis and Downham enjoyed a social morning of Mince pies and coffee. These events provide great community spirit and support those suffering from loneliness.

Events

This is a time of rest and repair for the events team, as well as a time for planning the huge number of events, both by the Council and supporting outside bodies. We are not only planning for all of the now well established events, but we are also looking to maximise the assets we have to provide new events without utilizing additional resource. It is important, at a time of financial difficulty for our residents, that we put on as many free events as we can both afford and cope with, and that we will continue to do. I will be listing the planned events in a future update.

Meetings Attended and Meetings Scheduled

I have had numerous meetings with officers and outside bodies

Officers

Oliver Judges
Duncan Hall
Martin Chisholm

Philip Eke
Bethany O'Brien
Philip Bayfield
Jemma Curtis
Tim Fitzhigham
Honor Howell
David Ousby

Outside bodies

Civic Society
Town Guides
Festival
Hunstanton Action Group
Old Lenensians
Norfolk Records Committee
Norfolk Museums Committee
Friends of the Walks
Kings Lynn Museum
Stories of Lynn and Archives
Conservancy Board
Downham Market Town Council Committee

I have regular scheduled meetings with most of the above officers and will continue to meet and fact find with outside bodies including those already met with.

CABINET MEMBERS REPORT TO COUNCIL

31st January 2024

COUNCILLOR MORIARTY- CABINET MEMBER FOR DEVELOPMENT AND REGENERATION

For the period 19 October 2023 to 18th January 2024

1 Progress on Portfolio Matters.

I would first like to thank officers for their work in compiling this report.

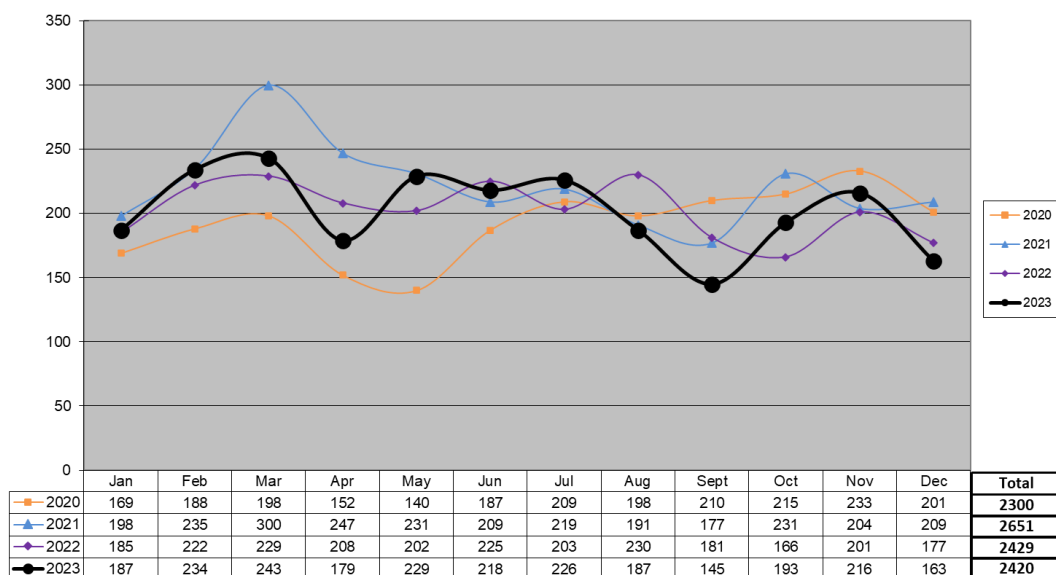
In my role as Chair of the West Winch Local Stakeholders Meeting I assisted in publicising the recent Information Evening on the access road organised by Norfolk County Council. It was very well attended and I am grateful to residents for the interest shown, and to officers and members of the road design team for being there and contributing to the five hour event.

The West Winch Housing Access Road application has been submitted to the County Council and is currently being validated. A meeting of the Local Stakeholders is due on Monday 22nd January and I may add to my report verbally at Full Council.

Planning and Discharge of Conditions applications received

Application numbers finished almost identical to the previous year.

Planning and discharge of condition applications received



Progress with recruitment

Planning Control – A Planner left the Authority on 14th January. A recruitment campaign held before Christmas was unfortunately unsuccessful with 3 vacant posts remaining, including the vacant South Team Principal Planner post. Contract planners have been instructed in the interim but we will review and go back out to advert in the next month.

Planning Policy – following a successful recruitment process I can confirm Alex Fradley has been appointed commenced on 29th January. Some of you will remember Alex as he has worked in the Policy team previously. The Graduate Planner post has been filled, one of the validating officers was successful.

Planning Enforcement – the Customer Support Officer post has been filled. One of the Enforcement Officers has left, and another will be retiring early February. The recruitment process has commenced.

Planning validation – as a result of a validating officer being successfully recruited to the Planning Policy team, we are going through the recruitment process and currently shortlisting candidates for interview.

Major and Minor dwelling applications and householder applications received comparison

	1/1/21 – 31/12/21	1/1/22 – 31/12/22	1/1/23 – 31/12/23
No. of Major dwelling applications rec'd	27	17	15
No. of Minor dwelling applications rec'd	328	302	253
No. of Householder applications rec'd	902	755	616
Total	1257	1074	884

*Minor dwelling applications = up to 10 units

Major dwelling applications = over 10 units

2022/23 performance for determining planning applications 1/1/23 – 31/12/23

	National target	Performance
Major	60%	88%
Non – Major	70%	86%

Appeal Performance – decisions made by The Planning Inspectorate 1/1/23 – 31/12/23

	Dismissed	Allowed
Planning appeals	32	18
	64%	36%

Enforcement appeals	6	0
	100%	0%

The higher the number of appeals allowed, the more The Planning Inspectorate (PINS) is going against the council's decisions, so a low figure of appeals allowed (upheld) is clearly preferable. For context the national average for planning appeals allowed annually has historically been around 34% post NPPF.

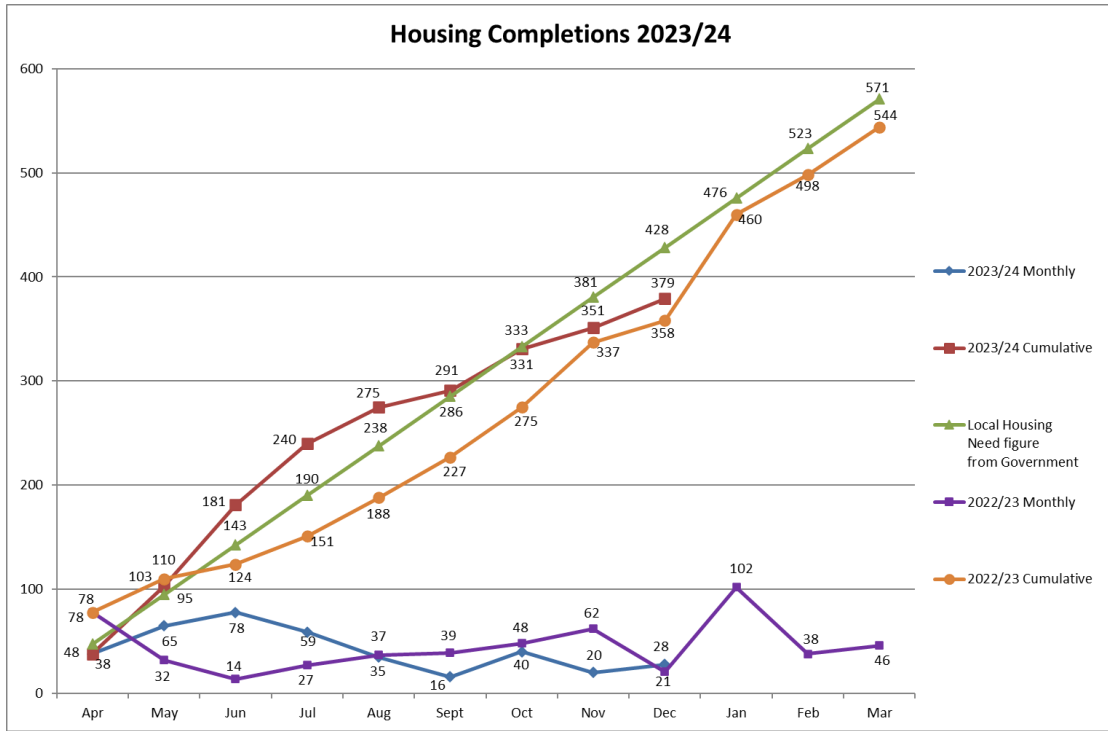
Revenue income 2023/24

Planning fees have increased and came into force on 6th December 2023. Fees for Major applications increased by 35% and Non-Major applications by 25%. Pre-application fees will also increase as they are based on a percentage of the planning fee.

Projected	Actual	Variance with projected
April 23 – Dec 23	April 23 – Dec 23	
£825,000	£747,212	-£77,788

Housing Completions

20 houses completed in November and 28 in December. Currently completions are down 49 on projected based on a local housing need figure from Government of 571 but up 21 compared to the same time last year.



Planning Control update

On 19th December 2023, the National Planning Policy Framework (NPPF) update,

effective immediately, was published. The update was announced during the Secretary of State's speech about the government's ambitions for housing and infrastructure and the roll of planning in helping achieved them.

The NPPF update covers placemaking, housing delivery, neighbourhood plans, custom and self-build and greater protection for agricultural land amongst other topics. Training will be rolled out to Planning Committee Members in the coming months regarding NPPF changes.

The Secretary of State (SoS) also announced his ambitions on improving planning performance including planning decisions being taken on time and be robust in their reasoning and all authorities must have an up-to-date local plan. The SoS requires greater transparency and faster processes and will be taking direct action on poor performing LPAs.

Additional financial support has already been provided in the form of increased planning fees (came into effect 6th December 2023) and up to £100,000 Planning Skills Delivery Fund monies per LPA to clear the backlog of planning applications and to develop specialist skills and expertise. Officers have been successful in securing a £100,000 grant.

CIL Update

CIL Infrastructure Projects – 2024 Applications

Cabinet approved the CIL Governance Policy Document in December. The CIL Funding Applications opened on 1st January, and will be accepted up to 5pm on 1st February.

CIL infrastructure funding for 2024, will be selected by the Spending Panel, to projects that fall within the following criteria:

Green Infrastructure Projects

- Projects relating to public open spaces such as new or improved footpaths and cycleways to support new development.
- Installation and improvement of public play areas and equipment.
- Open spaces used for education, to support environmental initiatives.
- Improvement of habitats for wildlife and nature, to alleviate the effects of new development.
- Environmental services such as flood defence or absorption of air pollution.

Leisure Time Activities Infrastructure

- Infrastructure projects, to support accessible leisure time activities such as new facilities, improvement of existing facilities or upgrade of facilities to enable an increase of usage, to support new development of an area.

The amount of CIL available, to be allocated in this round of applications, is £878,336.31.

CIL Project Update - to date:

- £3.2m of CIL has already been allocated to 205 projects within the Borough.
- 118 Projects have been completed and £1.7m paid.
- As projects require match funding, additional funding excluding CIL, used for these projects totals £3.9m

CIL Parish Payments – to date:

In addition to funding Projects, Parishes with development also receive CIL Parish Payments. To date £1.1m has been distributed to 81 parishes.

Local Plan Update (ongoing examination of the replacement Local Plan 2021-2039)

A summary of the representations received through the recent consultation on the additional evidence base (which ended on 20 October 2023) was reported to the Local Plan Task Group on the 22 November 2023. The original representations and summary representations (together with the Council's response) have been sent onto the Planning Inspectors, for their consideration.

Since November 2023, the Planning Policy team has been focused upon the need to put forward land allocations to meet the accommodation needs of Gypsies, Travellers and Travelling Showpeople (GTTS), identified in the Gypsy and Traveller Accommodation Assessment (GTAA), June 2023. A programme/ timeframe for the ongoing GTTS work for the Local Plan examination is set out below:

- 8/ 10 January 2024 – Consideration of cabinet report regarding Gypsy and Travellers and Travelling Showpeople Potential Sites and Policy Consultation document by Local Plan Task Group and Regeneration & Development Panel.
- 15 January 2024 – Cabinet approval of GTTS Potential Sites and Policy Consultation document, for public consultation.
- 26 January – 8 March 2024 (inclusive) – GTTS Potential Sites and Policy Consultation document consultation.
- w/c 22 April 2024 – Possible extraordinary meeting of Full Council, to approve GTTS site allocations and policies for submission to the Planning Inspectors.

Dates have also now been agreed for the reconvened Local Plan examination hearings, as follows:

- 26-28 March 2024
- 16-19 April 2024

Further hearings dates for the Gypsy and Traveller policy examination are likely to be end of June or July 2024. This would be followed by consultation on Proposed Main

Modifications to the Local Plan by late 2024.

Neighbourhood Planning Update

During 2023, several Neighbourhood Plans have come forward. As of January 2024, there were 18 “made” (adopted) Plans in place. Details of recently made (since 2023) and emerging Neighbourhood Plans are set out as follows.

Recently “made” Neighbourhood Plans

	Current position
Burnham Market Neighbourhood Development Plan 2022-2036	Passed at referendum, 21 September 2023; “made” 26 September 2023
Gayton and Gayton Thorpe Neighbourhood Plan 2019-2036	Passed at referendum, 9 November 2023; “made” 20 November 2023
Stoke Ferry Neighbourhood Plan 2022-2036	Passed at referendum, 24 August 2023; “made” 29 August 2023
Watlington Neighbourhood Plan 2019-2036	Passed at referendum, 7 December 2023; “made” 13 December 2023

Emerging Neighbourhood Plans

	Current position
Downham Market Neighbourhood Plan	1 st draft Plan (Regulation 14) consultation October/ November 2021 – preparation subsequently stalled; Plan submission anticipated 2024
Grimston, Pott Row, Roydon and Congham Neighbourhood Plan 2017-2036	Examination commenced August 2023; anticipated to finish, spring 2024
Marshland St James Neighbourhood Plan	“Call for sites” December 2023; 1 st draft (Regulation 14) version Plan anticipated for publication, summer 2024
North Wootton Neighbourhood Plan 2022-2036	Submitted, 12 September 2023; followed by pre-examination (Regulation 16) consultation (finished 24 November 2023) Examination to commence early-2024 – appointment of examiner expected to be confirmed late January/ early February 2024
Old Hunstanton Neighbourhood Plan 2021-2036	Decision Notice issued 20 November 2023; due to go to referendum, 8 February 2024
Pentney Neighbourhood Plan	1 st draft Plan (Regulation 14) consultation March-May 2023; Plan submission anticipated 2024
Ringstead Neighbourhood Plan	Preliminary draft Plan subject to consultation with Environment Agency/ Historic England/ Natural England (March/ April 2023), regarding Strategic Environmental Assessment/ Habitat Regulations Assessment – further work needed before publication; 1 st draft Plan (Regulation 14) consultation anticipated early 2024
In addition, several other Parishes are designated Neighbourhood Areas, but progress with plan-making is unknown or at an early stage	Burnham Overy (designated 5 December 2023); Dersingham; Docking (designated 22 December 2023); Great Massingham; Ingoldisthorpe; Outwell; Shouldham; Syderstone; Tilney St Lawrence; Walpole; Walpole Cross Keys (review of 2017 Neighbourhood Plan); West Dereham

CABINET MEMBERS REPORT TO COUNCIL

Wednesday 31st January 2024

COUNCILLOR TERRY PARISH - LEADER

For the period 23 November to 31 January 2024

1 Progress on Portfolio Matters.

The New Year is moving along and there is always much to do so it is fortunate that we have an extra day in which to do it. New Years are often a time for reflection, so it is apposite that I have had occasions to meet both with New Starters and those officers of Long Service in the Borough Council. The wheel turns and I hope that the new will, in the fullness of time, become the 'old', perhaps with diversions elsewhere to gain different experiences.

We are particularly good at providing training to our officers to make them better at their jobs and to allow them to aspire to posts of more responsibility. We also take on apprentices and their appetite to get on is well supported. This requires mentoring by senior staff who must be in post and likely need to be on site more as it is difficult to foster inhouse staff development without that level of expertise. Consequently, I have no regrets at enabling such staff to have pay conditions in 2023 which recognised their value and encourage necessary internal or external recruitment.

The New Year has also generated a plethora of news stories, in fact they began around Christmas time. Some provided 'sensational' news headlines. One was concerned with planning conditions. These are important and should be followed and, if not, enforcement should follow. Contrary to the beliefs of some people, they cannot be dismissed at a whim. If changes to them are considered necessary, then an application to amend them can be made to planning who may refer the request to planning committee. A significant complaint from Parish Councils has been the failure to follow up on breaches of planning conditions. I am glad to say that things are improving with additional staff in the enforcement team.

In italics below is part of the content of an email recently received from a Parish Council. It nicely sums up concerns that parish Councils have and the need to ensure that they are properly informed about planning matters. I am having second meetings with all Chairs or their representatives on 21st February, 2.30 start and 6pm start. I ask all Borough Cllrs to take note of concerns raised at those meetings (I will copy you in) and to help and support Both Borough and Parish's to resolve them.

'XXX from the Parish Council attended (meeting last November) and was very pleased to hear that Parish Council views and comments are being taken seriously especially surrounding planning. The Parish Council look forward to working constructively bringing the Borough Council and Parish Councils together.

Similarly, we would welcome additional measures to ensure that Parish Councils are consulted on revised applications and discharge of conditions applications – which

again, have often been determined without the PCs being made aware of the process. We see these as very positive initiatives which would build trust and co-operation between the two tiers of government.

This will assist in giving the Public more confidence that the democratic process is working correctly and that their voices are being heard.

Overall, the Parish Council were very impressed with the way in which this consultation/discussion was held on very pertinent and important matters which would make a significant difference to the positive and effective functioning of all parties. We would therefore like to thank you for initiating this process and look forward to supporting you and the Council in bringing these elements forward in the future.'

Another significant issue raised by Parish Councils last November was the increasing number of vexatious or difficult actions being taken against Parish Councils or members of. I am glad to say that some help that can be provided by the Borough is now being organised.

Returning to news stories, newspapers feed on soundbites which they acquire from either people, agenda items or minutes. The better journalists ask for a reply or check the veracity of such quotes before publication. Some don't. Feeding newspapers half-truths at best, does not serve a useful purpose and wastes resources.

Money seems to be a looming story and others may have made the position clear. The Council spends more than it receives and tops up the shortage from general reserves. The general reserve pot is falling and will currently reach the minimum permitted before the next Borough elections. This is not due to us; it has been the case for some years. There are other reserves, ring fenced reserves, which have purposes to serve. Extracting money from those is a risky and short-term measure and could create further financial problems down the line unless investigation reveals it can be done with little risk. The Peer Review said, '(Use of reserves) it is not a sustainable strategy for the medium term'. And. 'A plan needs to be developed to bring the council's finances back into alignment and peers saw evidence that this is underway in the development of a Cost Management Plan.'

We need to spend less and earn more. Many councils are in the same position and much of the problem is down to government hence my letters to our MPs which were prompted by a request from the District Council Network.

I did try and get a fair share for west Norfolk of the business rates growth which would be retained via the Norfolk business rate pool for 2024/2025 but it required an agreement with the other Districts and County. They appeared happy with their lot. This year we are continuing to pursue IDB finding from government and Liz truss MP is helping with that. We are also asking Council agreement on council tax changes to second homes and empty properties. Other changes will come forward in the budget.

I briefly mentioned the peer review in which some of you, (160 including those external to the Council), were involved. The report identifies strengths and weaknesses and suggests strategies which might address the latter. The new administration had a mention, 'the new political leadership have hit the ground running'. We also had, 'There has been a positive reception to the new administration among partners. The new corporate strategy and financial management got positive

comments as did changes of governance to the Council's companies.

There were 8 recommendations, all of which are set out in the report. Most had work started on them before the report and work has been progressed since. Some require consultation, reorganisation and change all of which will be examined and plans developed as part of the action plan which we are required to prepare as part of the Corporate Peer Challenge Review process. The action plan will be considered by Cabinet at the 5th March 2024 meeting.

May the next 11 months be happy for you (and me).

2 Forthcoming Activities and Developments.

Session for all Parish Councillors on 21st February 2.30 pm and 6 pm
Tour of the new build health hub in King's Lynn
Celebration event for the apprentices
Opening of the Mart

3 Meetings Attended and Meetings Scheduled

In addition to cabinet meetings, cabinet briefings, communications briefings and multiple one offs with officers or councillors:

28/11/23	Leaders and S151 officers North Norfolk
29/11/23	Conservative Leader/Leader Weekly Meeting Independent Leaders/Labour Leaders Weekly Catch-up Hunstanton Advisory Group update call
30/11/23	Norfolk Leaders Group Meeting
01/12/23	James Wild MP Unison
04/12/23	Planning FCH CEO and Chairs/Leader LGA Independent Council Leaders Meeting Coastal Working Group meeting
07/12/23	Joint Group Meeting Local Government Finance Policy Statement webinar Meet Arboriculture officer Budget Development Group Mayor at home
08/12/23	Leader/Deputy Leader and MO Catch-up
09/12/23	Meeting regrading 2nd homes council tax/additional council tax Guildhall
12/12/23	Climate change Solar Farm
13/12/23	Member Major Project Board
14/12/23	LGA Leadership Academy
15/12/23	LGA Leadership Academy
18/12/23	LGA Independent I Leaders Meeting
19/12/23	Portfolio Meeting – Central Services
20/12/23	Gypsy/Traveller sites meeting Pay award
22/12/23	Leader/Deputy Leader and MO Catch Up
02/01/24	CEX/Leader Briefing

03/01/23	E and C Panel
04/01/23	Cllr Adams North Norfolk CPP
05/01/24	Leader/Deputy Leader and MO Catch Up
08/01/24	Local Plan Task Group Council companies training
10/01/24	R and D Panel
11/01/24	Training on statement of accounts Special KLACC meeting
15/01/24	Conservative Leader Meeting
16/01/24	Council companies training
17/01/24	Pay award Meet New Starters Budget development session
18/01/24	Long service awards Consultation with Representative Bodies of Non-Domestic Ratepayers and Voluntary Sector Representatives about proposed Borough Council Budget Plans for 2024 – 2028 Freebridge member briefing
19/01/24	Unison Springwood School
23/01/24	Council/companies training
24/01/24	Norfolk Rivers IDB
25/01/24	Labour Leader meeting
26/01/24	Public Sector Leaders Board
30/01/24	NHS tour
31/01/24	Apprentice event HAG update call Full council

CABINET MEMBERS REPORT TO COUNCIL

31st January 2024

COUNCILLOR BEALES - CABINET MEMBER FOR BUSINESS

For the period 24th November 2023 to 31st January 2024

1 Progress on Portfolio Matters.

Nar Ouse Regeneration Area.

Councillors may be aware that it was necessary for an emergency item to be taken to Cabinet in November last year regarding this project. Although there are known areas of contamination on this brownfield development site and an agreed Contaminated Land Method Statement, discussions with the relevant regulatory body, the Environment Agency, concluded that there was now a requirement to remove the contaminated material from site and for this spoil to be deposited at an appropriate waste site. This remediation exercise has now been concluded and was budgeted for within the Capital Programme.

Major Housing Project

Florence Fields (Gaywood, near King's Lynn Academy)

The ongoing difficult weather, either persistent rain and/or high winds continues to cause logistical problems. The 3 – 4 inches of rainfall from Storm Babet that fell within 24 hours or so and ongoing rainfall since, deposited large amounts of water on the site that Lovell, our contractor, have managed by constructing temporary reservoirs. This has attracted comment about the amount of water on the site, but it is actually a positive move as it allows work to continue and manages the amount of water flowing into the drains and ditches. A Council owned culvert running under the cycle path (to the southwest of the site) has been repaired. The Network Rail repair to their culvert under the adjacent railway line is still awaited but work is anticipated to start this month. This delay has not impacted the project with works being rephased to accommodate. The original contract included an allowance for surface water management, which has covered the additional costs incurred to date.

There have been two minor complaints since I last updated Council. These are both from the same neighbour and investigation and follow up leads the team to believe that these complaints stem from a wider frustration with the scheme rather than specific issues.

Complaints are taken very seriously and in order to keep neighbours informed of works on site, newsletters were issued to over a thousand homes, and the parents of pupils at the three adjacent schools at the start of the school term.

Two existing gas mains, known to have crossed the site historically but precise location uncertain, were found in recent excavations. They had previously been declared defunct by Cadent (the regional gas distribution company) but in line with the precautionary approach taken by the Borough and Lovell our contractor and build partner, they were re-inspected by Cadent at our request. There was some concern when Cadent declared the pipes to be live after all, but further significant investigations have confirmed beyond doubt that the pipes are dead. They will be removed and Cadent will discharge their easements over the site. Again, operations have needed to be re-phased, but this doesn't look to have delayed the overall project.

Members will be aware that the Borough has invested in flood mitigation measures on all the homes in this development. One of those measures, relating to insulation, has recently become more difficult to implement due to changes in our warranty providers requirements. The Borough Council and Lovell have worked together to find a new solution that both increases the properties resilience whilst being easier to construct. There will also be a cost saving to build cost. A good example of how the need to protect our climate and environment can lead to innovative and cost effective solutions.

Piling the first phase of properties was completed without issues and bricklaying will soon start, somewhat ahead of schedule. Overall, we remain on programme, but should poor weather continue, and/or Network Rail works are delayed, the programme may yet slip.

Salters Road (King's Lynn close to Lynnsport)

This site continues to progress well. The handover of the first properties has been pushed back from early January to the end of the month to allow fitting of carpets and other flooring. This is a late addition to the contract, but Freebridge are to be applauded for the decision which will be financed by them and bring a greatly improved quality of life to future residents. The extra couple of weeks has also allowed the Lovell team to attend to the usual snagging issues and will ensure that the properties handed over meet the high expectations of both the Borough and Lovells.

The next phase of handovers is due for early March. Properties in the final phases are progressing well and are currently ahead of schedule for handover.

A creating communities event is planned for the 3rd of February to help integrate those moving into the area over the next year with the existing community. I am looking into this being the subject of a short pre Council

briefing.

Members visited the site on 19th of January in cold but sunny weather and seemed pleased with both progress on site and quality of the homes. Thanks to our officers, and the Lovells and Freebridge teams for making this possible.

Southend Road (Hunstanton)

Weather delays at Southend Road continue. The wind is hampering efforts to install the final roof trusses and the cold weather is limiting when bricks can be laid. To help combat delay, windows and screeding have been brought forward to create semi watertight units despite the roof not being completed. This has allowed internal trades to commence with partition walls going up and electrical and plumbing work underway. On areas where all the roof trusses are all installed, tiling and zinc work has started.

Completion is forecast for June of this year and the first 7 properties went on sale on Boxing Day. There have been twelve serious sales enquiries and William H Brown are working through them to ensure that locality requirements are met. The corporate projects team receives a weekly update from the William H Brown team and meet with them monthly.

Protocol for press enquiries

Media enquiries are by their nature, often at very short notice and a protocol is being developed to help guide the media, officers, members and Lovell on how to deal with short notice interviews. This will balance the Council's need to communicate with the media with the importance of site security and safety. Among other things, it will be important that the protocol identifies who needs to be aware of any interview, what topics can be discussed (some will be commercially sensitive) and agreeing specific "safe locations" on and off site where interviews can safely be undertaken.

2 Forthcoming Activities and Developments.

Funding of council housing companies – should Council approve the recommendation from Cabinet of 15th January 2024. Should that approval be forthcoming, the Shareholder Committee will consider the technical aspects and possible timing of any funding offer in detail. Those Members that are interested are urged to attend.

Cabinet report on Lynnsport 1 development (to be considered by Cabinet on 6th February 2024).

3 Meetings Attended and Meetings Scheduled

24th November – Town Deal Board
27th November – Teams meeting re The Place
28th November – visit to The Epicentre (Haverhill)
28th November – MMPB planning meeting.
28th November – R&D Panel
29th November – Teams meeting re MMPB
29th November – Planning Committee training
1st December – meeting with James Wild MP
1st December – Town Deal Board comms meeting
4th December – Mayors Business Awards shortlist meeting
4th December – Teams meeting of Riverfront/Rail To River Project Board
5th December – planning induction training
5th December – meeting with Exec Director for Place re Grant Thornton report
5th December – Cabinet
6th December – Cabinet briefing
7th December – Budget briefing to Cabinet
13th December – MMPB (Members Major Project Board)
13th December – update re Active Travel Hubs
13th December – portfolio meeting
14th December – meeting with Cllr. Ware re Housing Companies
18th December – portfolio meeting (finance)
19th December – Teams meeting re Riverfront (TDB)
20th December – meeting with Leader of the Council
20th December – Cabinet briefing
3rd January – E&C Panel (apologies given)
4th January – CPP
5th January – Cabinet informal
8th January - Teams meeting of Riverfront/Rail To River Project Board
8th January – Teams meeting re projects on MMPB list
8th January – Cabinet briefing
10th January – Cabinet briefing
10th January – R&D Panel
14th January – Teams meeting re Riverfront (TDB)
14th January – Cabinet sifting
14th January – Cabinet
16th January – Teams training on Shareholding Committee & Council companies
17th January – Mayors Business Awards judging visits
17th January – Cabinet sifting (finance and budget)
18th January – update from TDB Chair on Teams
19th January – Member tour of Salters Road
22nd January – Cabinet sifting (finance and budget)
22nd January – meeting with CEO/Cllr Ware re Housing Companies
22nd January – West Norfolk Economic Strategy
22nd January Council companies training
24th January – Cabinet briefing

25th January – Teams portfolio meeting
26th January – TDB at COWA
26th January – tour of School of Nursing at COWA
29th January – visit to Hethel and Scottow innovation centres
30th January – R&D Panel
31st January – full Council

CABINET MEMBERS REPORT TO COUNCIL

22 February 2024

COUNCILLOR MICHAEL de WHALLEY - CABINET MEMBER FOR CLIMATE CHANGE AND BIODIVERSITY

For the period 26 January 2024 to 10 February 2024

1 Progress on Portfolio Matters.

Norfolk Net Zero Communities

The local launch at Marshland St. James held on 12 February 2024 included a range of agencies including Lily, Beat your Bills Roadshow, County Council Family Support Hub, The Wellness on Wheels Bus and Norfolk Constabulary. Marshland St. James Parish Council was awarded a certificate to mark their selection and the start of the Fast Followers project.

Norfolk Climate Change Partnership

The Partnership Portfolio Group met in February 2024. At the Regional Climate Change Forum advocacy themes were discussed to take back to the Government. We are advocating the need for clear messaging and actions to be taken around the decarbonisation of agriculture and associated land use. We have also advocated for the equity of the emerging wind industry in the North Sea so that Norfolk's communities receive commensurate benefit for hosting the infrastructure including cable corridors.

The partnership received an update on the progress towards an Energy Plan which is being progressed by partners at Norfolk County Council. The Partnership is taking an active role in the development of community energy in the county working closely with the Greater South East Net Zero Hub to ensure more communities in Norfolk are successful in securing funding through the Government's Community Energy Fund and the partnership will be organising a webinar at the end of March for interested communities.

A thermal imaging loan scheme for community groups to help people assess the heat loss of buildings in their community and connect them to advice and information to address any issues identified is being piloted.

Community Climate Literacy training is going to be provided to create a network of engaged communities for the partnership and its partners.

Climate

January 2024 was the warmest January on record globally, the eighth such consecutive month, with an average surface air temperature of 13.14°C, 0.12°C above the temperature of the previous warmest January, in 2020.

January was about 1.52°C warmer than an estimate of the January average for 1850-1900, the designated pre-industrial reference period.

The average global sea surface temperature (SST) for January 2024 over 60°S–60°N reached a record 20.97°C, 0.26°C warmer than the previous warmest January, in 2016, and second highest value for any month, within 0.01°C of the record from August 2023 (20.98°C). Since 31 January, the daily SST for 60°S–60°N has reached new absolute records, surpassing the previous highest values from 23–24 August 2023.

In early February 2024, a record high was set with the 180-day running mean for the global surface temperature crossing 1.7°C above the pre-industrial 1850-1900 IPCC baseline.

Data source: European Centre for Medium-Range Weather Forecasts - ERA5.

2 Forthcoming Activities and Developments.

Climate Change Strategy and Action Plan

We intend to update the Environment and Community Panel on the Action Plan, latest Council Carbon Footprint and Climate Change Reserve Fund on the meeting scheduled for 9 April 2024.

Re:Fit 2

With the support of Public Sector Decarbonisation Scheme (PSDS) funding, eleven sites were retrofitted with energy efficiency measures. Ground and air source heat pumps were installed across nine sites; other measures included insulation upgrades, timer/clock controls (hot water) and solar photovoltaics.

Performance monitoring has revealed that the heat pumps are not achieving the anticipated savings, although officers are working with our contractor to resolve identified issues. Other measures are shown to be performing as expected.

Further Decarbonisation

Following the conclusion of two major retrofit exercises, under Re:Fit 1 & 2, much of the low hanging fruit has already been had in terms of energy savings. BCKLWN officers continue, however, to explore options for further decarbonisation and cost savings. In the current climate of elevated energy costs, measures previously discounted due to excessive payback may now be considered viable. Additional grant funding may also become available in future (i.e. Swimming Pool Support Fund).

Works have recently been instructed to replace external and stairwell lighting at Old Cattle Market Car Park with LED lighting.

Outline proposals to expand LED lighting for the external pitches at Lynnsport are being investigated. New Electric Vehicle charge points are under consideration at the BCKLWN Depot, with a view to maximising the use of on-site solar generation.

Officers are also investigating the possibility of more solar photovoltaic installations, as well as a Power Purchase Agreement, as a means of directly procuring renewably generated energy.

Further solar PV

As per below, based initially on the figures from the Ameresco High Level Assessment, officers have identified three sites which could achieve payback within/around ten years, based on the latest price projections for 24-25 and assessments of the half-hourly consumption data at each site.

Site	Size of Array	Annual Generation	kWh Used on Site	kWh Exported to Grid	Capex	Unit Rate (p/kWh)	Annual Savings (import)	Payback Period (years)
Corn Exchange	30.3kWp	26583	26583	0	£61,306.98	24.185	£6,429.03	9.54
Downham Leisure	39.75kWp	34873	30228	4646	£74,651.69	24.185	£7,310.60	10.21
Oasis	90kWp	81012	63322	17690	£136,489.68	24.185	£15,314.34	8.91

Please note that energy prices are predicted to fall over the medium term, but remain elevated compared with historical (i.e. 19-20) levels.

Beat Your Bills Roadshow

Hunstanton (Town Hall) – 27/02/2024 10:00-14:00

Wereham (Village Hall) – 05/03/2024 10:45-13:00 (Pop Up Café)

Emneth (Central Hall) – 13/03/2024 10:00-12:00

Brancaster (Village Hall) – 16/03/2024 10:30-15:30 (Green Day)

Downham Market (Town Hall) – 26/03/2024 10:00-14:00

Stow Bardolph (Church Farm) – 02/04/2024 09:00-15:00

Downham Market (Primary School) – 20/04/2024 10:00-15:00 (Earth Day)

Feltwell (Village Fete) – 15/06/2024 10:00-15:00

Downham Market (Marketplace) – 26/07/2024 09:00-14:00

King's Lynn (Boots) – 02/08/2024 10:00-14:00

3 Meetings Attended and Meetings Scheduled

Mayor's Business Awards - Environmental Champion
 Forestry Commission & Norfolk County Council - Trees
 Beuys' Acorns Project
 West Norfolk Transport and Infrastructure Steering Group
 Wild Downham Market
 Biodiversity Task Group

Town Deal Board Active and Clean Connectivity Project Board
Cabinet - Non-Budget Items
Cabinet Budget
Norfolk Climate Change Partnership Portfolio Holders Group
Apprentice Celebration Event

Portfolio Holder Briefings and updates:

Climate Change Weekly Updates

Meetings Scheduled:

Norfolk Climate Change Partnership Portfolio Holders meeting 10 April 2024.

CABINET MEMBERS REPORT TO COUNCIL

22 February 2024

COUNCILLOR SANDRA SQUIRE - CABINET MEMBER FOR ENVIRONMENT & COASTAL

For the period Jan 31st 2024 to Feb 22nd 2024

1 Progress on Portfolio Matters.

Flooding & Coastal Matters:

On 6th February I attended the public meeting organised by the Parish Council in Burnham Market regarding flooding issues. Along with two of our Borough officers, Councillor Sam Sandall as the ward councillor, Cllr Andrew Jamieson as the County Councillor, James Wild MP and representatives from the EA, Anglian Water, NCC Highways, NCC as Lead Local Flood Agency and the IDB.

It was good to hear from residents directly of their experiences with several options for measures discussed for tackling the issues both in the short, medium and long term. Multi-agency meetings will continue, which officers will continue to engage in.

It is worth noting that while we are actively engaging in these works, we are not the lead agency (this is Lead Local Flood Authority and Anglian Water), nor do we have any ownership of assets in those areas (e.g. we are not responsible for any of the ditches / drains). We will consider assisting with welfare issues on a case by case basis.

Tenders for the geotechnical investigations to the Hunstanton Coastal Defences have now closed and submissions are currently being reviewed.

Licensing:

The Licensing and legal team have been preparing for two upcoming prosecutions:

- Unlicensed dog breeder, summons has been served and is due at Norwich Magistrates Court in May 2024
- Unlicensed private vehicle hire, operator and driver – summons yet to be served

No further information will be made available until after the cases have been to court.

In December, Licensing worked with the Graphics and Communications teams to create some information to raise public awareness of licensed vehicles and how important it is to confirm that your vehicle and driver are licensed. Cases of abuse against taxi drivers are rising so posters regarding respecting taxi drivers were reissued. (Copies attached) The message was sent out on social media and posters were positioned within licensed premises and takeaways within the Borough.

We are looking at the costs and implications of supplying body camera's to all 3 of our licensing enforcement officers to obtain better evidence during search warrants, inspections and whilst investigating complaints for all licensing disciplines. The Police, CSNN and BC's fly tipping team already use them and central control is in the CCTV room.

Fly Tipping & Recycling:

Two fines for fly tipping were recently issued:

One fine of £200 was issued to a resident on the Fairstead Estate for dumping furniture and packaging. Another resident in Dodmans Close was charged £250 for the removal of an illegally dumped chair.

Both investigations involved working with our partners at Broadland Housing & Freebridge Housing. My thanks go to our investigation team who deal with complaints, interviews and investigations. Fly tipping is un-necessary and will not be tolerated.

The recycling statistics for the year to March 2023 have been published. 41.3% of household waste in the Borough was sent for reuse, recycling or composting. While this is a modest increase, generally recycling rates have been falling.

2 Forthcoming Activities and Developments.

Our current recycling rates do not currently match with our ambitions, as such we are committed to increasing recycling rates across the borough, starting with Food Waste Action Week at the end of March, which focuses on increasing the amount of food waste captured to go for Anaerobic digestion.

We will be producing an information video which will be going out on social media. The team will visit some local schools and a farmers market to promote food waste action week. Caddies and liners will be available at events and at council for councillors. Keep an eye out for events and information in March.

3 Meetings Attended and Meetings Scheduled

Various portfolio briefings
Visit to RSPCA East Winch Wildlife Centre
Burnham Market Public Meeting on Flooding Issues
Cabinet
Cabinet Sifting
Cabinet Briefing
Food waste promo video
LGA Coastal SIG water quality briefing

Upcoming meetings in March:
NEWS Board Meeting
Norfolk Waste Partnership
East of England Local Authority Water Summit
Joint Waste Contract Review & Development Board
Norfolk Coast Partnership CMG & Strategy Group meetings
Norfolk Strategic Flood Alliance



Respect your Taxi driver

Your taxi driver is:

- Earning a living
- Working late
- Taking you home

Their vehicle is their place of work and they pay to look after it and insure it so it is safe for you.

Please treat them with respect.



don't get into an unlicensed



Know the dangers!

Don't put yourself at risk of:

- Physical assault • Overcharging • No public liability insurance
- Unvetted drivers • Unsafe vehicles

Safety checklist

A pre-booked Private Hire Vehicle should have:

- Yellow windscreen licence
- Yellow rear licence plate
- Confirm pre-booking with the driver, before entering
- Pre-Booked Only sign (both front doors)



A taxi (Hackney Carriage) from a rank or flagged down should have:

- White windscreen licence
- White rear licence plate
- White roof light
- Fare charge card
- Taxi meter

Always check that the driver is wearing an identification badge

If you are unsure of a vehicle or suspect a vehicle is unlicensed, contact the Borough Council's Licensing Team on 01553 616200

Borough Council of King's Lynn & West Norfolk



CABINET MEMBERS REPORT TO COUNCIL

22nd FEBRUARY 2024

COUNCILLOR CHRIS MORLEY - CABINET MEMBER FOR FINANCE

For the 31st January to 11th February 2024

1 Progress on Portfolio Matters.

REVENUE PROGRAMME.

The Final Local Government Finance Settlement was released on 5th February to enable the Finance Team to put (almost) the last touches to the Financial Plan. I add “almost” because further details to support Authorities affected by IDB Levies will be announced “in the coming months”. For this forthcoming year £3m has again be allocated but there are more Councils now claiming a share of this money and our allocation may be less than the £205k we were awarded last year.

This final settlement has however given us additional money from its distribution of Business Rates following the Governments change to the standard rate multiplier (although small business rate stays the same) plus compensation for holding the multiplier through periods of CPI increases.

This change has enabled us to put £1m into our General Reserve and £0.7m into a holding earmarked for Alive which has announced that it cannot afford to pay the Management Fee due to its parent, the Council.

We have also been granted small increases to the Rural Services Delivery Grant and the Funding Guarantee Grant.

Taken together and as tabled in the Medium Term Financial Plan, we estimate, using Reserves, that we will deliver a fully funded budget for both 24/25 and 25/26, leaving the last year of this Administration with some funding still to find.

However, there is much water to flow under the bridge between now and then, which I think is an apt simile, as a change to the funding of IDBs will make a huge difference.

Meanwhile, the Government is still encouraging us to use reserves to balance the books and this we are doing whilst maintaining our Service and Quality levels. They are also looking for demonstrable productivity improvements. Through the finance system and the work that is nearing completion on identifying our service processes, we are working towards giving Portfolio Holders more granular information to manage efficiencies within their remits and continue to pursue cost management and income generation opportunities.

CAPITAL PROFILE

The capital programme is more than a considerable challenge. It totals just over £170m over the term of this Administration and project costs are higher than forecast

due to cost increases and refining designs. There will therefore be corresponding delays to capital receipts which are and will be an intrinsic need for the financial viability of this Council.

GENERAL

Finally for this section of my Report, a parallel offering to the Financial Statement, I would wish to give wider visibility of the recent LGA data that more than 9 in 10 Councils are experiencing staff recruitment and retention difficulties across a wide range of skills and professions. I trust that the recent pay award which we managed to accommodate within our financial profile will go a considerable way to keeping that issue from West Norfolk's door.

INTERNAL DRAINAGE BOARDS (IDBs).

A presentation to MPs was given by representatives of the Special Interest Group (SIG) at a reception in the Houses of Parliament jointly hosted by Liz Truss and Sir John Hayes, MP for South Holland and Deepings. It was considered a successful evening with many MPs in attendance. Numbers were limited and the S151 Officer, Michelle Drewery, represented this Authority.

The Right Honourable Michael Gove has announced that a long-term solution will be implemented and this Borough, mainly through the SIG, will continue to remind the Government of this "promise".

The total bill across the country to support IDBs is, in Government terms, comparatively small, but its impact on Councils such as ours is huge and disproportionate. The IDB Levy for us in 2024/5 is £3.5m, an increase of 8% over the current year.

EXTERNAL AUDITS

At last, year 2019/20 Statement of Accounts has been agreed without qualification and document signed off by Chair of Audit and S151 Officer. We have yet to receive the external audit charge for that year and Officers are meeting with EY (the Auditors) to discuss next steps for the overdue audits. Once EY have scoped their work they will notify us and the PSAA (Public Sector Auditor Appointments) of their proposed fees.

2 Forthcoming Activities and Developments.

KLACC (new KLAC) Budget/Special Expenses and Constitution Agreement.

Extensive community Grant Programme and associated SLAs. In particular Community Transport, Mobility and Advice Services.

Usual round of Portfolio, and Cabinet Meetings.

3 Meetings Attended and Meetings Scheduled

1/2 CPP
Joint Panel

2/2 Small Grants Panel
5/2 Joint Group Meeting
6/2 Cabinet
7/2 Add. Cabinet (Budget)

CABINET MEMBERS REPORT TO COUNCIL

31 January 2024

COUNCILLOR BAL ANOTA - CABINET MEMBER FOR PROPERTY AND CORPORATE SERVICES

For the period 23 November to 31 January 2024

1 Progress on Portfolio Matters.

Management and maintenance of council owned property assets: including industrial estates, Kings Court, Town Hall and the Depot, Public conveniences, Crematorium and Cemeteries.

The staircase improvement works to King's Court have been largely successfully completed. There are a few finishing touches to be completed and some redecoration to be undertaken. The team has also started to look at King's Court office layouts, we still have some teams located off-site and some space at King's Court may be being freed up by one of our sub-tenants. This gives us the opportunity to explore more options with the office accommodation in terms of layout, function, and potential co-location opportunities with other public organisations.

On the wider council property portfolio, the team is starting to look at the longer-term strategic approach to the overall property estate and they will be working on a corporate wide asset management strategy. This will take time to develop and put into place. A largescale overall assessment of the condition of the property portfolio was last undertaken in 2008 and we are keen to do this exercise again in order that we can strategically manage our overall expenditure on repairs and maintenance particularly, however, this will only be one element.

Car Parks and Open Space

I have been holding ongoing conversations with Officers and Portfolio holders regarding revenue generation and cost saving opportunities to enable a well thought through budget proposal to be presented and we will continue with these discussions.

It was quite humbling to attend the quarterly meeting of the Norfolk Parking Partnership to hear such praise for our Parking Operations team who, at the beginning of November 2023, took over the back-office functions for the parking services delivered on behalf of Norfolk County Council for Norwich City Council and for Norwich City Council themselves. Having seen the effort, determination, and pressures this put that team under to ensure it was

delivered on time I must make the unusual step of naming some individuals as without their commitment this scheme would not have been delivered. Whilst times are hard in all public services, work such as this brings valuable contributions towards our corporate overheads, alongside protecting the livelihoods of those officers involved in delivering services. Those senior officers are David Morton, Charlotte Martin and Louise Gayton, and their respective teams.

I always take a keen interest in the parking stays within our car park areas and whilst there are always a number of factors that influence peaks and troughs the figures for November and December are always particularly interesting specifically within our town centre areas and the way in which parking is supporting our town centre vibrancy. I am pleased to report that the King's Lynn Town Centre long and short term stays not only held their numbers over last year but showed a marginal 0.26% increase over 2022 which was, in my opinion, a demonstration of how important our communities see the Town Centre offering: especially during times of cost-of-living pressures and a greater move towards online shopping. Hunstanton saw an even greater, 9% increase in stays but clearly a much milder Christmas than is the norm influenced this and it was great to see large numbers of people visiting the coast to enjoy it over the Christmas period.

2 Forthcoming Activities and Developments.

- Portfolio Meetings – TBC
- Wave 4b
- Hethel Innovation Centre

3 Meetings Attended and Meetings Scheduled

November 2023
 9th - Portfolio Meeting – MH TB
 10th - Leziate Parish Council
 14th - Portfolio Meeting – MH
 16th - Portfolio Meeting MH (Teams)
 28th – Epicentre (Haverhill)
 29th – KL Parking Strategy (Teams)
 29th – Hunstanton Parking Strategy (Teams)
 29th – Planning Committee Training (Teams)
 30th – Portfolio Meeting MC
 30th - Portfolio Meeting MH
 December 2023
 4th – Planning Committee
 5th – Village Green Meeting
 5th – Cabinet
 6th – Portfolio Meeting MC

6th – Cabinet Briefing
6th – MintyIn Carol Service
7th – Budget Development
8th – Portfolio Meeting MH TB
11th – Cabinet Sifting
12th – Directorate Plan Setting
13th – Portfolio Meeting MC DM
14th – Norfolk Parking Partnership
15th – Portfolio Meeting DH
20th – Cabinet Briefing
January 2024
2nd - Portfolio Meeting MH TB OJ
3rd – E&C Panel (Teams)
5th – Portfolio Meeting OJ
8th – Cabinet Briefing
10th – Portfolio Meeting MH TB
10th – Cabinet Briefing
11th – KLACC Meeting
12th – Leziate PC
15th – Cabinet Sifting
15th – Cabinet
16th – Portfolio Meeting MH (Teams)
17th – Budget Session

CABINET MEMBERS REPORT TO COUNCIL

22nd February 2024

COUNCILLOR – JO RUST CABINET MEMBER FOR PEOPLE AND COMMUNITIES

For the period January 25th – February 8th 2024

1 Progress on Portfolio Matters. –

Housing register

1508 live applications

3 Emergency

217 High

488 Medium

800 Low

256 new or change in circumstances forms received

Housing Options

168 applicants given housing advice, 88 new homeless declarations and/or are ongoing investigations.

Lets advised – 16

Some of the properties that have been advertised on the housing list have had in excess of 130 bids. One property received 140 bids, one received 130 and the next lowest was 114. This is clear evidence of the need for more social and affordable housing.

On January 26th I attended my second Wave 4b Health engagement meeting. I learnt of some of the issues relating to the South Lynn Health Centre. This centre will not be staffed by GPs, but by additional health role staff, such as social prescribing, health and well-being and physio staff to name but a few. These staff are employed through the PCN – Primary Care Network which is a group of GP surgeries working together over a geographical area. Its purpose is to be more responsive to very local health needs, not all of which involve or need a GP. The centre will be occupied by staff from the ICB and the PCN and it will also accommodate services offered by the QEH such as a maternity Hub and a Physiotherapy outpatients' clinic. It will have the capacity to accommodate GPs if that is decided in the future, but for now, it will not.

This links in with the direction of travel with the health and wellbeing partnership and the Integrated Care Board and health. The aim is to keep people out of hospital. This centre can achieve this through things like social prescribing. The following Tuesday I attended the centre in person. It looks an amazing premises to hold these services. There were many QEH staff who also attended the tour of the facility and they certainly looked impressed. Before we went on the tour, we were given a briefing by the Darwin Group, who are the construction company building it. Their intention is to build outstanding healthcare facilities which combine quality, innovation and integrity using modern methods of construction. It was very interesting to hear from them because of course, the intention is to use modern methods of construction (MMC) when the new QEH is built. The new health hub is being built with sustainability and net zero carbon in mind. We were given a few myth busting pieces of information about MMC, one being that they have a minimum of 60 years of design life and can be built to 7 or 8 storeys high. This building is HTM and HBM compliant. Health building notes give best practice guidance on the design and planning of new healthcare buildings and on the adaptation or extension of existing facilities. Health Technical Memoranda (HTMs) give comprehensive advice and guidance on the design, installation and operation of specialised building and engineering technology used in the delivery of healthcare. These are standards that are already tried and tested, so it's a bit of a puzzle as to why the government claim Hospital 2.0 is necessary. In addition, we've seen what happens when a single solution which is not tested is rolled out across multiple site – RAAC and Asbestos to name but two examples of its failure. Perhaps we should be making a case for more diversity and a hospital on a new site.

The morning of the tour of the Health Hub, I also attended the Food for Thought session taking place in Hunstanton. For the first such event there were a good number of people there. The first session was focussing on making your own bread and the chef, Jenny, showed how easy it could be. I attended the second session the following Tuesday and was pleased to see even more residents in attendance. At this session a simple, but incredibly tasty, risotto was made. I left before the veggie curry was served up, but I would urge councillors to let residents know about these sessions and encourage them to attend.

The following day I drove to Norwich for the Integrated Care Board meeting where we took part in some group work setting out what was being done in our area and what more could be done by working in partnership. We heard about the very first stage of preventing ill health – the primordial stage. It is this stage which our Health and Wellbeing Partnership work aims to achieve and these wider determinants of health are most certainly what we want to achieve by being a Marmot Place. We learned about the data hub and the shared care records. The data hub takes out all individual, personalised information and leaves behind a huge amount of information that can guide the provision of our services.

I was disappointed at our last full council meeting that we ran out of time for our cabinet reports to be moved. I hope that you did read it.

On Thursday 1st February I met with the CEO, Estates Director and newly appointed Programme Manager for the new hospital at the QEH. I expressed my grave concerns about the fact there has been no progress with any building needed to pave the way for the new hospital. We had been told that we must have both phases of the Multi Storey Car Park up and running by January 2025 in order to be ready to open the new QEH by 2030. I said at this point I had no confidence that any money would be released due to the likelihood of a general election and change of government. I have written to Wes Streeting, Daisy Cooper and our own Cllr Pallavi (Green Party Health spokesperson) about the matter and any guarantee that they can give to reassure us that a new incoming government would progress with the commitment to replace our RAAC built hospital. I also said that at this stage I felt we should be lobbying for a new QEH on a better site. It was questioned at what stage should we stop one plan and go with the other, and I agree that we can't just cease work on plans on the current site, we have to be prepared should that funding be released. I was also advised that the panel had reviewed an off site option – 4 or 5 sites were considered, and the decision of the panel was that this site was the preferred option. In respect of Hospital 2.0, we will be an early follower of it and so won't be a full adopter. So, to be clear, our hospital won't be built 100% using the model designed under Hospital 2.0. It is planned that an outline business case will be submitted by April 2025 and the Full Business Case submitted by April 2026. For the MSCP an OBC will be made in March this year, with the FBC following in June. It is hoped (planned) that the build will commence in December this year and last for 12 months. This means that we've lost all our Flex Time. We will also have to attract one of a limited number of construction specialists who can build hospitals. There are only about 19 and of them only 4 or 5 tier 1 contractors who would be interested. We might be able to bring in European contractors, Standardisation and industrialisation will be key to making this an easier roll out. In addition, the hospital themselves are planning the design of the construction village which will be needed and this too will help the progress. We are still waiting for the demand and capacity work which has been done to be published. It was this which was going to guide the size of the building. I was told that it wouldn't be built to the same size and the new building will be bigger. But the demand for space isn't the same as it used to be, for example, we know longer carry out procedures such as tonsillitis removal. We will also do much more day cases which will cut down on the length of stay. The space will have to be built to be used flexibly so that it can be repurposed when there is a change in the services that are offered. Finally, there will be a bus terminus located at the entrance of the current site. It is hoped that this move will help encourage more bus companies to put on services to the QEH as currently there is a reluctance to do so due to getting stuck on site. They're asking us as a council to help with this by speaking to the companies.

On Friday 2nd February a meeting was held between ourselves, NCC and trustees and staff from the Swan Project. We have provided some funding for the group which offer an amazing service to children and families in the Downham market area, but they really need guaranteed core funding. Like all

other charities they're having to face tougher competition for an ever decreasing pot of money. NCC will provide some grant application support so that the management don't have to spend the majority of their time undertaking this task. We have earmarked funding for them to help.

Following on from this meeting Cllr Moriarty and myself met with a local resident about the future of Hardings Way. As we have previously said, there are currently no plans to develop the land allocated as a brownfield site but if plans do come forward, the current bus lane will remain as it is, with the bus gate in the same place and the length unchanged. We were able to give this reassurance to the resident to allay his concerns.

I attended a Creating Community Event in the Beacon Church North Lynn on Saturday 3rd February along with the local Borough Councillor. It was a really well attended event with lots of the local community coming along to enjoy the refreshments and the variety of stall providing information, advice and also some freebies like books for children. Thanks to all staff who gave up their day to make this event such a success.

On 7th February I visited a new MIND facility called Birch Tree House in Barrowway Drove. It was an absolutely lovely building and will be used for Crisis Recovery Care. 4 residents will be able to stay for 5 days in order for them to make a full recovery. It was good to hear from the staff who will be working at the facility and learn about the provision.

Finally, I attended a meeting with other councillors to discuss the practicalities of the motion which came to council about dentistry. A fuller report will be made at the appropriate time.

2 Forthcoming Activities and Developments.

23/02/24 – Right to Play – signing of pledge for accessible play equipment

28/02/24 – Sports England and Briefing for councillors for local leadership programmes – This is a change from the planned two day attendance on the full training due to councillors pressures on budget setting. A new date for attendance will be scheduled.

3 Meetings Attended and Meetings Scheduled

19/01/24 – IDB meeting

19/01/24 – Tour of Slaters Road Development

21/01/24 – Holocaust Memorial Day Event

22/01/24 – Cabinet Sifting

23/02/24 – Homelessness and Temporary Housing Summit

23/01/24 – Council Companies Training

24/01/24 – ICB dentistry briefing

24/01/24 – Budget Development Session

25/01/24 – Informal Dentistry Meeting

25/01/24 – Group Meeting

26/01/24 – Wave 4b Primary Care Hub meeting

29/01/24 – KLACC

30/01/24 – Food for Thought Hunstanton Town Hall

30/01/24 – Health Hub Tour
30/01/24 – R&D
31/01/24 – Health and Wellbeing/Integrated Care Partnership session
31/01/24 – Full Council
01/02/24- QEH meeting
01/02/24 – CPP
01/02/24 – Joint Panel meeting
02/02/24 – Swan Project meeting
02/02/24 – Resident meeting re Hardings Way
03/02/24 – Creating Communities Event
05/02/24 – Joint Group Meeting
06/02/24 – Food for Thought
06/02/24 – Cabinet
07/02/24 – Drop in to Birch Tree House
07/02/24 – Cabinet
08/02/24 – Meeting with Interim Director of Alive Leisure
08/02/24 – Housing Portfolio meeting
08/02/24 – Dentistry practicalities meeting
09/02/24 – Community led housing meeting
09/02/24 – West Norfolk Carers meeting
09/02/24 – Freebridge exec meeting
09/02/24 – Apprentice Week Celebration
12/02/24 – Beat the Bills Marshland St James
12/02/24 – Cabinet Sifting
13/02/24 – Targeted Youth Support Service
13/02/24 – Special KLACC Meeting
13/02/24 – KLCCF trustees meeting
14/02/24 – Mart Opening
14/02/24 – Cabinet training session
15/02/24 – West Norfolk Community Transport meeting
15/02/24 – Portfolio briefing
15/02/24 – Portfolio Briefing
15/02/24 – Gaywood Allotments Trust
20/02/24 – R&D
21/02/24 – ICS District Council meeting
21/02/24 – Parish Councils meeting
22/02/24 – Health and Wellbeing Partnership meeting
22/02/24 – Support for carers of people living with MND
22/02/24 – Full Council

Cabinet Members Report to Council

22nd February 2024

COUNCILLOR SIMON RING - CABINET MEMBER FOR TOURISM, EVENTS AND MARKETING

23rd November 23 to 12th Feb 2024

1 Progress on Portfolio Matters.

Little has happened since the report put forward for the last Council meeting and as there were no questions to portfolio holders I have copied the report here. In addition I have the following to report

- 50% of our tourism and marketing team have resigned, leaving us needing to fill a large whole in what was already a stretched team.
- Work is being done on reviewing the SLAs, many of which land in this portfolio.
- Following a presentation to HAG on the feasibility of a Lido, a meeting was held with two members and Chris Starkey from NCC to discuss a way forward. This will have been relayed to the HAG by the time of this Full Council meeting.
- I have had a meeting with interested parties with regard to re-introducing the Hanse Festival this year. A committee was formed, and enthusiasm enhanced.
- A tender document has been advertised for the creation of the Cultural Strategy with funding from the Arts Council. Interviews planned for 26th Feb.

This period is a quiet time for a number of my portfolio areas. For events in particular this is a period of rest and repair. A number of physical resources have needed replacement and repair, funded by set aside reserves.

Tourism and Marketing

Visit West Norfolk - An Update for 17/11/23 - 17/01/2024:

For the Christmas/New Year period we continued to promote a substantial amount of local seasonal events and activities, from pantomimes to Christmas-related family activities.

Digital Promotions

During this winter period of time we have sent out the following e-shots to our visitor contacts:

- Festive Events this December in West Norfolk 2023 [sent 30/11/2023]
- Mark your Calendars! 2024 Holiday Inspiration in West Norfolk [sent

14/12/2023]

- Winter Days in West Norfolk 2024 [sent 04/01/2024]

During this winter period of time we have sent out the following e-shots to our tourism business contacts:

- Reminder: Love Your Grant Scheme [sent 23/11/2023]
- Book the Hunstanton Observatory for your visitors and last call for Tourism Forum event [sent 29/11/2023]
- KLIC and connect Business Networking Event and Grant Support [sent 07/12/2023]
- FREE Promotion on the Visit West Norfolk website [sent 21/12/2023]
- Leadership Training, Accessibility Toolkit and Recruitment Support [11/01/2024]

We uploaded the following new content on the *Visit West Norfolk* website during this time too:

- 'New Year's Eve in West Norfolk 2023' blog post [published 05/12/2023]. Highlighted New Year's Eve events and accommodation offers in west Norfolk.
- 'Rainy Day Activities in West Norfolk' blog post [published 08/12/2023]. Featured indoor activities or attractions including museums, historic sites, indoor play areas, cinemas, and art galleries.
- 'Mark your calendars! Unique events in West Norfolk 2024' blog post [published 13/12/2023]. Promoted holiday inspiration and upcoming events in west Norfolk.
- Updated: 'Free Things To Do in West Norfolk | Winter 2024' blog post [02/01/2024]
- Updated: 'Dog Friendly West Norfolk' blog post [05/01/2024]

We also created and uploaded the following social media posts during this time:

o **Social media posts about our blogs:**

- 'Christmas in West Norfolk 2024' blog post.
- 'Free Things To Do |Autumn 2023' blog post.
- 'New Year's Eve in West Norfolk 2023' blog post.
- 'Mark your calendars! Unique events in West Norfolk 2024' blog post.
- 'Wintertime in West Norfolk' blog post.
- 'Road Safety Awareness for Pedestrians and Cyclists' blog post.
- 'Dog Friendly West Norfolk' blog post.
- 'Sustainable Transport in West Norfolk' blog post.
- 'Rainy Day Activities in West Norfolk' blog post
- 'Nature Reserves and Wildlife Parks in West Norfolk' blog post.
- 'Free Things To Do in West Norfolk | Winter 2024'
- 'Golfing in West Norfolk' blog post.
- '20 Historical Figures with Connections to West Norfolk' blog post.
- 'Fishing in West Norfolk' blog post.
- 'West Norfolk... Naturally' page.
- 'Safe and Responsible Travel' page.
- 'Shopping' page.
- 'Food & Drink' page.
- 'Parking' page.

o **Social media posts about local events:**

- 'Christmas at the Guildhall' event [10/12/2023]

- 'New Year's Day Walk' [01/01/2024]
- 'King's Lynn Christmas Lights Switch-On' event [26/11/2023]
- 'Downham Market Christmas Lights Switch-On' event [26/11/2023]
- **Social media posts about general tourism themes:**
 - New Year inspiration
 - 'National Walk Your Dog' month [January]
 - Black Friday
 - Tourism Industry ['Business Listings', 'Event Uploads', 'Tourism Trade News', 'Economic Impact of Tourism' reports, and more].
 - Visitor newsletter sign-up form.
 - King's Lynn
 - Downham Market
 - Hunstanton
 - West Norfolk coast and countryside.
 - King's Lynn Architecture
 - Explore West Norfolk website
 - History and heritage
 - Walking and cycling trails.

We continue to upload events to the Visit West Norfolk website event listings and to proactively contact tourism businesses who are not yet featured on the Visit West Norfolk website for future inclusion.

New Projects

Software

After recently being granted authorisation by the BCKLWN ICT Working Group to use such new software, from early December 2023 we have been using the User Generated Content Platform Snapsea (www.snapsea.io) through our Instagram account for the very first time - to enhance, inform and grow our future promotional interactions with potential visitors to west Norfolk by utilising high quality authentic visitor content of the local area. It is early days, of course, but the first month of our use of the software does look promising.

West Norfolk Tourism Business Event

After the recent West Norfolk Tourism Forum AGM (held Wednesday 6th December 2023), we are currently finalising the booking of presenters and the full agenda for the first West Norfolk Tourism Business Summit event, to be presented by the tourism forum and held in King's Lynn in March 2024.

Shared Prosperity Fund Projects

We are continuing various work and tender processes on a set of SPF funded projects, which include regeneration of items at the West Lynn Pavilion, enhancements to certain Downham Market Town Centre public realm assets, and the formation of a Hunstanton Observatory events programme for a series of four events of varied themes.

The Hanse League

With King's Lynn being an active member of the Hanse League, we have now taken over the Vice Chair and administrator roles for the Europe-wide Modern Hanse League splinter group called the *Hanse Sustainable Working Group*. Our first meeting with the group in these new roles was held on 16th January 2024, with the working group primarily focussing on sharing best practice and learning examples, across the sustainable development goals set by the UN, on a Europe-wide basis. These goals include the implementation and growth of sustainable tourism business practices and much more.

Members of this working group include representatives from many other Hanse towns and cities across Europe

As you can see, the Tourism and Marketing team have kept busy.

Alive West Norfolk Corn Exchange

Theatre:

- New brochure came out at the end of November.
- Pantomime sales reached 21,000 with secondary spends up 8% on previous year.

Cinema

Number 1 place in October was the colourful *characters* *Trolls Band Together* followed by Martin Scorsese latest masterpiece *Killers of the Flower Moon*. *The Great Escaper* did well returning after a huge success in early in October along with *A Haunting in Venice*. November has performed well with the epic *Napoleon*, 2 *Lithuanian films*, 4 sold out *silver 60's* screenings and extra screenings of now popular *Toddler Tuesdays*.

December saw a slate of major family flicks, comedies, and a couple of awards contenders. The biggest film of the month was the blockbuster origin story *Wonka* a Timothée Chalamet-led family favourite, portraying the rise of the iconic chocolatier *Willy Wonka*. Disney's new animation *Wish* started early December. We also had 4 sold out screenings from *Andre Rieu* for our Christmas Event Cinema audience, followed by a re-release of the beloved Christmas classic *Elf*, starring Will Ferrell. Plenty of Christmas titles, including *Muppets Christmas Carol*, *The Grinch*, *It's a Wonderful life*, leaving the Majestic Cinema to show *Love Actually* & *Home Alone*.

Marketing.

We have in the past asked to advertise on the "A" board and the new LED screen on the Tuesday Market Place, also the poster sites at the Multi-story car park and bus stops.

We are now being asked to advertise on our AWN digital screens by regeneration, Lily & Careline, which we are happy to do free of charge.

Town Hall

Currently:

- Wedding bookings are good for 2024.
- Town Hall had a stand at the Kings Lynn Wedding Fayre on 7th January.
- Staff arranged an archives coffee morning which was well received and has led to some future paid for bookings from Hickathrift House.

Culture at the Guildhall

Generally Increased Numbers for the run up to Christmas and events now running at capacity (I would like to increase 'capacity' and am looking at ways to do this).

Dickensian Christmas at the Guildhall was booked to capacity: families engaged with Father and Mother Christmas, craft activities, games, food, drink, carol singers and live animals in the form of owls. Feedback from the event has been really good and an event on this theme is planned for 2024. This event also had the benefit of volunteers from CWA as part of the scheme we are running with them (we have been and given talks at CWA to inspire students to come and get involved and it seems to be working).

Our partnership with the Ministry of Justice is continuing with community payback people assisting in maintaining the garden at the Guildhall.

School plays returned to the Guildhall in December which has not happened in a while with schools using the space for both their in house and public facing Christmas shows.

We partnered with Norwich Puppet Theatre to offer schools a truly magical version of Midsummer Night's Dream. This was featured on the one show with the Guildhall in November and schools came and packed the auditorium for two showings of this production.

We have started a bi-weekly Art Club at weekends. The first one was sold out with a waiting list so we have increased capacity.

The Guildhall is hosting the Heritage Education Network meeting which is an attempt to bring all the schools together and provide support to learning across the town in the areas we know the Guildhall is strong.

We have an exhibition opening shortly and activities for families in February Half Term.

AWN Lynnsport etc

Health, wellbeing and commercial.

Improving community health and wellbeing remains the main priority on the AWN agenda, and the AWN Wellness Referral scheme continues to grow and become

embedded into the Primary Care Network to offer specialist exercise referral across our sites.

With 171 referrals to date, the work we are now doing with Active Now has really engaged local GP surgeries, which historically have been challenging to onboard and build partnerships with. Prior to Active Now, referrals from our local surgeries were less than 5% - they are now the lead contributor into our scheme at 62%

We have gained further funding to support the Active Now Falls Prevention programme, that will be rolled out early 2024. This will see 14hrs per week of engagement from AWN staff to support the programme - a majority of which will be out in the community. To support this, 8 staff members have undertaken a seated based exercise class qualification and a one-day specialist course in 'behaviour change' was undertaken on 5 Dec, training 10 AWN staff.

The company, on behalf of the council, is currently in discussion with Sport England and in partnership with Active Norfolk in relation to potential new national funding to support the borough's work in promoting health and wellbeing via physical activity. This is at the earliest stages and an update will be available once there is more detail to report

AWN continue to be active in the community in terms of outreach to further improve awareness and support local business and charities. AWN offered a day of health checks for the BCKLWN to support International Men's Day in November, providing a valuable educational day for staff. The rotary club and a local Parkinson's support group also benefited from the same health checks, breaking down barriers for these special populations to engage with our services and we were pleased to see a good uptake of participants joining our membership scheme.

Commercially – membership sales continue to outperform last year since the gyms have been refurbished and we have for the first time introduced a fully flexible monthly membership which makes membership at our venues more affordable and without the need for a full year up front commitment. The annual membership remains to give people the choice of monthly or annual – but early signs in January show a healthy sales upturn compared to last January. However a number of people are suffering from the cost of living crisis and have had to consider their financial priorities when it comes to having a membership. With a focus on retention, plans to further improve our member experience over the upcoming months include scheduled member education sessions to help customers understand how to get the most from the technology and capability of the cardio equipment, gym floor-based classes, and further virtual class provision. A recent marketing commission to highlight the breadth of what Alive offer the community for marketing campaigns will be used in our January campaigns. These member testimonials have also helped highlight the great work the team are doing.

Events:

In late October Kaset skatepark held the annual Halloween Hell skate jam, with keen skaters travelling from Bristol, Newcastle and Manchester to attend one of the UK's largest Halloween skateboarding events. Norfolk County Council's Targeted Youth Support Services (TYSS) are now hiring the skatepark on a weekly basis to provide a safe space for young people who can speak to youth workers, the Matthew Project and other support services. The police also attend to provide advice, engagement and bike security tagging free of charge.

November saw Alive Downham host a pool party for the West Norfolk Autism Group

who provide support and guidance to individuals of all ages whose lives are affected by autism. The pool party gave families from the group the opportunity to have fun in the pool using the large floats with their family members in a controlled environment. During December, all sites hosted an event aimed at engaging members and the local community, Lynnsport sold out their Christmas lunch serving 80 people, and customers at Oasis and Downham enjoyed a social morning of Mince pies and coffee. These events provide great community spirit and support those suffering from loneliness.

Events

This is a time of rest and repair for the events team, as well as a time for planning the huge number of events, both by the Council and supporting outside bodies. We are not only planning for all of the now well established events, but we are also looking to maximise the assets we have to provide new events without utilizing additional resource. It is important, at a time of financial difficulty for our residents, that we put on as many free events as we can both afford and cope with, and that we will continue to do. I will be listing the planned events in a future update.

Meetings Attended and Meetings Scheduled

I have had numerous meetings with officers and outside bodies

Officers

Oliver Judges
Duncan Hall
Martin Chisholm
Philip Eke
Bethany O'Brien
Philip Bayfield
Jemma Curtis
Tim Fitzhigham
Honor Howell
David Oudsby

Outside bodies

Civic Society
Town Guides
Festival
Hunstanton Action Group
Old Lenensians
Norfolk Records Committee
Norfolk Museums Committee
Friends of the Walks
Kings Lynn Museum
Stories of Lynn and Archives
Conservancy Board
Downham Market Town Council Committee

I have regular scheduled meetings with most of the above officers and will continue to meet and fact find with outside bodies including those already met with.

CABINET MEMBERS REPORT TO COUNCIL

22 February 2024

COUNCILLOR JIM MORIARTY - CABINET MEMBER FOR DEVELOPMENT AND REGENERATION

For the period 1st to 11th February

1 Progress on Portfolio Matters.

Planning Performance

Just before Christmas, the Secretary of State set out his ambitions for planning performance, namely that planning decisions must be taken on time and should be robust in their reasoning, and all authorities must have an up-to-date local plan.

In order to support authorities in meeting those expectations, the Secretary of State made a number of announcements, including the following:

Greater transparency

- **Developing a new planning performance dashboard** that will provide greater transparency and accountability for local authority performance, including exposing performance without Extension of Time agreements.
- **Reviewing the use of Extension of Time agreements in managing performance issues**, considering proposals to limit their use on minor and householder applications. DLUHC intend to consult on this in early 2024.

Faster processes

- **Establishing Accelerated Planning Services**, improving on the patchwork approach of Planning Performance Agreements by regularising arrangements so that they're offered across England, that clear milestones have to be agreed, that fees are set at an appropriate level, and that those fees have to be refunded where milestones are missed.
- **Reviewing Statutory Consultees**, which will scope and examine the operation of statutory consultees in the planning application process, in particular their role in providing advice to local planning authorities. This will not cover the role of statutory bodies in plan-making or the Nationally Significant Infrastructure Planning regimes.
- **Focusing on planning committee decisions**, with the Planning Inspectorate being asked to start reporting to the department about cases where a successful appeal is made against a planning committee decision, and the final decision is the same as the original officer's recommendation.

Some of these initiatives are already underway with the planning guarantee for non-major applications now set at 16 weeks, major applications remain at 26 weeks.

We are taking a proactive approach to meeting the new performance standards set by DLUHC, such as:

- Invalid applications will need to be made valid within 21 days of the invalid letter, otherwise the application will be returned.
- There will be a need to reduce the number of EOTs put in place. To achieve this, we will have to be much firmer with making decisions based on what has been submitted with the application, and unless any suggested changes are negotiated and received in a timely manner then the application will be determined. We will be working up clear and transparent processes so that expectations are managed and decisions are issued expeditiously.
- The government has made it clear that in improving the efficiency and effectiveness of the planning system, pre-application engagement and front loading applications is necessary. Whilst LPAs cannot insist that agents/developers submit for pre-application advice, it is strongly encouraged. Further, recent appeal decisions have confirmed that there is no legal requirement for the Council to negotiate on live planning applications and that the time for negotiation is through pre-application discussions. As a result, we will be reviewing our pre-application advice service to ensure that it is fit for purpose and to provide advice in a timely manner.
- If EOTs are removed for householder applications, then a decision will have to be made within the statutory 8 week period.

There will need to be a significant shift in the way planners and agents work together, and we will provide more information at the next informal and formal agents meetings.

DLUHC will also be reviewing statutory consultee responses to planning applications as there is a recognition many consultees provide a holding response to meet the 21 day response time but this doesn't enable the application to be determined until the detailed response is received.

The key message is that DLUHC are introducing more stringent performance measures, and we will need to change the way we work to meet the new measures.

Local Plan

We have recruited Alex Fradley to the Planning Policy Manager role.

Dates for the reconvened Local Plan Hearing Sessions have also now been agreed and will be held at Knights Hill Hotel on the following dates:

- 26-28 March 2024
- 16-19 April 2024
- Further hearings dates for the Gypsy and Traveller policy examination are set for 3-4 September 2024.

This would be followed by a formal consultation period on Proposed Main Modifications to the Local Plan during autumn 2024.

Mayors Design Awards

Applications are being invited for the Mayor's Design Awards to celebrate local architectural excellence and craftsmanship. The closing date for receipt of applications is Tuesday 30th April 2024. The ceremony will take place on Tuesday 17th September 2024 https://www.west-norfolk.gov.uk/info/20081/conservation_and_listed_buildings/312/mayors_design_awards

Progress with recruitment

Planning Control – officers will shortly be engaging with Personnel on a new recruitment strategy for the remaining vacant Principal Planner post.

Planning Enforcement – as reported previously one of the Enforcement Officers has left, and

another retired early February. Both were on part-time hours and the posts have now been merged to create one full-time post. Following the recruitment process the current enforcement customer support officer has been appointed to the vacant enforcement officer post.

Planning validation – following the recruitment process the vacant position has been offered and subject to satisfactory references they will commence in March.

Planning Control update

In my previous report I reported that officers had been successful in securing £100,000 grant from the Planning Delivery Skills Fund. DLUHC have since notified officers that DLUHC had made a mistake and only £25,000 grant has been secured. Officers will be challenging this decision with DLUHC.

Biodiversity Net Gain (BNG)

Biodiversity net gain (BNG) is a way of creating and improving natural habitats. BNG makes sure development has a measurably positive impact ('net gain') on biodiversity, compared to what was there before development.

Developers must deliver a BNG of 10%. This means a development will result in more or better quality natural habitat than there was before development.

- **Ways to achieve BNG: on-site units, off-site units and statutory biodiversity credits**

Through site selection and layout, developers should avoid or reduce any negative impact on biodiversity. They must deliver 10% BNG, as measured by the statutory biodiversity metric.

There are 3 ways a developer can achieve 10% BNG:

1. They can enhance and restore biodiversity on-site (within the red line boundary of a development site).
2. If developers can only achieve part of their BNG on-site, they can deliver through a mixture of on-site and off-site. Developers can either make off-site biodiversity gains on their own land outside the development site, or buy off-site biodiversity units on the market.
3. If developers cannot achieve on-site or off-site BNG, they must buy statutory biodiversity credits from the government. This must be a last resort. The government will use the revenue to invest in habitat creation in England.

Developers can combine all 3 options, but must follow the steps in order. This order of steps is called the biodiversity gain hierarchy.

- **Creating, enhancing and maintaining habitats to deliver BNG**

The land manager is legally responsible for creating or enhancing habitat, and managing that habitat for at least 30 years to achieve the target condition.

If you make on-site gains or sell off-site gains on a site you own, you are the land manager. If you buy off-site units, you are paying the land manager to manage the land for 30 years to achieve the target condition.

The local planning authority will be required to monitor sites over a 30 year period.

BNG is effective from:

- Major planning applications (large sites) – 12th February 2024
- Non-major planning applications (small sites) – 2nd April 2024
- National Infrastructure Projects – November 2025

More information is available at: [Understanding biodiversity net gain - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/understanding-biodiversity-net-gain)

Local Plan Update (ongoing examination of the replacement Local Plan 2021-2039)

The Inspectors' Matters Issues & Questions are expected during early to mid-February. These will inform the Local Plan Hearing Sessions.

Since November 2023, the Planning Policy team has been focused upon the need to put forward land allocations to meet the accommodation needs of Gypsies, Travellers and Travelling Showpeople (GTTS), identified in the Gypsy and Traveller Accommodation Assessment (GTAA), June 2023. A programme/ timeframe for the ongoing GTTS work for the Local Plan examination is set out below:

- 26 January – 8 March 2024 (inclusive) – GTTS Potential Sites and Policy Consultation document consultation (with draft Full Sites Assessment, Sustainability Appraisal and Level 2 Strategic Flood Risk Assessment supporting documents).
- March 2024 – review and process representations/ preparation of finalised Proposed Gypsy, Traveller and Travelling Showpeople Sites and Policies paper and supporting documents.
- w/c 8 April 2024 – Special Cabinet Meeting, to approve finalised Proposed Gypsy, Traveller and Travelling Showpeople Sites and Policies paper and supporting documents for consultation and submission to the Planning Inspectors.
- w/c 22 April 2024 – meeting of Full Council, to approve GTTS site allocations and policies for submission to the Planning Inspectors.
- 10 May – 21 June 2024 – consultation on Proposed Gypsy, Traveller and Travelling Showpeople Sites and Policies paper and supporting documents.
- End of June 2024 – submission of Proposed Gypsy, Traveller and Travelling Showpeople Sites and Policies paper and supporting documents to Planning Inspectors.

Dates for Local Plan Hearing Sessions have also now been agreed as follows:

- 26-28 March 2024
- 16-19 April 2024
- Further hearings dates for the Gypsy and Traveller policy examination are set for 3-4 September 2024.

This would be followed by consultation on Proposed Main Modifications to the Local Plan during autumn 2024.

Housing Delivery Test

The 2022 Housing Delivery Test results were published by Government on the 19 December 2023. This is an annual measurement of housing delivery in the local planning authority area and looks back over the previous 3 financial years - 2019/20, 2020/21 and 2021/22. The result for King's Lynn & West Norfolk is 90%. The minimum target is 95%.

The consequence of the result is the requirement for the preparation of a Housing Delivery Test Action Plan. It does not mean that the presumption in favour of sustainable development is engaged. It important to recognise that this not the same as a 5-year housing land supply, which looks forward over a period of 5 years to establish if there is a supply of deliverable sites sufficient to provide 5 years' worth of housing land against the housing need figure. The Housing Delivery Test is concerned with actual housing delivery over the previous 3 years.

Total Number of Homes Required (FY 2019 -20, 2020 - 21, & 2021 -22)	Total Number of Homes Delivered (FY 2019 -20, 2020 - 21, & 2021 -22)	Housing Delivery Test 2022 Result	Housing Delivery Test 2022 Consequence
1413	1271	90%	Action Plan

CIL

This will be the 6th round of CIL funding allocations.

We received 24 CIL Funding Applications, which will be reviewed by the CIL Spending Panel on 19 Feb:

- **£829K available to be allocated;**
- £850k requested with 35% match funding;
- £20k shortfall – not all applications will receive funding;
- 21 Applications will be reviewed and funding allocated up to £50k by Panel;
- 3 Applications over £50k will be reviewed by Panel and go to Cabinet for a formal decision in April.

Update on CIL funded Infrastructure Projects ,already allocated CIL Funding to date: by Financial Year:

	Allocated	Spend	Allocated Not Spent
FY21/22 Totals	£1,207,813.47	£116,354.13	£1,091,459.34
FY22/23 Totals	£1,369,740.31	£1,010,410.50	£1,521,441.15
FY23/24 Totals	£1,325,419.89	£812,874.86	£1,981,516.20
TOTALS	£3,902,973.67	£1,939,639.49	£1,963,334.18

Project Progress by Application Rounds:

		Completed Projects	Active/Part Paid	Open Projects started not paid	Not yet started
17	Total No Apps				
18	FY21 48	44	2	1	1
19	FY22_1 28	26	1	0	1
0	FY22_2 39	28	0	4	7
1	FY23_1 39	28	0	4	7
2	FY23_2 47	36	3	0	8
4	Totals 201	162	6	9	24

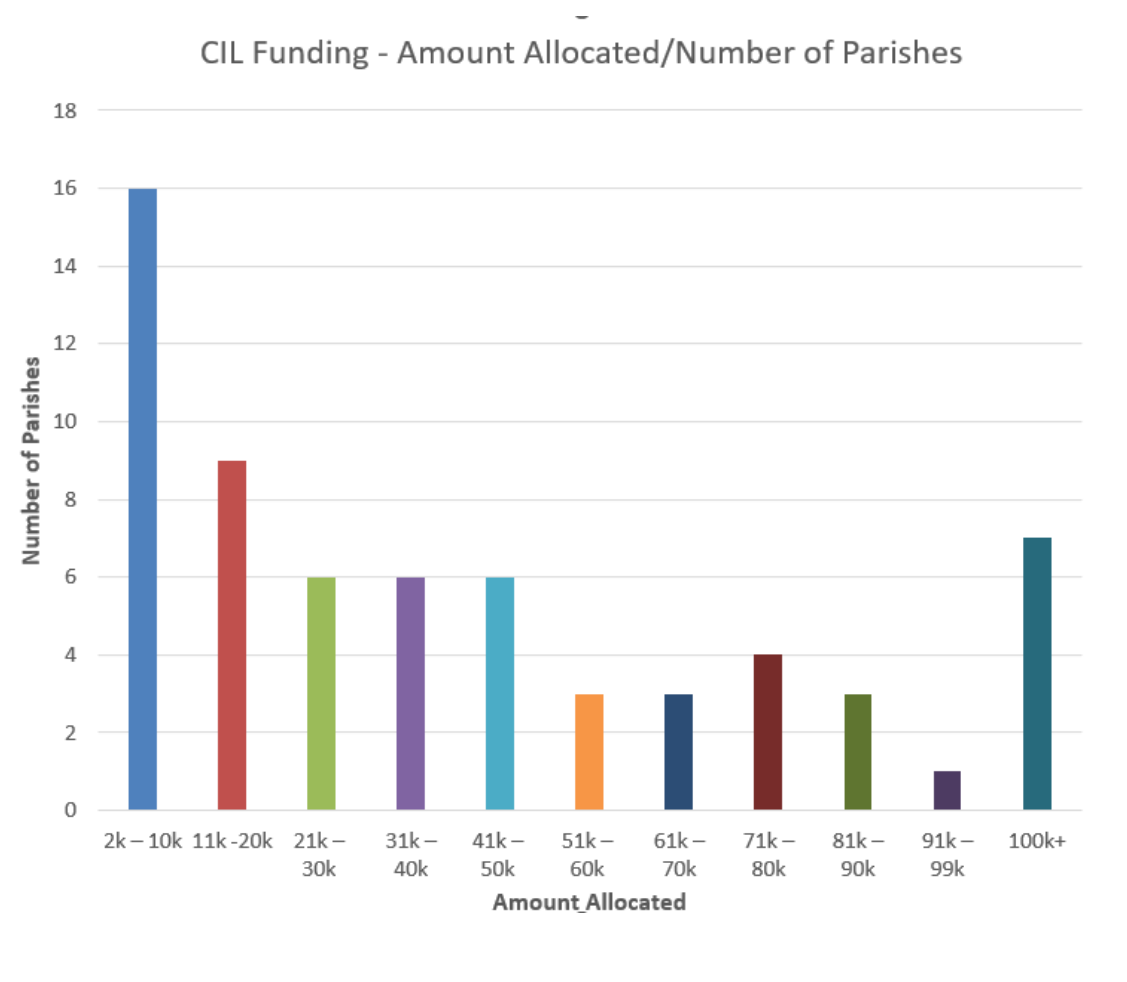
To date, CIL has been allocated, to the 3 main towns as follows:

- Kings Lynn - £941k (40 applications)
- Downham Market - £189k (9 applications)
- Hunstanton - £83,757 (11 applications)

Parishes allocated over £100k

- Brancaster £303k
- North Wootton £147k
- Snettisham £113k
- Shouldham £109k
- Watlington £104k
- Denver £100k

Funding has been allocated to 64 Parish Areas in the Borough, the chart shows how many Parishes have received funding within each category:



CABINET MEMBERS REPORT TO COUNCIL

Thursday 22 February 2024

COUNCILLOR TERRY PARISH - LEADER

For the period 1 February - 22 February 2024

1 Progress on Portfolio Matters.

The budget is the thing today. No doubt others will reference it in their reports, and it forms a substantial and wordy set of documents that I hope you have taken note of. There was an excellent opportunity to consider the budget and ask questions or put forward views at the joint panel meeting. I thank Cllr Bearshaw for his excellent chairing of that meeting and the Section 151 officer for her very clear explanation of the details. Almost a week later, there was another opportunity to comment on the budget at the extra cabinet meeting set aside just for it. Indeed, I would have allowed questions as I have done at other cabinet sessions. Several cllrs attended under SO34 but did not comment. I assume that a budget which is the first step towards achieving a true financial balance whilst still providing services, discretionary activities and money to those organisations who meet appropriate criteria and can use it effectively, can be accepted by all.

To secure the Council's financial future significant income needs to be raised or significant outgoings curtailed. Council agreed to changes to empty homes council tax and to doubling council tax on second homes. At present, most of this extra revenue benefits the County. A meeting was arranged with County to discuss the issue. They cancelled it but we will be pressing forward and expect co-operation. I ask all twin hatters to consider their position on this matter.

The thrust to reduce outgoings centres on IDB fees. Last year, government gave us around £200K; the bill was £3.2M. This year, so far, we will likely receive about the same. However, early in the month, there was a House of Commons event hosted by MP Liz Truss. This was due to a group of 29 Councils, The LGA Special Interest Group, lobbying for IDB fees to be picked up by someone else, preferably government. I introduced her to this group at one of our regular meetings. The section 151 officer attended the meeting on our behalf and reported that it was organised well. We await results though any significant change will not happen before 2025. I was interviewed on the same subject by Countryfile. If it is used it will appear in March. My excuse, if it is below par, is that trying to make sense whilst walking along a muddy track into a half gale is difficult.

Something different. It was National Apprenticeship week, and a gathering was held to celebrate our apprentices. An edited version of my official 'speech' below gives some details though the highlight was a 'video' of apprentices telling us how good the experience is. This was produced by an apprentice in the communications team and will be used for promotional purposes at secondary schools and at the college.

'110 people have taken Apprenticeships since we started the current scheme. We currently have 35 working across our organisation including planning, accountancy, democratic services, Lily, tourism, communications and others.

Not only do our apprentices benefit from learning new skills while on the job, the

Borough benefits from the knowledge and enthusiasm they bring into the organisation.

Agreeing to be an apprentice takes commitment and is taken on alongside the day work they do. Additionally, it takes commitment from our managers to give our Apprentices the time and support they need to undertake this additional learning.

As a council we encourage lifelong learning, and an apprenticeship is an excellent way of achieving career progression and motivation for individuals.'

I visited two health related sites, the NHS Kings Lynn Health Hub at South Lynn and Birch Tree House outside Downham Market run by Mind. The former is a new build and is currently at the fitting out and cladding stage. It has taken a few months as it is a smart modular construction. Very impressive and it will reduce pressure on the hospital services. I asked about building a hospital. This company could have a 500-bed hospital functioning in under 4 years and that includes a lead in time of 2 years (when they could start). Food for thought.

The Mind property is a large, new, open market house. No modifications have been needed and it should prove an excellent facility. They have three such properties and they are hoping for a fourth. This is the first one in West Norfolk and it will provide respite and support for up to four people for 5 nights. I was there in the morning and Cllr Rust and Cllr Rose were also engaged in discussions with staff. Other cllrs may have visited later.

I had two meetings related to the Oasis Centre in Hunstanton. The first was an item within a wider discussion about Alive Leisure. The company directors, Cllr Ben Jones and Cllr Jim Bhondi, called it and it was good to see their enthusiasm to move things forward. A paper will come to cabinet in due course. The second linked, to an extent, the Oasis with a proposal for a Lido which originated before my time. A member of the Hunstanton Advisory Group attended along with a County officer. Work will be done to consolidate appropriate data which is already held as it was considered unnecessary to engage more external consultants at this stage as £50K (County) had already been spent.

There have been some local flooding issues which the portfolio holder, Cllr Squire, will no doubt answer questions on. To be clear, Borough officers will consider problems experienced by the public and related to floods and sewage on a case-by-case basis for particularly vulnerable or elderly residents. Indeed, they have done this in the past by providing portaloos when appropriate authorities were, for whatever reason, unable to respond quickly. These 'goodwill gestures' (an MP's words) were, apparently, wrongly attributed to Anglian Water in a letter I received. The same letter asked me to establish a protocol which would allow our officers to work with Anglian Water. I have, as yet, not fully considered my response but I found it interesting that, in the last financial year, Anglian Water made £169M profit and, in the last 10 years they paid dividends amounting to £1.5 billion. I don't think they need us to sub them but I am willing to discuss how they can better support our residents.

2 Forthcoming Activities and Developments.

Pay award

FCH Liaison meeting

Meeting the senior team at the Queen Elizabeth Hospital

Mayors Business Awards

East of England – LG White Paper Roundtable

East of England Local Authority Water Summit

College of West Anglia

3 Meetings Attended and Meetings Scheduled

In addition to cabinet meetings, cabinet briefings, communications briefings and multiple one offs with officers or councillors:

01/02/24 Norfolk Leaders Group

02/02/24 West Norfolk Transport and Infrastructure

05/09/24 BBC TV filming

09/02/14 Apprentice event

14/02/24 Opening of the mart

19/02/24 Personal safety and conflict resolution training for all councillors

21/02/24 Meeting with all of the Parish Councils

22/02/24 EELGA Assembly meeting
Council meeting