



Corporate Performance Panel

Agenda

**Wednesday, 3rd September, 2025
at 4.30 pm**

in the

**Council Chamber, Town Hall, Saturday
Market Place, King's Lynn and available
for the public to view on You Tube**



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

26 August 2025

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 3rd September, 2025 at 4.30 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

2. Minutes (Pages 5 - 12)

To approve the minutes from the Corporate Performance Panel held on 2nd July 2025.

3. Declarations of Interest (Page 13)

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.

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

4. Urgent Business Under Standing Order 7

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

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

6. Chair's Correspondence (if any)

7. Call Ins (if any)

8. Cabinet Report - Q1 2025-2026 Performance Management Report (Pages 14 - 40)

9. Cabinet Report - Quarter 1 Budget Monitoring Report (Pages 41 - 76)

10. Proposals from the Constitution Informal Working Group (Pages 77 - 109)

11. Panel Work Programme (Pages 110 - 113)

12. Cabinet Forward Decisions List (Pages 114 - 117)

13. Shareholder Committee Work Programme (Pages 118 - 125)

14. Date of Next Meeting

To note that the next meeting of the Corporate Performance Panel is scheduled to take place on 15th October 2025 at 4.30pm in the Town Hall, Saturday Market Place, King's Lynn.

15. Update and History of the Major Housing Projects and Programme (Pages 126 - 172)

A presentation will be provided to the Panel which will include:

- Programme Aims
- Governance
- Contractors
- Projects Completed
- Ongoing Projects
- Social Value

- Creating Communities
- Lessons Identified
- Questions and Answers

16. Exclusion of Press and Public

To consider passing the following resolution:

“That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”.

17. EXEMPT - Update and History of the Major Housing Projects and Programme (Pages 173 - 182)

To:

Corporate Performance Panel: S Bearshaw, J Bhondi, R Blunt (Vice-Chair), A Dickinson, B Jones, J Kirk, B Long (Chair), S Nash, J Osborne, A Ryves, D Sayers and Mrs V Spikings

Portfolio Holders:

Councillor Beales – Leader of the Council

Councillor Ring – Deputy Leader and Portfolio Holder for Business

Councillor Morley – Portfolio Holder for Finance

Officers:

Honor Howell – Assistant Director

Debbie Ess – Corporate Performance Officer

Carl Holland – Assistant Director

Alexa Baker – Monitoring Officer

James Grant – Principal Project Manager

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**CORPORATE PERFORMANCE PANEL**

Minutes from the Meeting of the Corporate Performance Panel held on Wednesday, 2nd July, 2025 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors Blunt (Chair), Spikings (Vice Chair), Bearshaw, Collingham (substitute for Long), Dickinson, Kirk, Nash, Osborne, Ryves and Sayers.

PORTFOLIO HOLDER: Councillor Ring – Deputy Leader and Portfolio Holder for Business

MEMBERS PRESENT UNDER STANDING ORDER 34: Councillors Colwell and Ware (remotely).

OFFICERS:

Alexa Baker – Monitoring Officer

Honor Howell – Assistant Director, Transformation and Change

Carl Holland – Deputy Section 151 Officer and Assistant Director Finance

Paul Lowes – Assistant Director, Corporate Services

CP26 **APPOINTMENT OF VICE CHAIR FOR THE MEETING.**

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

RESOLVED: That Councillor Spikings be appointed Vice Chair for the meeting.

CP27 **APOLOGIES**

Apologies for absence were received from Councillors Beales, Bhondi, Long, Jones and Morley.

CP28 **MINUTES**

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

CP29 **DECLARATIONS OF INTEREST**

There were no declarations of Interest.

CP30 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

CP31 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillors Colwell and Ware (remotely).

CP32 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

CP33 **CALL INS (IF ANY)**

There were no call-ins to consider.

CP34 **CABINET REPORT- LEISURE FACILITIES FEASIBILITY STUDY**

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

The Assistant Director presented the report which asked Members to consider progressing the option of relocating St James Pool to Lynnsport and a wider refurbishment of this site to RIBA stage 3.

The Assistant Director reminded Members that in 2024 Cabinet had resolved to award funding to carry out a feasibility study and as part of the study a range of options had been considered and preferred options were set out in the report.

The Chair thanked the Assistant Director for the report and invited questions and comments from Members as summarised below.

In response to a question from the Vice Chair, Councillor Spikings, the Assistant Director agreed to provide information on insurance of the facilities via email. It was also confirmed that costs of demolition and remedial costs would be included in the final scheme. The costs to take forward the feasibility study included architects, design work, planning application fees and ground surveys to achieve cost certainty.

In response to questions from Councillor Ryves, officers provided information on the cost of similar schemes and officers explained that in terms of operating the facilities, a range of options would be considered to achieve best value.

In response to a question from Councillor Bearshaw it was explained that the work would involve improvements to Lynnsport as a whole, including improvements to the current layout and more detail would be available in the RIBA Stage 3 report.

In terms of timescales, officers highlighted that they were aware of the impact of Local Government Reorganisation and Devolution.

Councillor Dickinson raised concern that the Oasis scheme was not being progressed and there was no timeline for the Hunstanton Masterplan to come forward. She commented that Hunstanton residents contributed to the economy and felt that there was disparity between Hunstanton and King's Lynn.

The Deputy Leader, Councillor Ring commented that the Oasis was costly to maintain and in need of repair or rebuild, however the Masterplan would regenerate Hunstanton and the Oasis was an integral part of this. He also referred to the Promenade and the work required to repair this.

Councillor Ring provided information on the type of pool that could be installed at Lynnsport to provide a greater offer and how the site would be looked at overall.

The Assistant Director explained that the conclusion of the study relating to the Oasis had concluded that the best location for the facility would be to remain on the promenade, therefore it would form part of the Hunstanton Masterplan area.

Councillor Spikings commented that work to the promenade and Oasis should take place at the same time to minimise disruption. She commented that the Oasis was an important facility in Hunstanton and needed an uplift.

Councillor Collingham commented that a systematic approach was needed, but hoped that work would be carried out as soon as possible for the benefits of tourists and residents.

The Assistant Director reminded the Panel of the need to provide swimming facilities for schools.

In response to a question from Councillor Ryves, it was explained that a timetable would be drawn up and this would have regard to Local Government Reorganisation and Devolution.

RESOLVED: That the Corporate Performance Panel support the recommendations to Cabinet as set out below, but wished the Cabinet to note that they were disappointed with delaying delivery of improvements to the Oasis, but understood the reasoning behind this.

That Cabinet recommend to Full Council:

- Note x 2 RIBA stage 2 reports (not full Council)
- Recommendation to progress to RIBA 3 for Lynnsport (not full Council)
- Cabinet recommends to Council an amendment to the capital programme of £1,462,184 to progress to RIBA Stage 3.
- Cabinet and council note that a further report at the end of RIBA stage 3 for Lynnsport will be brought forward in December 2025.

CABINET REPORT- REVENUE OUTTURN REPORT

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

The Deputy Section 151 Officer presented the report which set out the revenue outturn for 2024/2025 for the Council and highlighted variances, draw down from reserves, bad debt provision, pension contributions and funding to support schemes such as the Local Plan and King's Lynn Masterplan.

The Chair thanked the officer for the report and invited questions and comments from the Panel as summarised below.

In response to a question from Councillor Sayers, it was explained that a quarterly report on bad debts was produced, and these mainly came from rents from Industrial and retail units, planning fees and wrongfully claimed benefits. He explained that at year end debts work to collect income was still carried out and any write offs were presented to the relevant Portfolio Holder for consideration. The Assistant Director agreed to send further information to the Panel.

Councillor Spikings referred to the accelerated timetable for the Local Plan and commented that it was important to speed up this process. The Assistant Director explained that Planning had devised a timetable that they were comfortable with to achieve delivery.

Councillor Spikings also asked about the second homes premium for Council tax and the Assistant Director explained that this was being monitored closely, but presently collection rates had been good.

In response to a question from Councillor Ryves, the Assistant Director explained that the revised budgets reflected savings and efficiencies. He explained that some savings were banked so that they did not show as a surplus.

The Chair, Councillor Blunt commented that savings should be used to enhance services, for example Car Parking. The Assistant Director explained that opportunities for future years would be looked at, as well as earmarked reserves and investment opportunities to improve service delivery and he reminded the Panel of the Transformation programme and savings plan.

Councillor Dickinson referred to the levels of earmarked reserves and asked what would happen to these post Local Government Reorganisation. The Assistant Director explained that some were statutory earmarked reserves and a deep dive on reserve level would be carried out

Councillor Ryves asked about losses on major projects and the Assistant Director explained that this fell outside of this report and was monitored by the Member Major Projects Board.

Councillor Collingham referred to the tourism savings and felt that more money should be spent in this area, not less. The Assistant Director commented that the savings achieved could be down to more digital marketing rather than hard copies. The Deputy Leader, Councillor Ring acknowledged the importance of tourism and marketing, referred to the marketing plan which was being prepared and noted that savings could have been generated due to one Member of staff leaving the organisation.

In response to a question from Councillor Ryves, the Assistant Director provided an overview of the external audit fees, the backlog in audits and legislation which was being implemented to speed up the process. It was also noted that there was a process available for contesting fees.

RESOLVED: That the Corporate Performance Panel support the recommendations to Cabinet, as set out below.

It is recommended that Cabinet approves:

1. The draft revenue outturn position for 2024/2025
2. Review and agree the new transfers to earmarked reserves as stated in para 2.3
3. Review and agree the amendments to the Earmarked Reserves Policy

CP36

CABINET REPORT - CAPITAL OUTTURN REPORT

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

The Deputy Section 151 Officer presented the Capital Programme Outturn for 2024/2025 and provided information on capital receipts, risks and current schemes.

The Chair thanked the officer for the report and invited questions and comments from the Panel, as summarised below.

Councillor Collingham referred to the New Homes Bonus and how this was conflicting with the slowdown in the market. The Assistant Director explained that it was difficult when there was conflicting priorities and targets and pressures from Government.

In response to questions from Councillor Ryves the Assistant Director provided information on the position update, relating to the development of units and how profit share agreements were in place with contractors to manage and mitigate risk. The Assistant Director also provided information on West Norfolk Property.

RESOLVED: That the Corporate Performance Panel support the recommendations to Cabinet, as set out below:

That Cabinet:

1. Note the outturn of the capital programme for 2024/2025 of £39,656,557 including Exempt Schemes;
2. Note the financing arrangements for the 2024/2025 capital programme.

The Panel adjourned for a comfort break from 6.18pm to 6.22pm.

CP37

CABINET REPORT- 2025 STAFF COST OF LIVING PAY AWARD

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

The Panel received the report which recommended the approach to the 2025 award and the way forward from 2026 onwards which was to match the national settlement. It was noted that Trade Unions had been consulted and many other Local Authorities followed the national pay settlement.

The Chair thanked the officer for the report and invited questions and comments from the Panel, as summarised below.

In response to a question from Councillor Dickinson it was confirmed that this proposal would have no impact on Terms and Conditions, it was just relating to the pay award.

In response to a question from Councillor Spikings, it was confirmed that Performance Related Pay was a separate scheme and would not be impacted by these proposals.

Councillor Spikings raised concern if the national settlement was lower than what would normally be awarded.

In response to a question from Councillor Ryves, it was confirmed that this proposal would have no impact on the current pay scales and structures.

RESOLVED: That the Panel support the recommendations to Cabinet, as set out below.

1. That with effect from 1st April 2026, the Council agrees to adopt the National Joint Council for Local Government Services annual cost of living pay award, as determined by the national pay bargaining process on an ongoing basis.
2. That the Council agrees that its 2025 cost of living pay award should match the award agreed via the NJC national pay bargaining process.

CP38 **CABINET FORWARD DECISIONS LIST**

RESOLVED: The Cabinet Forward Decisions List was noted.

CP39 **PANEL WORK PROGRAMME**

RESOLVED: The Panels Work Programme was noted.

CP40 **SHAREHOLDER COMMITTEE WORK PROGRAMME**

RESOLVED: The Shareholder Committee Work Programme was noted.

CP41 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel was scheduled to take place on 3rd September 2025 at 4.30pm in the Town Hall, Saturday Market Place, King's Lynn.

CP42 **EXCLUSION OF PRESS AND PUBLIC**

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

RESOLVED: That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

CP43 **EXEMPT - CABINET REPORT- MICROSOFT ENTERPRISE AGREEMENT 2025-2028**

The Assistant Director presented the report and responded to questions and comments from the Panel relating to the technology available and training for Members and officers.

The Assistant Director agreed that training was crucial and would be made available to Councillors.

Councillor Bearshaw commented that it would be good to have telephone numbers for services available, so that if you did not know the officers name, you could still get through to a department via telephone.

RESOLVED: That the Corporate Performance Panel support the recommendations to Cabinet, as set out in the report with the below two additional recommendations:

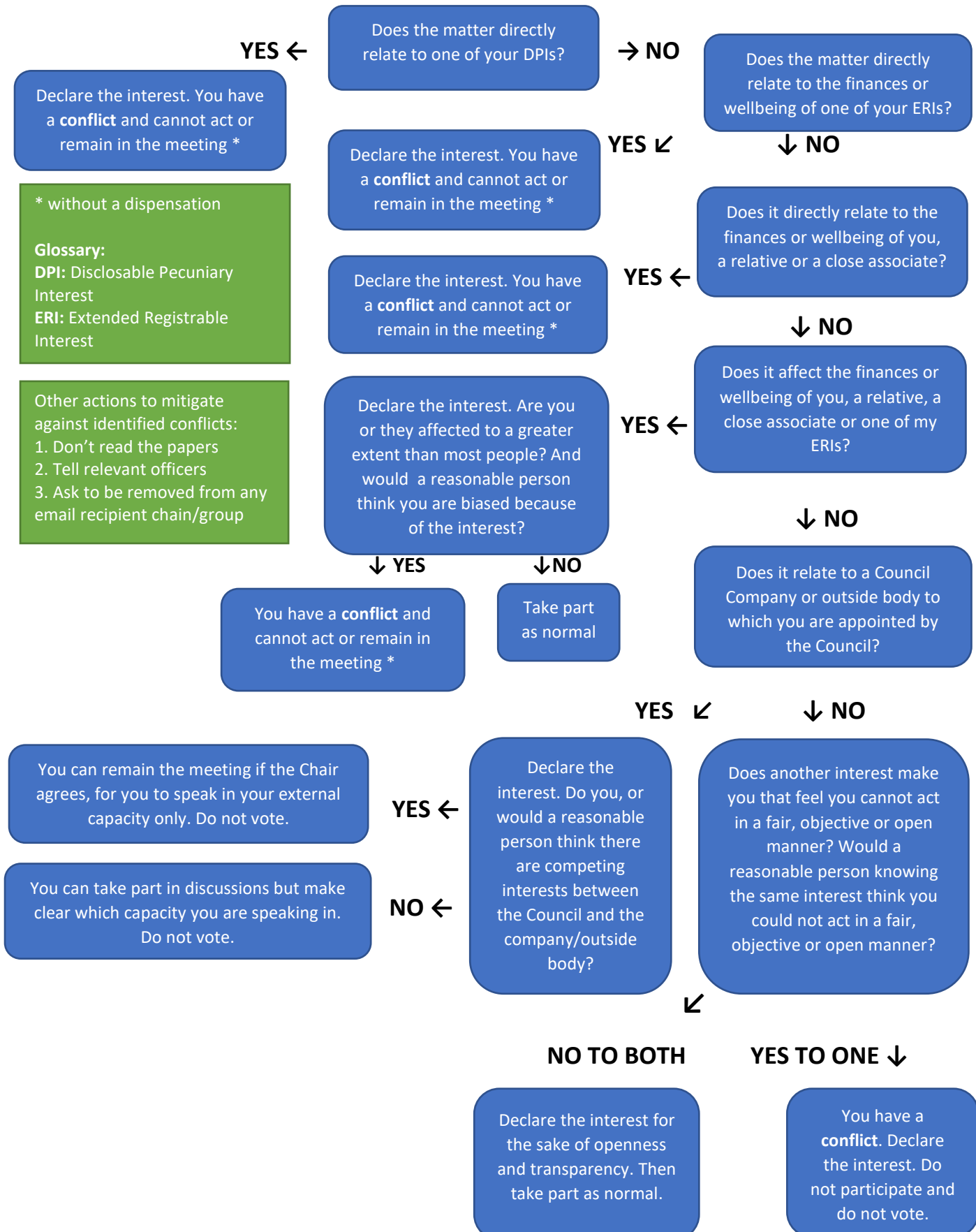
1. That Members be provided with training as required so that they could make the best use of technology available.
2. That telephone numbers be attributed to service areas rather than individuals to make it easier to contact a department.

The meeting closed at 6.55 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	3 rd September 2025		
TITLE:	Quarter 1 2025-2026 – Performance Management		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Leader		
REPORT AUTHOR:	Debbie Ess – Corporate Performance Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
The Cabinet Report presents Quarter 1 2025-2026 Performance Management.
KEY ISSUES:
Members are directed to the attached Cabinet report for full details of the key issues.
OPTIONS CONSIDERED:
Members are directed to the attached Cabinet report for full details of the options.
RECOMMENDATIONS:
The Panel are requested to consider the report and make any appropriate recommendations to Cabinet.
REASONS FOR RECOMMENDATIONS:
To scrutinise recommendations being made for an executive decision.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
Lead Member: Cllr Alistair Beales, Leader E-mail: cllr.alistair.beales@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet members			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Debbie Ess, Corporate Performance Officer E-mail: debbie.ess@west-norfolk.gov.uk Direct Dial: 01553 616282		Other Officers consulted: Senior Leadership Team			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	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: 16 September 2025

Q1 2025-2026 Performance Management Report

Summary

The Performance Management report is produced to update Cabinet on progress against the Council's Corporate Strategy and key performance indicators. This report contains information on progress made against key actions and indicators for Q1 2025-2026.

In July, Cabinet endorsed and adopted the Action Plan for 2025-2027 to enable the Council to set out their priorities for 2025-2027. In Q1, the number of actions to be monitored has increased from 26 to 55, 38 of the actions are on target, 9 actions have minor issues/delays and 2 actions have been completed. Updates on the 6 actions carried out in partnership with others are provided for information only.

An annual review of key performance indicators to monitor for 2025-2026 was completed in May and reduced from 64 to 60. In Q1, 32 performance indicators have met or exceeded targets, 7 indicators have not met target by more than 5% and 2 indicators did not meet the target by less than 5%. There are 17 indicators reported as monitor only and 2 indicators to be included when the data becomes available.

Recommendation

Cabinet Resolves:

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

Reason for Decision

Cabinet should use the information within the management report to review progress on the agreed actions and indicators and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule members can seek additional information to explain variances.

1. Background

- 1.1 The Council's 2023-2027 Corporate Strategy was approved by Council on 23 November 2023, it sets out the broad framework for the period of the administrative term 2023-2027. In July 2025, Cabinet adopted the new 2025-2027 Action Plan covering the final period of the Corporate Strategy. It outlines how key activities have been prioritised to deliver our Corporate Strategy and meet the needs of the residents of the borough.
- 1.2 The priority areas are:
 - Promote growth and prosperity to benefit West Norfolk
 - Protect our environment
 - Efficient and effective delivery of our services
 - Support our communities
- 1.3 These priorities are further defined in 37 objectives and 55 actions that are reflected in the new Executive Team Plans. These actions define what the council will do to achieve the high-level aspirations set out within the corporate strategy.
- 1.4 In addition to the corporate priorities, the Transformation Programme launched on 1st April 2025, will be an additional key area to monitor over the next two years. A quarterly update will be included in the Performance Management Report and will cover:
 - Organisational development
 - Service innovation and digital transformation
 - Enterprising our assets

2. Management Report

- 2.1 The management report focuses on each of the corporate priorities individually, providing the Corporate Leadership Team and members with an overview on the current status of projects and performance levels achieved by key indicators. A selection of people performance measures has been included to provide an overview of key employee data and features within the 'our organisation' section of the report.
- 2.2 Assistant Directors are responsible for providing the latest update on progress as well as rating each of the projects they are responsible for up to 30 June 2025. An overall summary of the actions and indicators is provided at the beginning of the report to highlight the current position for each of the priorities in place to support the delivery of the corporate strategy.
- 2.3 The Q1 2025-2026 overall position of the Corporate Strategy is reporting 81% of the current projects are on track and progressing well, 19% have minor issues or delays and 2 projects have been completed within the target date. Trend arrows indicate the performance trend on the previous reported quarter.
- 2.4 Q1 position of the Corporate Strategy for each of the corporate priorities:
 - 2.4.1 **Protect our environment and support our communities: 100% on target**
No projects recorded with an amber or red status, indicating major or minor issues/delays.

2.4.2 **Efficient and effective delivery of our services: 71% on target**

The following 4 projects have an amber status, indicating minor issues/ delays:

- Lobby Government for alternative means of Internal Drainage Board funding
- Review and determine impact of government changes to Internal Drainage Board funding
- Review the Community Infrastructure Levy (CIL) infrastructure requirements and assess the new governance arrangements
- Implement a performance management system to manage information to support decision-making

2.4.3 **Promoting growth and prosperity to benefit West Norfolk: 64% on target**

The following 4 projects have an amber status, indicating minor issues/ delays:

- Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025
- Develop and commence implementation of an investment strategy for property assets owned by the council for income generation
- Progress the West Winch Housing Access Road Project
- Progress the Southgates Masterplan

2.5 Q1 position of the key performance indicators for each of the corporate priorities:

2.5.1 **Protect our Environment: 100% on target**

All 3 performance indicators have met the agreed targets.

2.5.2 **Support our communities: 85% on target**

The following 2 performance indicators did not meet the target by more (>) than 5%:

- >5% Increase participation at all leisure and culture facilities
- >5% Reduce net subsidy per head

2.5.3 **Efficient and effective delivery of our services: 75% on target**

The following 3 performance indicators did not meet the target by more (>) than or less (<) than 5%:

- >5% Calls answered within 90 seconds
- <5% Supplier invoices paid within 30 days
- <5% Purchase orders created retrospectively after goods have been received

2.5.4 **Promoting growth and prosperity to benefit West Norfolk: 69% on target**

The following 4 performance indicators did not meet the target by more (>) than 5%:

- >5% Major planning applications provided with an extension of time (EOT)
- >5% New homes delivered in the Borough to meet the housing need target
- >5% New homes built through the Council's Major Housing Programme
- >5% Rent arrears on retail/general units

3 **Options Considered**

3.1 None.

4 Policy Implications

- 4.1 The Corporate Strategy sets the council's policy framework and as such is the council's primary policy document. All other documents and plans will need to take account of this policy framework when they are being prepared or refreshed.

5 Financial Implications

- 5.1 There are no direct financial implications of this plan as its implementation is through the existing services, programmes and budget provisions already in place.

6 Personnel Implications

- 6.1 None.

7 Environmental Considerations

- 7.1 The corporate strategy includes a specific priority focused on protecting our environment including tackling climate change. This will be progressed through the delivery of the council's climate change strategy and action plan and through related plans such as the emerging Local Plan.

8 Statutory Considerations

- 8.1 None.

9 Equality Impact Assessment (EqIA)

- 9.1 This report is reporting on the performance of projects/workstreams across the council, and as such there are no direct equality considerations related to this report however, each project/workstream that is being reported on will have had an EqIA completed.

10 Risk Management Implications

- 10.1 Progress with corporate strategy actions provides an input for risk management and may identify emerging risks and evidence improvement/ deterioration in risk scores and the delivery of mitigation measures. This will need to be factored into updates of the corporate, directorate and project risk registers.

11 Declarations of Interest / Dispensations Granted

- 11.1 None.

12 Background Papers

- 12.1 None.



Borough Council of King's Lynn & West Norfolk

Q1 2025-2026 Performance Management Report

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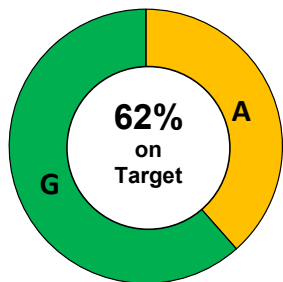
Introduction and Summary	Page
Purpose of the report	3
Summary of Corporate Strategy Projects	3
Summary of Key Performance Indicators	4
 Delivering our Corporate Strategy	
Priority: Promoting growth and prosperity to benefit West Norfolk	5
Priority: Protect our environment	7
Priority: Efficient and effective delivery of our services	10
Priority: Support our communities	13
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Our key performance indicators in detail	15
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 Delivering our Transformation Programme	21

Introduction and Executive Summary

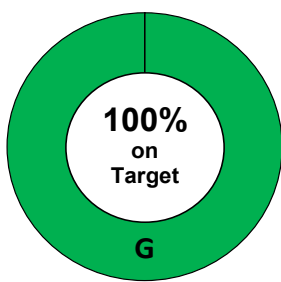
The purpose of the report is to demonstrate the performance of the Council for Q1 2025-2026 against the Council's Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the 2023-2027 Corporate Strategy and 2025-2027 Action Plan.

This report does not contain details of the numerous activities ongoing in each service area that also contribute to delivering important services which make a difference to the residents of West Norfolk.

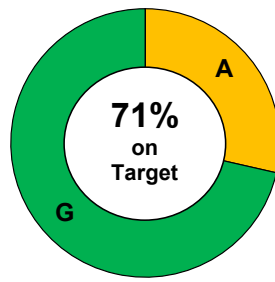
Executive summary of the Corporate Strategy - current position for Q1 2025-2026



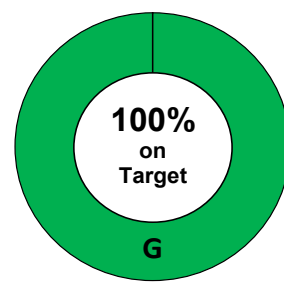
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



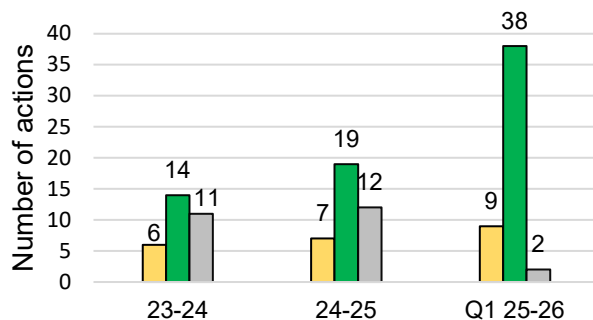
Efficient and effective delivery of our services



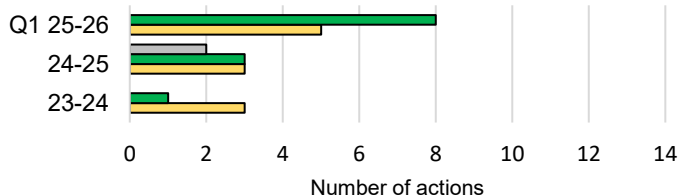
Support our communities

Corporate Priorities	Status of projects and actions				Completed
	R	A	G	B	
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	5 (38%)	8 (62%)	0 (0%)	0
Protect our environment	0 (0%)	0 (0%)	13 (100%)	0 (0%)	0
Efficient and effective delivery of our services	0 (0%)	4 (29%)	10 (71%)	0 (0%)	1
Support our communities	0 (0%)	0 (0%)	7 (100%)	0 (0%)	1
Overall position	0 (0%)	9 (19%)	38 (81%)	0 (0%)	2

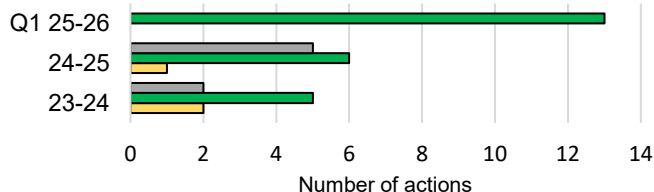
Corporate Strategy monitoring Q1 2025-2026



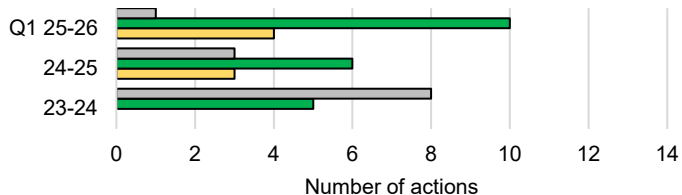
Promoting growth and prosperity to benefit West Norfolk



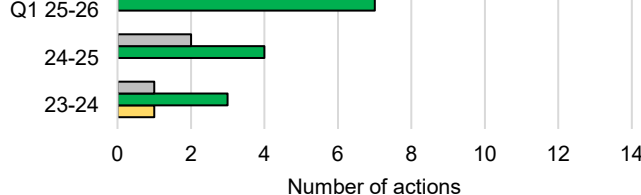
Protect our environment



Efficient and effective delivery of our services



Support our communities

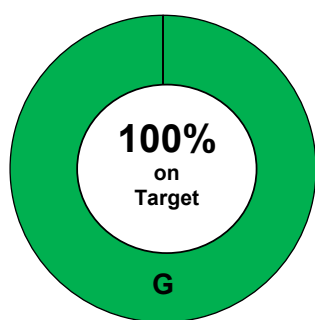


R Major issues to resolve **A** Minor issues/delays **G** Project on target **B** Project aborted/closed Project completed

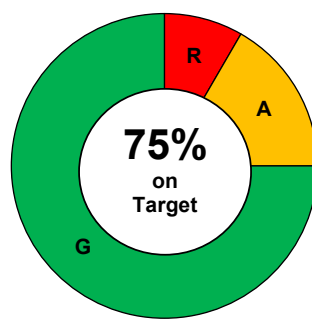
Executive summary of the Key Performance Indicators - current position for Q1 2025-2026



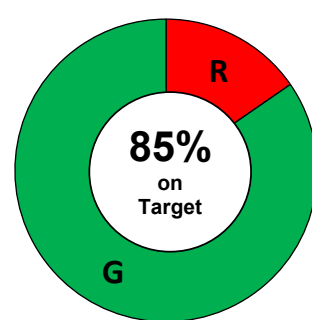
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



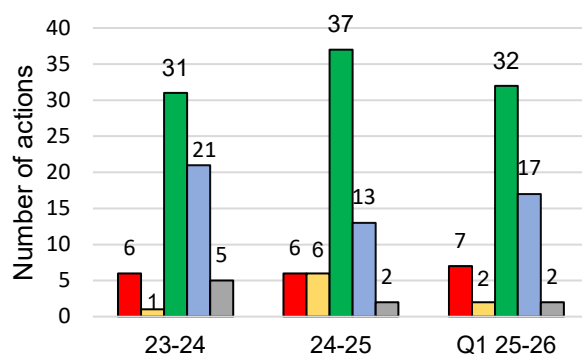
Efficient and effective delivery of our services



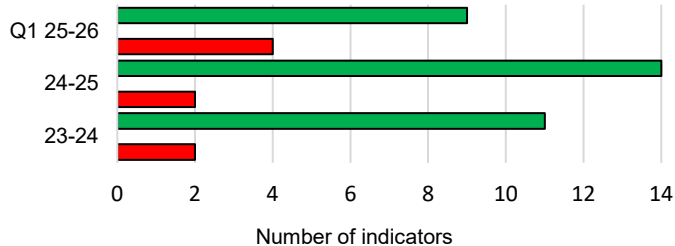
Support our communities

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	4 (31%)	0 (0%)	9 (69%)	6	0
Protect our environment	0 (0%)	0 (0%)	3 (100%)	5	0
Efficient and effective delivery of our services	1 (8%)	2 (17%)	9 (75%)	1	1
Support our communities	2 (15%)	0 (0%)	11 (85%)	5	1
Overall position	7 (17%)	2 (5%)	32 (78%)	17	2

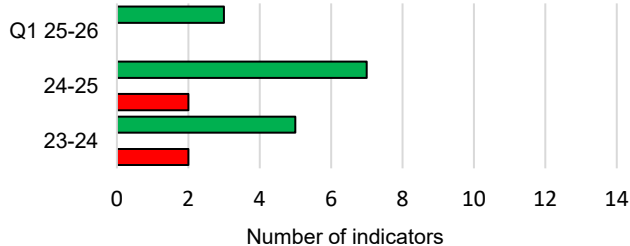
Key performance indicator monitoring



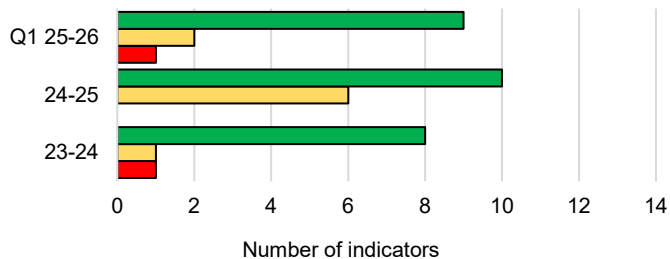
Promoting growth and prosperity to benefit West Norfolk



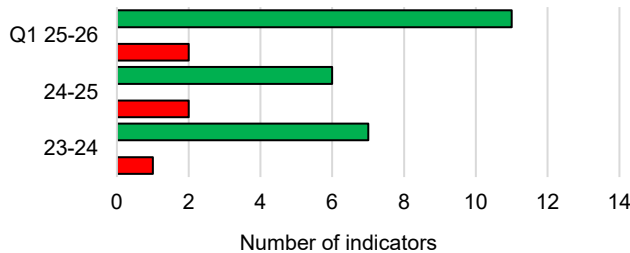
Protect our environment



Efficient and effective delivery of our services



Support our communities



R

Performance indicator is 5% or more below target

A

Performance indicator is up to 5% below target

G

Performance indicator has achieved target

M

Monitor only

Delivering our Corporate Strategy

Promoting growth and prosperity to benefit West Norfolk

To create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need; and promote West Norfolk as a destination.

Actions carried out by the council

R Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **Completed**

Project description and comments	Target Date	
Agree and deliver financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough Company Boards are being supported on the development of their financial strategy and financing agreements have been drafted for board consideration. At the same time, additional funding from the Local Authority Housing Fund has been awarded and needs to be considered as part of the financial strategy. Q2 actions: Once considered and if agreed by Company Boards and approved by Council, financing agreements will be actioned within the financial year.	Ongoing	G ↔
Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025 Discussions held with the Informal Transport Working Group and Regeneration and Development Panel on strategy priorities and opportunities during Q4 2024/25. Q2 actions: Updated draft strategy received for internal review by officers and forthcoming cabinet briefing.	Dec 2025	A ↔
Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan Detailed survey put on hold pending disposals strategy. Interim photographic schedule to be arranged. Q2 actions: Co-ordinate photographic schedule.	Mar 2026	G ↔
Develop and commence implementation of an investment strategy for property assets owned by the council for income generation Initial asset challenge review is completed. Rent reviews, lease renewals, lettings and sales now outsourced to maximise income generation of existing assets. Other properties have been identified for disposal and capital receipts. Q2 actions: Further work on progress disposals and capital receipts.	Oct 2025	A ↔
Review and develop existing events programme across the Borough Additional logistical challenges and a 20% budget reduction is making delivery of the programme of events difficult and resource intensive. Q2 Actions: Continue to deliver the 2025-2026 programme.	Ongoing	G ↔
Develop the investment plan for West Norfolk Economic Growth Officer appointed to lead on the drafting of the Action Plan for the West Norfolk Economic Strategy (WNES). Progression of the Masterplans for King's Lynn and Hunstanton and preparation of the Neighbourhoods Regeneration Plan will inform the preparation of the final Investment Plan. Q2 actions: Review work from the WNES to prepare the Action Plan, progression of masterplans and regeneration plan will inform the drafting of the Investment Plan during Q3-Q4.	Mar 2026	G

Project description and comments	Target Date	
Complete housing needs assessment It has been agreed with Planning Policy that the Housing Needs Assessment will be progressed to completion to support the new Local Plan. Initial discussions have been held with consultants and timescales for delivery are awaited. Q2 actions: Agree timescales for completion with consultants.	Nov 2025	G
Progress the West Winch Housing Access Road Project The Constitution Hill planning application has been granted permission with all S106 agreements signed securing planning obligations including land required for the housing access road. Discussions with landowners regarding a Collaboration agreement are ongoing. Q2 actions: Continue discussions with landowners regarding collaboration agreement.	Aug 2026	A
Progress the Southgates Masterplan RIBA 2 design on the development sites and RIBA 3 on the strategic landscaping for the masterplan is completed. Final planning strategy awaited following decision by Norfolk County Council to remove highways and active travel element of the masterplan from the King's Lynn Sustainable Transport and Regeneration Scheme Levelling Up Fund project. Q2 actions: Due to the extensive consultation, design and technical work undertaken to date across the 3 workstreams, the development of the overall masterplan is in a position to progress to Outline Business Case in preparation for other funding streams to be available under Devolution in 2026/27. Immediate works to the area of Southgates to be explored.	Ongoing	A
Progress the King's Lynn Masterplan A brief has been prepared, Cabinet report approved, procurement process commenced and engagement with key landowners undertaken. Q2 actions: Appointment of multidisciplinary team to be completed and inception and baseline work to commence.	May 2026	G
Progress the Hunstanton Masterplan Initial baseline work undertaken and options being developed for wider internal and external engagement. Q2 actions: Wider internal and external engagement on draft masterplan to commence.	Nov 2025	G
Promote the King's Lynn Enterprise Park Marketing plan and new branding launched early in 2025 and the site has been promoted at UK Real Estate Investment and Infrastructure Forum. Brown & Co will be appointed from July 2025 as agent to promote and manage enquiries in line with the marketing plan. Q2 actions: Joint site promotion will launch by Brown & Co and marketing agent in August 2025.	Sept 2025	G
Deliver the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) for 2025/26 Full UKSPF and REPF funding for 2022/25 confirmed following the 2024/25 year end submission. UKSPF and REPF programme for 2025/26 was agreed by Cabinet in March. Rural Community grant scheme and West Norfolk Rural Business Grant are in process. Q2 actions: Finalise Rural Community Grant awards. Progress Rural Business Grant applications. Agree allocation of uncommitted UKSPF with West Norfolk SPF Programme Board.	Sept 2025	A

Actions carried out in partnership with others (Information only)

Project description and comments
Work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the St Georges Guildhall project There is on-going contact with the CIO and work continues on fundraising matters. A trustee of the CIO regularly attends the Guildhall project meetings.
Engage with schools and colleges particularly in relation to skills development The council continues to facilitate the West Norfolk Headteachers Network. Support has been provided to run a small grant scheme to support attainment (in core subjects), this funding has supported 13 local primary schools with a range of projects and initiatives designed to develop skills in core attainment subjects and improve attainment. We will be seeking feedback on the impact of these projects in September 2025. The skills and attainment budget, and associated activities, are currently under review following the merger of the Corporate Policy and Corporate Governance teams.

Protect our environment

To create a cleaner, greener, and better protected West Norfolk by considering environmental issues in all we do and by encouraging residents and businesses to do the same.

Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date	
Work proactively to support residents, regardless of tenure, to access funding for energy efficiency improvements and to continue to work to alleviate fuel poverty Continue to work with the Integrated Care Board to proactively identify eligible residents for Eco-Flex property upgrades. Promotion of self-referral portal for domestic energy efficiency improvements and continued use of Beat your Bills events with the Lily/Careline team and Community Action Norfolk. Q2 Actions: Mail out to eligible households for the Warm Homes government grant. Active promotion of Thinking Fuel initiative and provide further Beat you Bills roadshows.	Ongoing	G ↕
Adopt the new Climate Change Strategy and Action Plan Contextual data analysis has been completed on carbon emissions and the council's carbon footprint for 2023/2024 has been published. The Department for Net Zero and Energy Security published territorial carbon emissions data on 3rd July 2025. Discussions were held with directorate management and portfolio holder on potential focus of draft strategy. Q2 Actions: Undertake risk assessment and prepare draft strategy for internal consultation by the end July 2025.	Sept 2025	G ↕
Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment Projects include the installation of solar panels and maximising the use of existing heat pumps. LED lighting upgrades are in progress and an investigation for the provision of EV charging at KLIC. Q2 Actions: Continue to seek opportunities.	Mar 2026	G ↕

Project description and comments	Target Date	
Develop and deploy a climate change assessment tool for council policies and projects Governance and Democratic Services are working on the development of the assessment tool to assist with the decision making and evaluation of environmental and social impacts. Q2 actions: Consult with a wide range of officers on the proposed design.	Mar 2026	G ↑ A
Create a community orchard at South Lynn The footpath and CCTV column installation has been completed, concrete bases for benches are prepared for installation by October. An inspection of the trees was undertaken and weekly watering has been underway since mid-May 2025. Q2 Actions: Installation of CCTV cameras, benches, dog bin, waste bin, raised beds and design of interpretation board by October 2025.	Mar 2026	G ↔
Upgrade street lighting and other council assets with energy-efficient LED lighting The street lighting contract was awarded to AMEY and works are due to commence imminently. Q2 Actions: Oversee the contract.	Jun 2026	G ↔
Complete a review of the vehicle fleet Consultant's report was received at the end of May, the Corporate Leadership Team have considered the report and recommendations for a demonstrator project on 1st July. Capital programme planning work underway. Q2 Actions: Provide update to the Climate Change Informal Working Group on 29th July. Subject to identification of financial resources, commission upgrade of depot electrical infrastructure to support electric vehicle charging. Commission consultants to support implementation of a demonstrator project by October 2025.	Apr 2027	G ↔
Promote householder group buying scheme Solar Together campaign for 2024/2025 closed at the end of June. In total, 65 solar PV installations, 64 battery storage systems, 5 retrofit battery storage systems and 7 EV charge points were installed. Preparations for 2025/2026 Solar Together campaign is complete. Q2 Actions: Registrations are open for Solar Together campaign until September. Distribute targeted mailshot to residents, decision phase for interested residents until December 2025 and installations completed by July 2026.	Aug 2027	G
Procurement Strategy on net zero Since the implementation of the Procurement Act 2023 and the Council's new standing orders on 24th February 2025, quality questions have been developed to be included in tender documents. In Q1 there were no tenders available to be advertised under the new regime. Q2 Actions: We anticipate there will be four tenders to be advertised during Q2 and will include a question on how contractors will support the council's climate change strategy, a copy of the strategy will be included in all tender packs.	Mar 2027	G
Air Quality Action Plan and Strategy The 2024 Annual Status Report (ASR) concluded that the Railway Road Air Quality Management Area (AQMA) was no longer justified, as air quality levels now meet the relevant NO2 air quality objectives. The ASR has been submitted to DEFRA for auditing, and we await their response. Q2 Actions: A draft Cabinet report is being prepared to withdraw the AQMA and this would lead to the Air Quality Action Plan (AQAP) being replaced by an Air Quality Strategy in due course.	Jun 2027	G

Project description and comments	Target Date	
Implement the Hunstanton Coastal Management Plan Repairs package was completed in June 2025. Q2 Actions: Final version of the Geotechnical report to be received. Start to consider the implications and relevant actions for the Hunstanton capital sea defence works.	Aug 2028	G
New Local Plan Internal preparation work for a new local plan has commenced, as has Duty to Cooperate (DtC) conversations with all the planning authorities in Norfolk and our other neighbours. By Autumn 2025, Government to confirm the detail of the new plan-making system, this requires further policy, guidance, templates, and possibly legislation, the process cannot commence until this has been confirmed and is in place. The overall time scale envisaged in the new system is 30 months (with an additional 4-month lead in) once the LPA formally starts the process and then once submitted for final examination the planning inspectorate are in charge of the timetable. The end date will be dependent upon the start and the process, as well as being condensed if more tightly structured. Q2 Actions: Continue to actively monitor information/announcements from government regarding the new plan-making system. Also continue with DtC engagement and gearing up with preparatory work where possible, with a view to starting the process as soon as we are in a position to do so.	Dec 2028	G
Hold a climate change focused business expo in 2025 and 2027 A Business Expo will be held on 23rd September 2025 (10am-4pm) at the Corn Exchange, King's Lynn. Norfolk Chamber of Commerce have been commissioned to organise and deliver the event see https://norfolkchamber.co.uk/chamber-events/climate-change-expo-kings-lynn/ Q2 Actions: Ongoing social media communications by the council to support promotional work by Norfolk Chamber of Commerce. Conduct an evaluation report by November 2025.	Nov 2027	G

Actions carried out in partnership with others (Information only)

Project description and comments
Engage with Anglian Water (AW) and the Environment Agency (EA) to improve sea and river water quality Results from the first two months of the sampling season are encouraging despite interventions which have been exhausted. Continue with inter-organisational working.
Engage with Anglian Water (AW) and the Environment Agency (EA) concerning the shingle ridge at Heacham and Hunstanton sea defences Meetings have been held with partners regarding the ongoing work to maintain the shingle ridge flood defences. Further meetings have been held as part of the Wash East Coastal Management Strategy review.
Participate in a regional benchmarking exercise to understand our preparedness for new procurement requirements that consider economic, social, environmental and cultural factors to determine Scope 3 emissions The council is representing the Norfolk Climate Change Partnership on the Regional Climate Change Forum (RCCF) from July 2025. The regional project has three workstreams: <ol style="list-style-type: none"> 1. Developing local economies 2. Collaborative working with common contractors 3. Knowledge sharing and community of practice Workstream 1 is being led by consultants and will deliver 3 best practise guides for councils to use. Remaining workstreams are being progressed by a RCCF Sustainable Development and Joint Procurement subgroup.

Project description and comments
Work with stakeholders supporting the delivery of the Norfolk Net Zero Communities project in the parish of Marshland St James <p>The project was completed in July. End of project facilitated meetings were held with a wide range of stakeholders in June, and the project lead issued a report to the funders, Innovate UK, in July 2025.</p>

Efficient and effective delivery of our services

To provide cost-effective, efficient services that meet the needs of our local communities, promote good governance, and provide sustainable financial planning and appropriate staffing.

Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date	
Lobby Government for alternative means of Internal Drainage Board funding <p>We are still waiting for confirmation of the allocations from Ministry of Housing, Communities and Local Government (MHCLG) for the £5m grant for 2025/2026 for IDB levies. The Special Interest Group (SIG) continue to meet regularly and lobbying continues for a permanent solution to be found. Defra are commissioning a review to support a future funding solution but this continues to be delayed. It is expected that the outcome of the review may not be known for another year which is beyond the spending review committed to by Government for 2026/2027.</p> <p>Q2 actions: A meeting has been set up with Nico Heslop, MHCLG at the LGA Conference for SIG representatives to discuss further.</p>	Mar 2026	<div style="background-color: yellow; text-align: center; padding: 5px;"> G ↓ A </div>
Review and determine impact of government changes to Internal Drainage Board funding <p>Meetings with IDBs have taken place to understand the context of a number of consultations that are taking place at the moment and the financial implications for the council. The Chief Executive and the Deputy Chief Executive have both responded separately to IDBs on these matters.</p> <p>Q2 actions: A further consultation by Defra on 'Reforming approach to floods funding' is being reviewed and a draft response being prepared for submission by the deadline of 29th July 2025.</p>	Mar 2026	<div style="background-color: yellow; text-align: center; padding: 5px;"> A ↔ </div>
Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme <p>At the Sustainable Travel Working Group meeting held on 16th May, responsibility for active travel transferred from Corporate Policy to the Climate Change Team. Focus continues on developing an active travel plan to be presented to the Corporate Leadership Team.</p> <p>Q2 actions: Arrange for bike sheds to be cleared and new locks to be fitted. Property Services to issue keys and maintain a register. Next meeting to be held in September.</p>	Mar 2026	<div style="background-color: green; text-align: center; padding: 5px;"> G ↔ </div>
Develop a transformation programme and commence a review of the council and its operations to ensure it is efficient and 'fit for the future' <p>The council's Transformation Programme commenced officially on the 1st April. The transformation programme covers three key pillars of transformation:-</p> <ul style="list-style-type: none"> • Organisational Development • Service Innovation and Digital Transformation • Enterprising our Assets <p>All projects have commenced and a timeline against each project has been developed. A quarterly update on the transformation programme workstreams will be included in the Performance Management Report from Q1 2025-2026.</p>	Ongoing	<div style="background-color: green; text-align: center; padding: 5px;"> G ↔ </div>

Project description and comments	Target Date	
<p>In addition to the projects covered within the transformation programme framework, the Project Management Office is also co-ordinating the rollout of Docusign across the organisation and a project to review and improve the working environment in Kings Court. This will involve refreshing our meeting room space, reviewing workspace and the working environment in general.</p> <p>Q2 Actions: Continue with the rollout of Docusign, and the outputs identified and reported as part of the transformation programme. Commence the project to review and refresh the working environment in line with new working practices and hybrid working.</p>		
<p>Review the Community Infrastructure Levy (CIL) infrastructure requirements and assess the new governance arrangements</p> <p>Planning Advisory Service have undertaken a review of CIL Governance with the report being received on 29th May 2025 and recommendations being made.</p> <p>Q2 Actions: Recommendations including draft CIL Policy and Spending Strategy documents will be taken to CIL Spending Panel on 29th July for discussion and associated decisions. Subject to review and amendments identified, will go to Cabinet for approval of documents on 16th September.</p>	Sept 2025	A ↔
<p>Analyse and identify actions arising from a staff survey, including development of corporate values</p> <p>A project team has been formed to develop corporate values and behaviours.</p> <p>Q2 Actions: Staff sessions will be undertaken to develop values during August and September with a session arranged for councillors. Report to Corporate Leadership Team and Cabinet in October/November. Work on behaviours will then follow.</p>	Mar 2026	G ↔
<p>Develop a Digital Strategy</p> <p>Review was commissioned of digital approach and commenced in Q1 in partnership with Entec SI.</p> <p>Q2 Actions: Review to be completed and digital road map presented to Corporate Leadership Team and shared with Cabinet and Strategic ICT group.</p>	Mar 2027	G ↔
<p>Implement a performance management system to manage information to support decision-making</p> <p>The Interim Corporate Governance Manager has been recruited and a review of the Governance team structure and associated job descriptions is underway.</p> <p>Q2 actions: Work continues with the implementation of the system. Report templates will be produced and consultation with Portfolio Holder and Corporate Leadership Team on the format of the reports will commence.</p>	Sept 2025	A ↔
<p>Engage in formal Land Registry Migration Project</p> <p>The Discovery and Design report has been received, signed off and returned to HM Land Registry (HMLR) in June. We will continue to validate our spatial data for listed buildings and scheduled ancient monuments.</p> <p>Q2 actions: Contact HMLR to establish timescales for receiving a draft project plan and commencement date.</p>	Ongoing	G ↔
<p>Engage with the Devolution programme to deliver the best outcome for West Norfolk</p> <p>The Chief Executive is a member of the Devolution Programme Board and is fully engaged with the discussions between Norfolk County Council and Suffolk County Council on the set up of the Strategic Authority. This will include the Target Operating Model of the Strategic Authority and how it will work with the future unitary authority(s).</p>	Mar 2027	G

Project description and comments	Target Date	
<p>Q2 Actions: Continue to meet with the Devolution Programme Board on the set up of the Strategic Authority and report to the Leader/Cabinet on any impact on West Norfolk.</p>		
<p>Engage with the Local Government Reorganisation (LGR) programme to deliver the best outcome for West Norfolk</p> <p>Following the submission of the Interim Plan in March 2025, the 6 District Councils are now working with a Strategic Partner on the full business case for a three unitary submission to MHCLG in September 2025. Consultation and engagement events are currently being worked on throughout July and the consultation ends on 31st July. The response and comments received from the engagement will then be considered for the full business case. The Subject Matter Experts workstreams on Adult Social Care, Human Resources and Housing have now met and a large amount of financial data has been collected which will be analysed to inform the full business case.</p> <p>Q2 Actions: Continue to work with the other 5 district councils to develop the full business case for a three unitary model of government for Norfolk for submission to MHCLG in September 2025.</p>	Mar 2027	G
<p>Improve governance and assurance of corporate health and safety</p> <p>Pre-market engagement was undertaken and completed, a preferred contractor to undertake a review of the governance and assurance work has been identified.</p> <p>Q2 Actions: Contract negotiations with the preferred contractor to be completed and contract awarded.</p>	Nov 2025	G
<p>Delivery of the Council's Medium Term Financial Strategy (MTFS)</p> <p>A quarterly forecast against the MTFS is provided to Cabinet throughout the year. Data for Q1 is being prepared in July for consideration by the Corporate Leadership Team and Cabinet.</p> <p>Q2 Actions: Income from discretionary fees and charges and savings expected under the Savings and Efficiency Plan, will be monitored and the impact on the forecast as at Q2 will be reported.</p>	Annual	G
<p>Development of the Corporate Leadership Team and service managers</p> <p>Programme of team coaching commissioned from SOLACE for Corporate Leadership Team. People Management Passport to support performance management commissioned and in delivery from Birketts.</p> <p>Q2 Actions: Team coaching commences over the summer for Corporate Leadership Team.</p>	Mar 2026	G
<p>Implement and embed improvements to internal and external communications and engagement</p> <p>The communications and engagement service development plan has been implemented.</p>	Completed	

Support our communities

To support the health and wellbeing of our communities, help prevent homelessness, assist people with access to benefits advice and ensure there is equal access to opportunities.

Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date	
Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers <p>Care leavers have been included in our EIA process as a recognised group and are given specific consideration when officers are developing new policies, services, events and functions. A range of initiatives have taken place to engage care leavers in the development of our 'local offer', unfortunately these initiatives received little to no engagement from care leavers, despite working with the relevant teams at Norfolk County Council.</p> <p>Q2 actions: A review of how we progress this work is planned.</p>	Ongoing	G ↔
Further develop 'Creating Communities' events <p>Creating Communities events have been held at Florence Fields and Salters Road. Two community leaflets and one statutory based leaflet have been created and are available on the council's website. The community leaflets focus on voluntary and community groups / organisations, and the statutory leaflet concentrates more on key services from organisations such as the Borough Council, Norfolk County Council, health and emergency services. Currently in discussions with Allison Homes to create a leaflet for the Wootton area.</p> <p>Q2 actions: Continue with the agreed events to integrate communities and increase the prosperity for the areas.</p>	Ongoing	G ↔
Undertake a review of the council's equality policy and continue to progress a range of workstreams to support equality, diversity and inclusion (EDI) <p>The revised EDI policy was withdrawn from the democratic approval process, after being presented to Corporate Performance Panel, following the Supreme Court ruling on the definition of 'sex' as defined within the Equality Act 2010. We are still waiting on further guidance on the implications of this ruling. Equalities Impact Assessment (EIA) training was delivered to key officers and members</p> <p>Q2 actions: The Corporate Equalities Working Group continues to meet to progress the various workstreams that have been identified to support the ongoing development of our approach to equality, diversity and inclusion. Continue to deliver EIA training on a rolling basis and build it into the council's training plan.</p>	Ongoing	G ↔
Develop a Health and Wellbeing Strategy and Action Plan <p>Strategy to be aligned to year 1 Marmot recommendations due in October 2025.</p> <p>Q2 Actions: To keep Health and Wellbeing Partnership informed of Marmot review progress.</p>	Apr 2026	G
Develop 5-year Strategy for Leisure and Culture ensuring growth and additional partnership working <p>A strategy day was held with Alive Senior Leadership Team to determine the projects to link to the council's corporate strategy and priorities.</p> <p>Q2 Actions: Draft strategy to be circulated for feedback and input from Corporate Leadership Team and Cabinet. Finalise Strategy by September 2025</p>	Jun 2026	G

Project description and comments	Target Date	
<p>Develop and support partnerships with key stakeholders to deliver improved health and wellbeing for West Norfolk Residents drawing on outcomes of Health & Wellbeing Strategy and Marmot recommendations</p> <p>First Marmot stakeholder workshop was delivered in Hunstanton and feedback collated and published on the Health Equity Network. Planning of second and third workshops in Downham Market and King's Lynn. Launch of West Norfolk Marmot group on the Health Equity Network.</p> <p>Q2 Actions: Deliver Downham Market workshop. Plan individual stakeholder sessions with the Institute Health Equity (IHE) to inform draft recommendations and provide support with the development of the draft recommendations. Develop comms strategy for draft recommendations</p>		G
<p>CIC transformation plan</p> <p>Phase one is complete with the implementation of the MITEL omni-channel software, softphones, and remote working. Phase two is underway, with a proof of concept being produced by the Corporate Web Team to demonstrate the Talkative Digital Helper on web chat.</p> <p>Q2 Actions: The CIC is reviewing waste information on our website, reviewing historic web chats, and producing FAQs for the AI Knowledge Base. The plan is to launch the Talkative Digital Helper on web chat in Summer 2025, starting initially with the waste service. A business case is to be written for Talkative VOICE, this is to replace the switchboard and IVR options (call routing to queues), plus answer quick and simple customer enquiries instead of being transferred to a CIC Advisor.</p>	Nov 2025	G
<p>Develop a Community Engagement Strategy as part of the Corporate Peer Challenge Action Plan</p> <p>The council now has an engagement framework and consultation standards and processes are in place.</p>	Completed	

Managing the Business

Our Performance Indicators in detail



Performance indicator is 5% or more below target



Performance indicator is up to 5% below target



Performance indicator has achieved target



Monitor only

Promote growth and prosperity to benefit West Norfolk

Ref	Performance indicator	2024/25	2025/26				Target		Comments
			Q1	Q2	Q3	Full Year			
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	93%	92%				70%	G ↕	
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	94%	80%				60%	G ↕	Two major applications not granted with EOTs has impacted the Q1 figure
1.3	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	3.03%	3.06%				10%	G ↕	
1.4	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	0.85%	0.93%				10%	G ↕	
1.5	% of major planning applications provided with an extension of time (EOT)	50%	60%				50%	G ↓ R	Two of the five major applications were not granted with EOTs
1.6	% of non-major planning applications provided with an extension of time (EOT)	25%	33%				40%	G ↕	
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0				Monitor Only	M	
1.8	% of new enforcement cases actioned within 12 weeks of receipt	85%	85%				85%	G ↕	

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
1.9	No of new homes built through the Council's Major Housing Programme	97	14				124 (Q1 18)	R↔	Delay due to a design feature which required additional architectural input.
1.10	No of new Affordable Homes delivered by the Major Housing Programme	61	1				25 (Q1 3)	G↓R	
1.11	% of rent arrears on industrial units	5.11%	4.80%				5%	G↔	
1.12	% of rent arrears on retail/general units	6.94%	9.50%				6%	G↓R	The increase relates to one tenant, talks to resolve the issue are in place.
1.13	King's Lynn long stay car parking tickets purchased	162,127	43,987				162,127	G↔	Cumulative data
1.14	King's Lynn short stay car parking tickets purchased	1,033,739	254,209				1,033,739	G↔	Cumulative data
1.15	Local (West Norfolk) contracts awarded to SMEs: (include %, number and value)	-	67% 2 £70,829				Monitor only	M	
1.16	Non-local contracts awarded to SMEs: (include %, number and value)	-	85% 11 £1,497,074				Monitor only	M	
1.17	Capital contracts awarded to SMEs: (include %, number and value)	-	100% 3 £694,100				Monitor only	M	
1.18	Revenue contracts awarded to SMEs: (include %, number and value)	-	77% 10 £603,803				Monitor only	M	
1.19	No of new homes delivered in the Borough to meet the housing need target	427	78				Monitor only	M	554 target

Protect our Environment

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
2.1	% of street lighting within the borough converted to LED	30.24%	30.24%				Monitor only	M	Cumulative data
2.2	Solar power (kWh) generated across council sites	488,227	171,690				Monitor only	M	Cumulative data
2.3	No of brown bins in use for composting	29,430	29,718				29,000	G ↕	
2.4	Total tonnage of garden waste collected and treated	11,123	3,250				11,000	G ↕	Cumulative data

Ref	Performance indicator	2024/25	2025/26					
			Q1	Q2	Q3	Full Year	Target	Comments
2.5	Total tonnage of food waste collected and treated	1,655	380				Monitor only	M Cumulative data
2.6	Total tonnage of mixed recycling collected and treated	14,082	3,506				Monitor only	M Cumulative data
2.7	No of fly tipping incidents recorded	2,267	480				Monitor only	M Cumulative data
2.8	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%				95%	G ↕

Efficient and effective delivery of our services

Ref	Performance indicator	2024/25	2025/26					
			Q1	Q2	Q3	Full Year	Target	Comments
3.1	% of calls reduced by web chat	86%	86%				75%	G ↕
3.2	% of calls answered within 90 seconds	75%	61%				75%	G ↓ R Q1 is a peak period for council tax calls, up by 12% on 24/25, issues of staff sickness and recruitment are being reviewed.
3.3	% of press releases covered by media within one month of being issued	97%	100%				95%	G ↕
3.4	% of supplier invoices paid within 30 days	98%	98%				99%	A ↕
3.5	% of local supplier invoices paid within 10 days	93%	97%				96%	G ↑ A
3.6	% of Council Tax collected against outstanding balance	97.1%	28.1%				97.1%	G ↑ A Cumulative data
3.7	% of Business Rates collected against outstanding balance	98.6%	33.7%				98.6%	G ↕ Cumulative data
3.8	% of BID Levy collected	95.4%	55.8%				97.5%	G ↑ A Cumulative data
3.9	No of completed fraud/corruption investigations including data matching exercises	9,753	Fraud is currently in transition between services following some structure changes and arrangements are currently underway to establish responsibilities to take this work forward. An update will be provided in Q2.				5,000	
3.10	No of cyber security incidents reported	0	0				Monitor only	M

Ref	Performance indicator	2024/25	2025/26					
			Q1	Q2	Q3	Full Year	Target	Comments
3.11	% spend in compliance with authorised procedures	-	95%				95%	G
3.12	% of "open rate" for the Our News staff e-newsletter	-	99%				95%	G
3.13	% of purchase orders created retrospectively after goods have been received	81%	58%				30%	A
3.14	% of savings delivered and forecast towards the 2025/2026 Savings and Efficiency Plan	-	11%				100%	G

Support our communities

Ref	Performance indicator	2024/25	2025/26					
			Q1	Q2	Q3	Full Year	Target	Comments
4.1	No of people in bed and breakfast and nightly paid accommodation	320	70				Monitor only	M
4.2	Spend on bed and breakfast, nightly paid accommodation and block bookings (gross)	£508,442	£125,245				Monitor only	M Cumulative data
4.3	No of households prevented from becoming homeless for a minimum of 6 months	89	19				Monitor only	M Cumulative data
4.4	No of verified rough sleepers	1	3				Monitor only	M
4.5	No of days to process new housing benefit and council tax support claims	15	14				20	G ↔
4.6	No of days to process housing benefit and council tax support changes of circumstances	20	18				20	G ↑ R
4.7	% of food premises achieving a rating of 3 or above	94%	100%				90%	G ↔
4.8	% of housing adaptations completed within time	77%	80%				80%	G ↑ R

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
4.9	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	2,001	549				1,400	G↔	Cumulative data
4.10	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	89%	97%				80%	G↔	
4.11	No of young people engaged through UKSPF Employability and Skills Project	302	76				190	G↔	Cumulative data
4.12	No of HMO licence applications received	-	1				Monitor only	M	Cumulative data
4.13	% of HMO licence applications receiving a draft licence or draft refusal within 45 working days of application validation	-	100%				80%	G	
4.14	Increase participation at all leisure and culture facilities	-	-2%				5%	R	Review the swimming programme and focus on opportunities from working with KL Town FC
4.15	Increase the number of outreach activities into the community	-	13%				10%	G	
4.16	Improve Alive customer satisfaction levels	-	Annual data to be reported in Q4				5%		Data release from Net Promoter Score (NPS) in March 2026
4.17	Increase number of Alive participants on exercise referral or special populations programme	-	86%				10%	G	
4.18	Reduce net subsidy per head	-	47%				-5%	R	Plans to stimulate income growth and reduce operating costs are in place.
4.19	Energy usage per user	-	-11%				-10%	G	

Our Organisation

The following is a selection of our people performance measures:

Performance Indicator		2024/25	2025/26					Summary Notes Ref
		Full Year	Q1	Q2	Q3	Full Year	Target	
Permanent staff	Total established permanent posts	572	707				-	(1)
	Total permanent post FTE	537.34	651.20				-	(1)
	Total number of people in established posts	537	667				-	(1)
	% of voluntary permanent staff turnover (cumulative)	9.82%	2.27%				12%	(2)
	Number of voluntary leavers from permanent roles (cumulative)	50	16				-	(3)
	Number of starters to permanent roles (cumulative)	47	12				-	(3)
	Average no of working days lost to sickness absence per permanent employee FTE (cumulative)	10.85	2.20				8.7 days	(4)
	Number of permanent employees who have had a period of long term sickness (cumulative)	70	17				-	(5)
	% of employees undertaking an apprenticeship	3.8%	2.6%				2.3%	
Temporary staff	Total number of temporary posts	22	27				-	(6)
	Total number of temporary staff FTE	19.46	25.43				-	(6)
	Average no of working days lost to sickness absence per temporary employee FTE (cumulative)	5.79	0.81				-	(7)

Position summary

1. The staffing numbers reflect the Alive West Norfolk staff TUPE transfer to the Borough Council from 1st April 2025.
2. Voluntary turnover rate remains within the anticipated turnover levels.
3. Indicators in relation to the number of voluntary leavers from permanent roles and the number of starters to permanent roles should be read in isolation from each other due to the time lag between resignation of one employee and start date for a new employee, which often spans any particular quarter.
4. The average number of working days lost due to sickness absence by permanent employees is below the Q1 2024-25 figure of 2.64 days. HR are supporting proactive management by managers to address sickness absence issues during 2025/26.
5. Number of employees who have had a period of long term sickness in Q1 is below the Q1 2024-25 figure of 27. It is not a record of the number of employees who are absent due to long term sickness at that point in time.
6. The number of temporary staff will vary due to the temporary needs that occur, this number includes short term temporary staff, and also longer term fixed term contracts which also include out apprenticeships throughout the Council. These numbers also include Alive West Norfolk temporary staff who transferred into the Council.
7. The average number of working days lost due to sickness absence by temporary employees is impacted by movement within this part of our workforce (for example, temporary employees who had taken sickness absence and are leaving our employment to be replaced by employees who have not had absence, or employees who were previously temporary moving into permanent roles).

Delivering our Transformation Programme

The programme has been established to support the council in becoming the most effective and high-performing organisation it can be, ensuring operational efficiency and the successful delivery of its strategic objectives.

Further information on the key pillars of activity, aims, cross cutting themes and actions is available in the [2025-2027 Action Plan](#).

Pillar One – Organisational Development	
Senior Responsible Officers (SRO): Assistant Director Corporate Services Assistant Director Environment and Planning	
Workstreams	
1. Develop a People Strategy roadmap that reflects a modern and flexible workforce and aligns with our aim to deliver efficient and effective public services	
2. Develop an agreed set of core values and behaviours that become embedded in the organisation's culture and shape the way employees work.	
3. Support a culture of high performance in line with corporate priorities, to ensure we deliver our services in the best way possible.	
4. Support the development of an organisational structure, which enables effective and efficient delivery of services and projects.	
Outcomes	Progress Update
Improved processes around HR matters	Development of employee relations framework, undertaken with HR colleagues & trade unions
Improved access to the service through content on the new Intranet which will be launched in June 2025	All HR data has been made available digitally with links from the newly launched intranet
Updated policies and procedures in line with legislation	Review, revise and then implement procedures/policies
Review of performance management system	This is underway to be launched online through Ciphre
Improved perception of HR as Business Partners	Communication is more pro-active with 'Ask HR' sessions being held across the organisation.
Positive feedback from staff across the organisation	Following the Transformation activities staff will be asked for feedback

Pillar Two – Service Innovation & Digital Transformation	
Senior Responsible Officers (SRO): Assistant Director Corporate Services Assistant Director Health, Wellbeing and Public Protection	
Workstreams	
1. Review and modernise the various technologies used by colleagues at all levels to ensure that they are fit for purpose.	
2. Discovery and baselining of ICT to shape requirements to support ICT transformation and enablement across the council whilst minimising business risk	
3. Empower and enable the workforce by developing training, access to online learning and in-person to fully utilise our range of IT systems and infrastructure.	
4. Unlock and enable assisting technologies (AI) to remove unnecessary administrative burdens	
5. Improve health equity for all residents of the borough, through the implementation of the eight Marmot Principles	
Outcomes	Progress Update
To create a workplan to meet the objectives identified	Discovery work has been undertaken to baseline the organisation's ICT position. A roadmap is now being developed
Increased understanding of residents lived experience of health inequalities and challenges faced	The current focus is on young people (aged 18-25), data is being collected/collated and the first report is due later this year
Improved understanding amongst council staff on Health Equity and how they can deliver positive change in their areas of expertise.	Officer group set up to look at how well the Marmot principles are applied currently and what improvements can be made. A full staff briefing is planned.

Pillar Three – Enterprise our Assets

Senior Responsible Officers (SRO): Assistant Director Regeneration, Housing and Place
Assistant Director Leisure and Culture

Workstreams

1. Improve the place of work by reviewing office accommodation
2. Prepare a housing delivery strategy
3. Develop a property strategy and an asset management strategy to recognise that council owned property assets can be used strategically as well as operationally for the benefit of the council, its residents and other stakeholders
4. Review our leisure and culture assets to ensure we are maximising their potential, financially, environmentally, and for the wellbeing of our communities

Outcomes

Progress Update

More productive time spent with office space suitable for modern ways of hybrid and flexible working	A project team has been identified to undertake this piece of work. Business Requirements currently being collated.
Improvements to recruitment and retention, staff health and well-being, and satisfaction	This is a future aspiration.
Stakeholders clear about an approach to housing delivery that can inform business planning and investment decisions	Preparation of Housing Delivery Strategy is underway. Literature and data reviews have commenced.
Promotes well-being and prevents homelessness and improves life chances of children	This is the change that will come as a result of the strategy being delivered.
More investable opportunities and more private investment in the area	A review is underway of current assets with a strategy to be designed once the review is complete
Better cost recovery and lower subsidy by BCKLWN of the Leisure and Culture operations	Leisure facilities project is underway, an update report will go to Cabinet in July 2025. Leisure and culture assets review has commenced.

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Mandatory/	(a) Be entirely within Cabinet's powers to decide	NO	
None	Operational	(b) Need to be recommendations to Council	YES	
		(c) Be partly for recommendations to Council and partly within Cabinet's powers –	YES	
Lead Member: Councillor Chris Morley E-mail: cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet		
		Other Members consulted:		
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616432		Other Officers consulted: Senior Leadership Team, Service Managers.		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications (incl S.17) YES	Equal Opportunities Implications NO	Risk Management Implications YES
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)				

Cabinet Date: 16 September 2025**BUDGET MONITORING QUARTER 1 2025/2026****Summary**

This report provides an assessment of the council's financial performance against its 2025/2026 approved budget, incorporating key financial risks, issues, and opportunities since 1 April 2025 for revenue and capital items. The year-end forecasts take into consideration emerging data from service managers along with actual income and expenditure from 1 April 2025 to 30 June 2025.

Revenue	Approved budget 2025/2026	Forecast budget position 2025/2026	Forecast Variance 2025/2026
	£	£	£
Borough Spend	26,128,470	25,980,120	(148,350)
Financing	(26,128,470)	(26,640,470)	(512,000)
Contributions to/(from) General Fund Reserve	-	660,350	660,350

The current forecast position is estimating a £660,350 transfer to the General Fund Reserve. This is a favourable movement of £660,350 against the original budget which will result in an increased balance in the General Fund Reserve as at 31st March 2026 of £10,678,920.

Recommendation

It is recommended that Cabinet:

1. Note the forecast outturn for revenue and Capital monitoring position as at 30th June 2025 for 2025/2026.
2. Review and approve the new transfer of Capital Items from Tier 3 to Tier 2.

Cabinet Recommends to Full Council.

3. Revisions as set out in Appendix F to this report to the 'Capital Programme Process' within the approved Capital Strategy for 2025/2026 are adopted.

Reason for Decision

To keep Cabinet informed of performance against budget for Capital and Revenue 2025/2026 based on Quarter 1 data.



The Budget 2025/2026

Monitoring Report

30 June 2025 – Quarter 1

**Carl Holland
Assistant Director Finance
Deputy Section 151 Officer**

The Budget Monitoring Report 2025/2026: 30 June 2025 – Quarter 1

1. Introduction and Summary

This report provides an assessment of the council's financial performance against its 2025/2026 approved budget, incorporating key financial risks, issues, and opportunities since 1 April 2025 for revenue and capital items. The year-end forecasts take into consideration emerging data from service managers along with actual income and expenditure from 1 April 2025 to 30 June 2025.

The key sections of the report are laid out as follows:

- General Fund (Revenue) – Section 2 and Appendix A
- Capital – Section 3 and Appendix B
- Reserves – Section 4

Risks and Key Items

Following Norfolk being accepted onto the Governments Devolution Priority Programme, Council Leaders and Officers from across the Norfolk councils are working together on Local Government Reorganisation proposals. This continues to progress at pace in order to achieve the requirements and timeframe outlined by MHCLG. With full proposals being required to be submitted by 26 September 2025, there is ongoing uncertainty surrounding the impact this may have on the authority.

As of June 2025, inflation is at 3.6%, which is above the 2% target level set by Government. The lasting effect from inflation on individuals and businesses is being monitored in terms of impacts:

- from increasing revenue costs and demand for the Council's services,
- risk to recovery of monies collected by the Council and
- risk that could delay and/or increase the cost of capital projects.

At the end of Quarter 1, the Bank of England base rate remained at 4.25%, following a reduction from 4.5% in May 2025.

The Council set its original budget for Revenue and Capital at its meeting of 27 February 2025. The following table shows a summary of the forecast revenue position for the year based on information arising from the period to 30 June 2025:

Table 1

Revenue	Approved budget 2025/2026	Forecast budget position 2025/2026	Forecast Variance 2025/2026
	£	£	£
Borough Spend	26,128,470	25,980,120	(148,350)
Financing	(26,128,470)	(26,640,470)	(512,000)
Contributions to/(from) General Fund Reserve	-	660,350	660,350

The Council approved a balanced budget for the 2025/2026 financial year, as a result, there was no budget requirement for a contribution to/from the General Fund Reserve for the financial year. However, the current forecast position is estimating a £660,350 transfer to the General Fund Reserve.

This is a favourable movement of £660,350 against the original budget which will result in an increased balance in the General Fund Reserve as at 31st March 2026 of £10,678,920.

Included within the Medium-Term Financial Strategy the Council approved a Savings and Efficiency Plan with a target of £3.47m. Monitoring to Quarter 1 forecasts that this will be achieved and exceeded

by £199k. The forecast revenue net spend within table 3 to the report includes the relevant forecasts in line with the quarter 1 Savings and Efficiency Plan monitoring forecast.

Table 2 below shows a summary of the forecast capital position for the year based on information arising from the period to 30 June 2025:

Table 2

Capital	Approved budget 2025/2026	Rephased budget 2025/2026	Actual as at 30th June 2025	Spend Percentage
	£	£	£	%
Tier 1: Major Projects	35,389,470	41,321,250	5,053,061	12%
Tier 2: Operational Schemes	4,952,570	6,597,410	552,129	8%
Subtotal	40,342,040	47,918,660	5,605,190	12%
Tier 3: Pipeline Schemes	2,629,530	2,609,030	-	-
Total Including Exempt	42,971,570	50,527,690	5,605,190	11%

There are three projects currently under Tier 3 which are ready to commence. It is therefore asked of cabinet to approve these projects, detailed below, into Tier 2.

Project specific information can be found in appendices C - E

Project	Budget
Resort - Visitor Digital Sign	£50,000
Sewage Treatment Works/Public Sewer	£28,000
ICT Development Programme	£500,000

This process has been reviewed following recent requests to commence projects in Tier 3. The Council's Monitoring Officer has provided a clarification in line with the Scheme of Delegation in Section 3 of the report.

If further information is required regarding this report, please do not hesitate to contact Carl Holland (Interim Assistant Director – Finance and Deputy S151 Officer).

2. Revenue Budget 2024/2025

The budget for 2025/2026 was presented to Cabinet on 4 February 2025 and approved by Council on 27 February 2025 in accordance with the process for approving the Medium-Term Financial Plan 2024/2029.

A summary of the budget position as at 30 June 2025 is shown below in Table 3. Further detail of the movements can be seen in Appendix A.

Table 3

Q1 Forecast Outturn Position	Approved budget 2025/2026	Forecast budget position 2025/2026	Forecast Variance 2025/2026
Service	£	£	£
Corporate Services (previously Central Services)	4,334,330	4,334,330	-
Chief Executive	55,000	55,000	-
Environment and Planning	2,618,640	2,521,850	(96,790)
Health Wellbeing and Public Protection	489,400	489,400	-
Legal, Governance and Licensing	2,286,990	2,286,990	-
Leisure and Community Facilities	1,805,420	1,805,420	-
Operations and Commercial	454,880	433,320	(21,560)
Programme and Project Delivery	(579,290)	(629,290)	(50,000)
Property and Projects	(1,395,780)	(1,395,780)	-
Regeneration Housing & Place	1,560,320	1,580,320	20,000
Resources	8,226,140	8,226,140	-
Financing Adjustment	2,542,640	2,542,640	-
Internal Drainage Boards	3,729,780	3,729,780	-
Borough Spend	26,128,470	25,980,120	(148,350)
Contributions to/(from) General Fund Balance	-	660,350	660,350
Borough Requirement	26,128,470	26,640,470	512,000
Revenue Support Grant	(1,052,270)	(1,052,270)	-
New Homes Bonus	(293,360)	(293,360)	-
Other Government Grants	(1,147,680)	(1,496,680)	(349,000)
Business Rates	(14,971,290)	(14,971,290)	-
Council Tax	(8,663,870)	(8,826,870)	(163,000)
Total Funding	(26,128,470)	(26,640,470)	(512,000)
Funding Position	-	-	-

3. Capital Budget and Spend 2025/2026

The Capital outturn for 2024/2025 was presented to Cabinet on 24 July 2025. The report provided the updated capital programme based on the outturn position of 2024/2025. The meeting approved rephasing and amendments to projects with balances to be brought forward to 2025/2026. This has been applied to the revised budget 2025/2026 in table 4 and is the basis of reporting going forwards in 2025/2026.

A summary of the position as of 30 June 2025 for the capital programme is shown below in Table 4. A further breakdown of the capital programme is included at Appendix B.

Table 4

Capital Expenditure	Approved budget 2025/2026	Rephased budget 2025/2026	Actual as at 30th June 2025	Spend Percentage
	£	£	£	%
Tier 1: Major Projects				
Enterprise Zone (Property and Projects)	-	448,460	103,992	23.19
Major Housing Development (Companies and Housing)	26,877,440	23,983,370	4,547,602	18.96
Other Major Projects	8,512,030	16,889,420	401,467	2.38
Total Tier 1	35,389,470	41,321,250	5,053,061	12.23
Tier 2: Operational Schemes				
Health, Wellbeing & Public Protection	2,477,500	2,620,160	348,048	13.28
Leisure and Community Facilities	82,480	287,480	-	-
Operational and Commercial	2,153,670	3,275,450	115,020	3.51
Programme and Projects	150,000	36,300	32,609	89.83
Property and Projects	22,700	53,430	320	0.60
Resources	50,000	324,590	56,132	17.29
Corporate Services	16,220	-	-	-
Total Tier 2	4,952,570	6,597,410	552,129	8.37
Tier 3: Operational Schemes				
Health, Wellbeing & Public Protection	86,850	86,850	-	-
Leisure and Community Facilities	390,000	383,000	-	-
Operational and Commercial	568,150	494,150	-	-
Property and Projects	376,470	406,970	-	-
Regeneration, Housing & Place	241,060	241,060	-	-
Resources	800,000	800,000	-	-
Corporate Services	0	0	-	-
Subtotal	2,462,530	2,412,030	-	-
Exempt schemes	167,000	197,000	-	-
Total Tier 3	2,629,530	2,609,030	-	-
Total Capital Programme	42,971,570	50,527,690	5,605,190	11.09

The procedural framework in the Council's Capital Strategy (extract shown at Appendix F) outlines the three-tier structure of our capital programme, ensuring thorough planning, execution, and monitoring of all capital projects from development through to major project completion.

The finance process involves requesting approval to implement the capital project by completing the Request to Proceed with the Capital Project form and submitting it to Finance where this will then be subject to approval by the Chief Finance Officer under the Scheme of Delegation. This is Cabinet where it is a key decision or Council if amendments are required to the approved Capital Programme. Once approved the project will be promoted to Tier 1 or 2 of the Capital Programme depending on whether the project is classed as a major project or not.

4. Reserves

The main reasons the Council holds reserves are to:

- Manage known financial risks.
- Hold funding as one-off contributions to expenditure, allowing ongoing revenue budget reductions.
- Manage timing difference between the receipt of funding and actual spend.
- Hold ring-fenced funds such as specific grants.

Table 5 below shows the estimated impact to the General Fund Reserve balance based on the current forecast position:

Table 5

Projected Movements in General Fund Reserve Balance	2025/2026 £
Balance brought forward 1 April 2025 (pre audit)	8,208,570
Estimated contribution to/(from) General Fund Reserve	660,350
Pension lump sum replenishment	1,810,000
Projected General Fund Balance 31 March 2026	10,678,920

The General Fund Reserve Balance is used to support the revenue budget as set out in the Medium-Term Financial Plan. However, the council also holds a number of earmarked reserves which are held for specific purposes. Table 6 shows the budgeted movements to/(from) earmarked reserves and provides notes in respect of any in year movements against these reserves for the period to 30 June 2025.

Table 6

Reserves	Opening balance 1 April 2025	Budgeted movement To/(From) Revenue	In year movement To/(From) Revenue	Note	Forecast Outturn Balance 31 March 2026
Ring Fenced Reserves					
Amenity Areas	(52,195)	-	-		(52,195)
Capital Programme Resources	(825,857)	520	-		(825,337)
Collection Fund Adjustment Reserve	(4,153,779)	-	-		(4,153,779)

Reserves	Opening balance 1 April 2025	Budgeted movement To/(From) Revenue	In year movement To/(From) Revenue	Note	Forecast Outturn Balance 31 March 2026
Grants Reserves	(1,803,500)	46,010	-		(1,757,490)
Holding Accounts	(374,296)	-	-		(374,296)
Other	(144,025)	(57,240)	-		(201,265)
Planning Reserves	(183,972)	(22,390)	-		(206,362)
Repairs and Renewal Reserves	(662,242)	(50,640)	-		(712,882)
Ring Fenced Reserves	(7,332,432)	(1,035,720)	-		(8,368,152)
Educational Skills Attainment	(187,902)	80,000	-		(107,902)
Sub Total	(15,720,200)	(1,039,460)	-		(16,759,660)
Risk Management					
Capital Programme	(64,413)	-	-		(64,413)
Holding Accounts	(30,003)	-	-		(30,003)
Insurance	(204,908)	(79,080)	-		(283,988)
Planning Reserves	(22,947)	-	-		(22,947)
Ring Fenced Reserves	(45,155)	-	-		(45,155)
Sub Total	(367,426)	(79,080)	-		(446,506)
Service Delivery					
Capital Programme Resources	(3,746,036)	(2,412,380)	41,487	1	(6,116,929)
Climate Change Strategy	(679,276)	334,350	-		(344,926)
Grants Reserves	(1,779,422)	(101,000)	8,495	2	(1,871,927)
Holding Accounts	(2,221,598)	(53,000)	5,000	3	(2,269,598)
Planning Reserves	-	-	(526,366)	4	(526,366)
Project Reserves	(4,128,674)	205,000	-		(3,923,674)
Repairs and Renewal Reserves	(1,249,601)	7,870	-		(1,241,731)
Restructuring Reserve	(120,049)	-	-		(120,049)
Ring Fenced Reserves	(138,674)	21,000	2,000	5	(115,674)
Sub Total	(14,063,331)	(1,998,160)	(469,384)		(16,530,875)
Grand Total	(30,150,956)	(3,116,700)	(469,384)		(33,737,040)

The above table shows various movements to the reserves in year:

Budgeted Movements to/from reserves total £3,116,700: Movements to/from reserves which were included within the approved budget

In year movements to/from revenue total £469,384: This balance accounts for other movements to and from reserves during the year of £56,982, as well as the additional transfer to reserves of £526,366, following the presentation and approval of the outturn report for 2024/2025 to Cabinet on 24th July 2025.

Notes to Reserves movements

Note 1: Capital Programme Resources

£8k transfer from reserves to cover the cost of coastal repair works and floodgates. £33 transfer from reserves for the provision of CCTV Software licensing upgrade.

Note 2: Grants Reserves

Transfer from reserves to cover the cost of the Collection Fund Suite subscription £9k for 2025/2026.

Note 3: Holding Accounts

Transfer from reserves to fund one off MoonCup project £5k

Note 4: Planning Reserves

£526,366 transfer to reserves following 2024/2025 Outturn report

Note 5: Ring Fenced Reserves

Transfer from reserves toward cost of RAF Marham Tea Party £2k

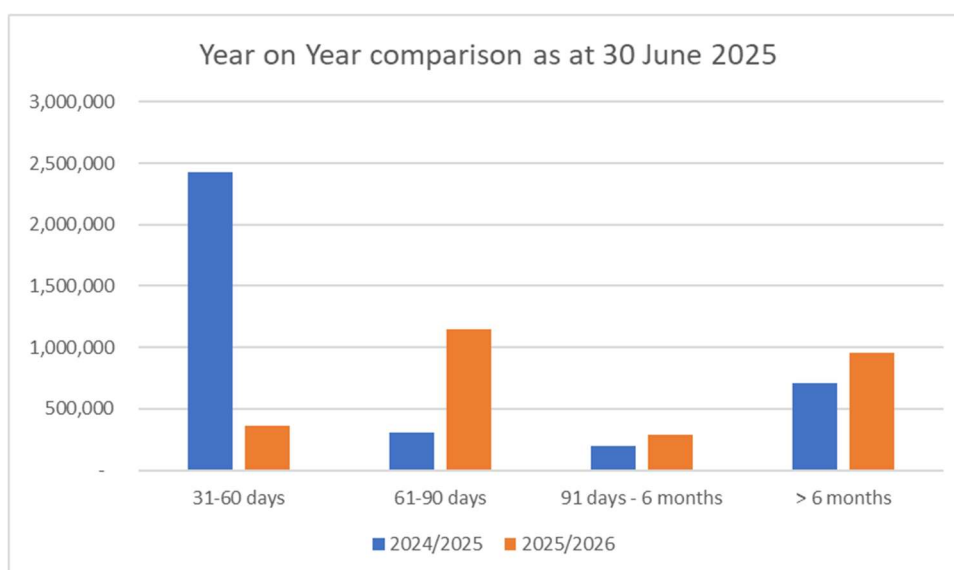
5. Age Debt Analysis

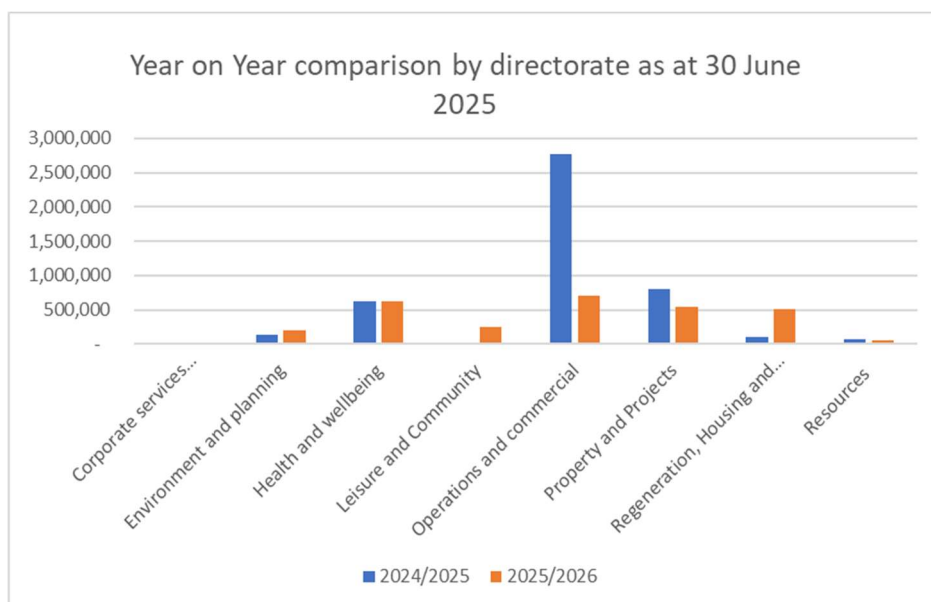
The effective management and collection of debt is an essential contributor to the councils' financial resources. Debt recovery levels can be volatile and at risk especially when there is economic financial instability.

Sundry Debtors Arrears Monitoring

Data for performance reporting continues to be developed in conjunction with a review of the corporate policy on debt recovery.

The first table below shows the comparison of overdue debt between 2024-25 and 2025-26 as at 30 June in each year based on age. The second table shows the comparison at directorate level.



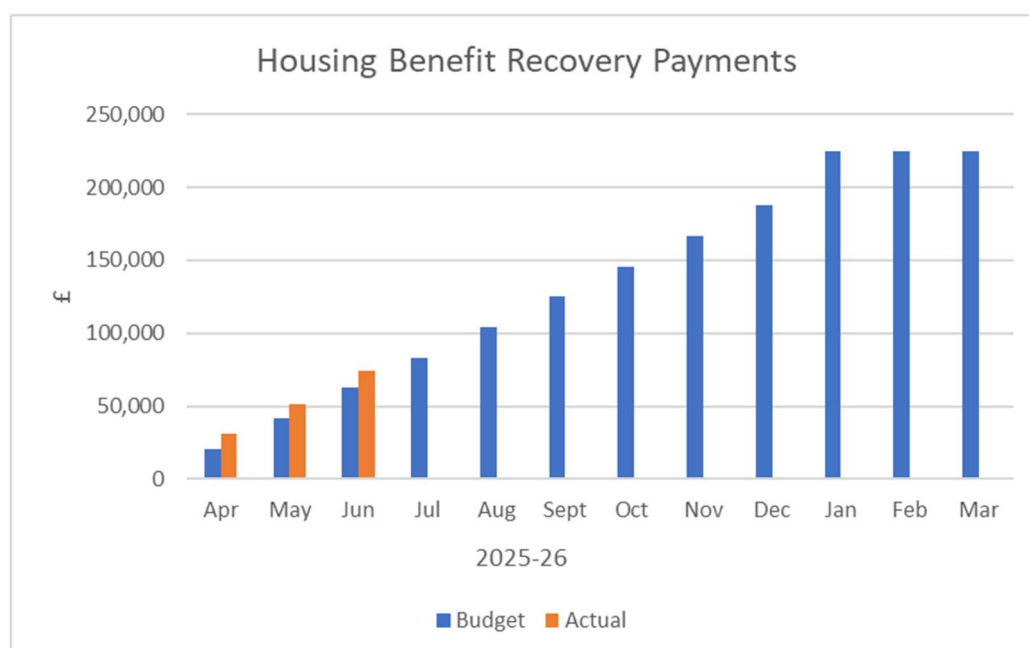


In summary, robust reminder and targeted recovery processes are maintained. Monitoring is not indicating a material concern for debts in arrears.

Housing Benefit Overpayment Recovery Monitoring

In relation to Housing benefits overpayment recovery, the target as of 30 June 2025 is £62,490 and £74,484 has been raised in invoices.

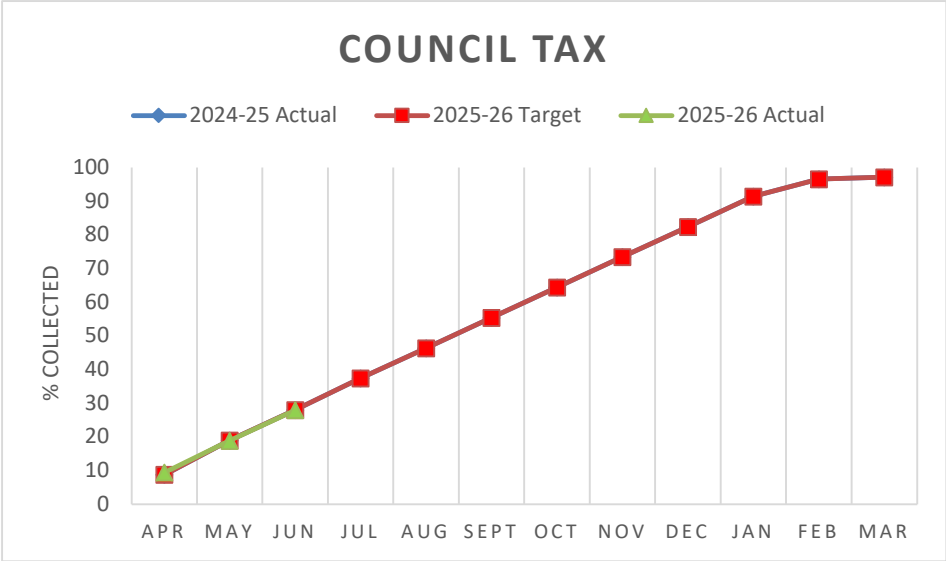
See table below showing monthly performance against budget for 2025/2026.



6. Council Tax and Business Rates

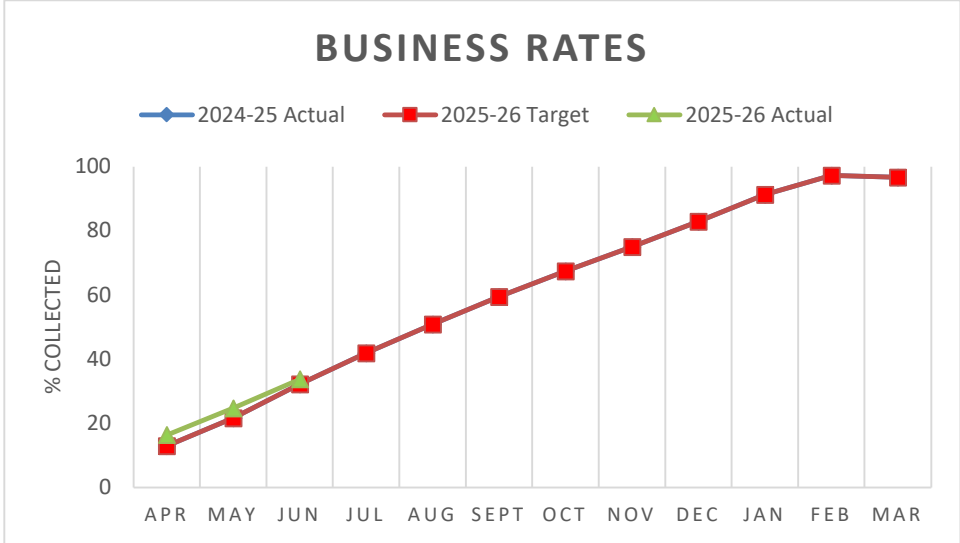
As of 30 June 2025, 27.94% of council tax has been collected against the target of 27.98% which was the percentage the same time last year. See Chart below with comparison.

Table 7



33.74% of business rates has been collected against the target of 32.18%, which was the percentage the same time last year. See chart below with comparison.

Table 8

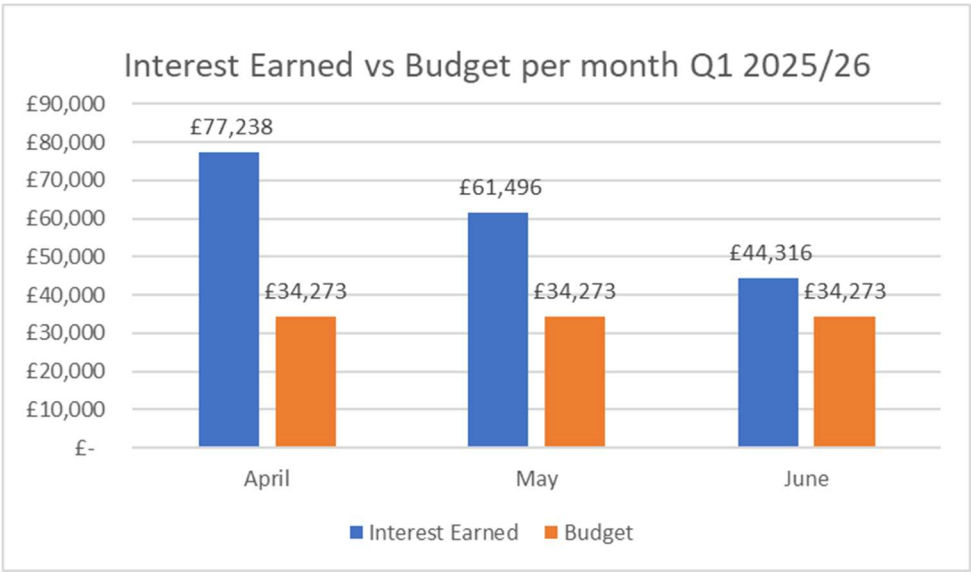


7. Treasury management 2025/2026

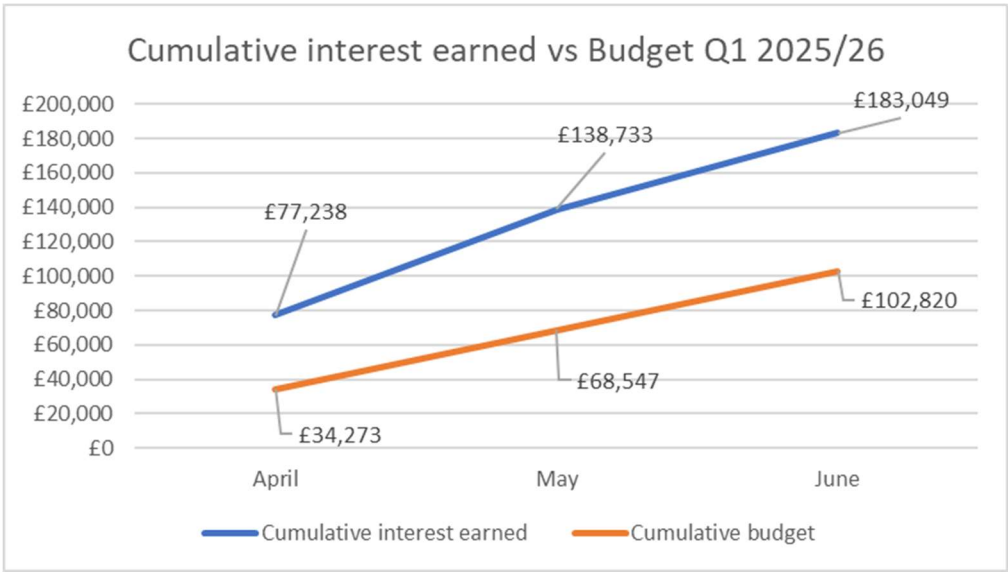
The “Treasury Management Strategy Statement and Annual Investment Strategy 2025/2026 was approved by Council on 27 February 2025. The Council’s Treasury Management Strategy will be updated as appropriate for any changes made to the code of practice by CIPFA.

In Quarter 1 income generated from investments is higher than originally expected. This is due to institutes paying a higher rate of return, as the Bank of England base rate has remained above where economists predicted it to be. The council builds its investment income estimate around this core data.

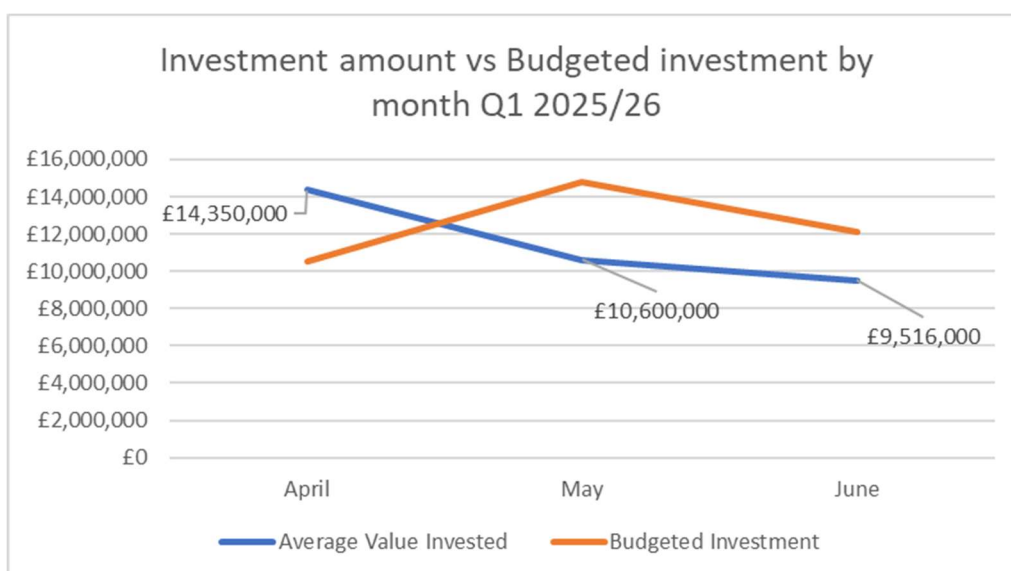
The graph below compares the interest earned each month to the forecasted budget:



The graph below compares the cumulative interest earned and forecasted budget:



The graph below compares the average value invested each month to the forecasted budget:



The below tables update on movements in borrowing and investments during the period:

Loans

Institution	Principal £	Rate %
Public Works Loan Board	20,000,000	4.860%
Total Short Term	20,000,000	
Barclays	5,000,000	3.810%
Barclays	5,000,000	3.810%
Total Long Term	10,000,000	
Total Borrowing	30,000,000	

Investments

Institution	Principal £	Rate %
BNP (Banque Nationale de Paris) – MMF	2,150,000	4.270%
LGIM - MMF	2,830,000	4.326%
Total Money Market Fund Investment	4,980,000	
Handlesbanken	1,260,000	3.950%
South Ayrshire Council	4,000,000	5.650%
Total Other Investments	5,260,000	
Overall Investments	10,240,000	

8. Conclusion

The primary objective of this report is to monitor service area performance against allocated budgets and to consider variances to the budget figure in the light of current circumstances.

Careful budgetary control throughout the year ensures that resources are applied as planned, fulfilling the goal to secure the long-term economic future of the borough. Budgetary control is applied in a consistent manner across all budgets, and individual decisions to be taken during the financial year are reviewed for impact on a case-by-case basis before they are taken, so that any identified impact can be considered and taken into account at the appropriate time.

The content of this budget monitoring report is designed to enable councillors and senior officers to see the financial position of the Council as a whole, as required by the Local Government Act.

Appendix A	Full year Approved budget 25/26	Approved budget to 30 June 2025	Actual to 30 June 2025	Q1 Forecast variance	Forecast budget position 24/25	Impact on financial planning	Reason for Forecast movement
	£	£	£	£	£		

Corporate Services:							
Communications:							
Corporate Communications	275,830	62,670	53,933		275,830		
Graphics	38,180	23,190	24,982		38,180		
Printing & Copying- Floor Copiers	14,790	3,780	4,174		14,790		
Printroom	131,750	58,810	39,047		131,750		
Corporate Initiatives:							
One Vu Project	45,000	-	-		45,000		
Councillors:							
Cllr Allowance & Expenses	731,600	160,280	214,540		731,600		
Customer Information Centre:							
Customer information Centre	750,150	201,860	196,273		750,150		
ICT:							
ICT	1,642,490	267,320	638,893		1,642,490		
Mayoral Allowances:							
Mayoral Allowance & Expenses	13,110	3,270	3,344		13,110		
Mayoral Transport	35,290	8,820	8,173		35,290		
Personnel Services:							
Personnel Services	324,340	79,130	93,990		324,340		
Personnel Welfare	95,330	21,000	21,408		95,330		
R & D Holding Account	7,270	1,060	-		7,270		
Recruitment Portal	250	60	-		250		
Training Holding Account	228,950	57,210	53,764		228,950		
Vivup Salary Sacrifice schemes	-	-	5,269		-		
Total	4,334,330	948,460	1,357,790	-	4,334,330		

Chief Executive:							
Councillor Community Grant	55,000	13,740	5,395		55,000		
Total	55,000	13,740	5,395	-	55,000		

Environment and Planning:							
Back Office:							
Corporate Scanning Team	261,230	65,600	65,123		261,230		
Postage Services Kings Court	5,750	1,430	(8,907)		5,750		
Community Infrastructure Levy:							
Community Infrastructure Levy	-	375,260	(165,222)		-		

Development Control:							
Building Control Non Fee	56,570	(1,950)	17,905		56,570		
Development Control	267,520	66,790	(138,749)	(33,820)	233,700	Y	Captured via savings and efficiencies plan - income forecast to exceed amounts included within initial proposal
Enforcement	249,790	61,850	42,125		249,790		
Extra planning Income - 20%	31,300	(7,780)	68,770		31,300		
Major Planning Appeals	87,220	21,810	(1,038)		87,220		
Planning Control	207,870	23,620	55,616		207,870		
Section 106 Contributions	-	(1,380)	(173)		-		
Emergency Planning:							
Emergency Planning	34,300	7,080	8,494		34,300		
Home Defence	78,520	19,410	19,770		78,520		
Radio Phones	10,440	2,170	(5,680)		10,440		
Flood Defence:							
Coast Defence/Protection	145,480	34,320	2,346		145,480		
Wash East Coast - CIC	5,000	1,250	(975)		5,000		
Local Land Charges:							
Local Land Charges	(144,830)	(36,630)	(58,336)	(38,790)	(183,620)	Y	Captured via savings and efficiencies plan - income forecast to exceed amounts included within initial proposal
Planning Policy:							
Conservation & Heritage	319,090	79,740	16,760	(44,180)	274,910	N	Defra grant income received toward Ecology responsibilities.
Habitat Regulations	-	(35,290)	(18,326)		-		
Neighbhd Planning Grant	-	4,740	(18,132)		-		
Planning Policy	175,000	27,960	4,616		175,000		
Planning Policy - Support	304,620	68,420	88,211		304,620		
Pollution Monitoring:							
Air Quality	83,510	19,310	(11,408)		83,510		
Coastal Pollution Cost Recovery	-	-	13,814		-		
Contaminated Land Act	194,320	48,310	46,780		194,320		
Climate Change	127,510	31,860	39,410		127,510		
Enviro Quality-Water Mg	79,560	19,890	20,224		79,560		
Pollution Montr Sals/Sup	-	-	89		-		
Street Naming & Numbering:							
Local Land and Property Gazetteer	18,620	4,640	5,614		18,620		
Street Naming & Numbering	20,250	3,330	6,873	20,000	40,250	N	Reduction in applications received to date, income expected to not meet full year budget
Total	2,618,640	905,760	95,593	(96,790)	2,521,850		

Financing requirement:							
Interest Payable on Balances	10,000	-	-		10,000		
Interest Payable on Borrowing	382,000	-	-		382,000		
Interest Receivable - Capital Loans	(176,080)	-	(43,651)		(176,080)		
Interest Receivable -Other	(8,350)	-	(1,704)		(8,350)		

Interest Receivable -Treasury Investments	(411,280)	-	55,541		(411,280)		
Minimum Revenue Provision	844,880	-	-		844,880		
REFCUS	2,212,170	-	-		2,212,170		
Unsupported Borrowing	(310,700)	-	-		(310,700)		
Total	2,542,640	-	10,187	-	2,542,640		

Care & Repair:							
Handyperson Scheme K Lynn	(32,610)	37,650	41,845		(32,610)		
Home Improvements Agency	438,030	163,360	731		438,030		
Housing Grants REFCUS	(2,212,170)	(552,810)	(210,356)		(2,212,170)		
Careline:							
Assistive Technology	13,190	3,300	(7,378)		13,190		
Careline	(70,720)	(463,620)	(632,706)		(70,720)		
Homes for Ukraine	-	9,090	6,736		-		
LILY 5	-	(42,790)	(62,657)		-		
Community Safety & Nuisance:							
Community Safety	103,680	23,400	23,117		103,680		
Environmental Protection	677,720	144,500	154,780		677,720		
Health & Wellbeing Fund	50,800	12,690	-		50,800		
MARMOT Initiative	10,000	2,490	1,481		10,000		
Noise Control	7,950	1,110	3,220		7,950		
Out of Hours payments	54,340	13,590	10,522		54,340		
Community Transport:							
Community Transport	115,180	51,830	53,013		115,180		
Corporate Health & Safety:							
Corporate Health & Safety	4,620	-	2,203		4,620		
Food Hygiene:							
Chrg Priv Water Supplies	-	-	(466)		-		
Food Hygiene General	5,400	1,240	1,232		5,400		
Food Hygiene & Health and Safety - Support	722,680	177,050	169,279		722,680		
Occupational Health & Safety	(1,900)	(480)	(1,290)		(1,900)		
Port Health - Environmental Protection	160	20	961		160		
Housing Standards:							
Housing standards	603,050	146,910	103,509		603,050		
Total	489,400	(271,470)	(342,224)	-	489,400		

Legal, Governance and Licensing:	
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Corporate Policy:					-		
Apprenticeship Scheme	257,710	64,410	14,157		257,710		
Community Information Points	-	-	70		-		
Corporate Policy	98,660	44,580	24,314		98,660		
Equal Opportunities	4,660	1,170	2,500		4,660		
Improving Attainment	-	-	3,345		-		
Policy & Partnership Support Service	9,170	-	2,340		9,170		
Democratic Process & Events:							
Adv Comm	1,300	300	-		1,300		
At Homes	1,450	360	-		1,450		
Chief Executive - Member services	36,010	1,520	5,255		36,010		
Civic Function Expenses	77,700	20,640	19,723		77,700		
Democratic Process Support	320,890	80,190	71,734		320,890		
Design Awards	590	150	-		590		
Festival	250	60	-		250		
Freedom of the Borough	1,970	480	-		1,970		
Honorary Alderman	-	-	-		-		
Mart	690	180	-		690		
Mayor making	1,500	390	1,387		1,500		
Remembrance Day	1,500	360	208		1,500		
Special Events	3,380	840	(826)		3,380		
Elections:							
County Council Elections	-	-	51,427		-		
Elections	-	-	95,145		-		
Electoral Integrity Programme	-	-	(97,687)		-		
Parish and Borough Council Elections	149,660	24,520	1,690		149,660		
Register of Electors	305,830	79,710	68,232		305,830		
Legal Services:							
Corporate Governance	260,670	62,490	70,825		260,670		
Head of Legal Services	516,750	104,420	133,447		516,750		
Procurement	155,390	38,350	35,520		155,390		
Licensing:					-		
Licensing	81,260	17,490	22,655		81,260		
Total	2,286,990	542,610	525,460	-	2,286,990		

Leisure and Community Facilities:							
Community Centres:							
Fairstead Community Centre	(19,210)	(3,380)	(10,885)		(19,210)		
Highgate Community Centre	710	170	560		710		
South Lynn Community Centre	(690)	14,620	(3,938)		(690)		
Community and Sports Development:							
Active Schools	(22,170)	(7,310)	(7,562)		(22,170)		
Community and Sports Development	23,690	9,270	8,183		23,690		
Elite Football	(21,440)	(3,040)	(9,757)		(21,440)		

KL Arts Centre:							
KL Arts Centre	96,020	43,540	55,059		96,020		
Leisure and Culture:							
Alive Card	133,490	33,360	33,322		133,490		
Alive Corn Exchange	(72,890)	(28,670)	(82,005)		(72,890)		
Alive Corn Exchange Catering	(100,160)	(34,950)	(38,484)		(100,160)		
Alive Downham Market	(61,270)	43,750	(66,713)		(61,270)		
Alive Downham Market Catering	(6,480)	(1,890)	(1,664)		(6,480)		
Alive Lynnsport	16,890	130,410	(22,458)		16,890		
Alive Lynnsport Catering	(44,470)	(6,040)	(7,510)		(44,470)		
Alive Oasis	238,880	111,600	47,653		238,880		
Alive Oasis Catering	(11,950)	(11,820)	(972)		(11,950)		
Alive St James	101,680	53,130	(38,296)		101,680		
Alive St James Catering	(11,520)	(3,730)	(7,282)		(11,520)		
Lynnsport Pelicans	300	60	-		300		
Leisure and Culture Management:							
Advertising and Marketing	206,150	51,540	41,892		206,150		
Leisure and Culture Management Costs	935,190	196,170	258,614		935,190		
Pavillions & Grounds:							
DuttonSports Pavillion	(400)	12,270	3,182		(400)		
Kingsway Sports Pavillion	(280)	3,820	2,490		(280)		
River Lane Bowls Club	1,190	300	3,690		1,190		
West Lynn Sports Pavillion	310	60	160		310		
Town Hall, Stories of Lynn and Custom House:							
Custom House	31,580	11,580	15,184		31,580		
Kings Lynn Gaol House	10	-	-		10		
Stories of Lynn	99,420	21,190	(651)		99,420		
Town Hall Kings Lynn	292,840	75,150	(17,986)		292,840		
Total	1,805,420	711,160	153,826	-	1,805,420		

Operations and Commercial:							
Allotments:							
Allotments	(2,230)	(520)	(815)		(2,230)		
Allotments Directly Managed	(6,840)	1,660	(17,504)		(6,840)		
Carparking King's Lynn & West Norfolk:							
Adhoc Events	-	-	10,720		-		
Burnham Market Car Park	(62,900)	630	7,392	(12,300)	(75,200)	Y	Captured via savings and efficiencies plan - income forecast to exceed amounts included within initial proposal
Bus Shelters	-	6,540	2,767		-		
Car Parks Excess Charges	-	-	(430,503)		-		
Car Park Promotions Hunstanton	35,000	8,760	658		35,000		
Car Park Promotions KL	104,000	25,980	-		104,000		
Car Parks - BCKLWN	(930)	(2,610)	(1,268)		(930)		
Cashless Pk KZ (KLWN Carparks)	-	10,080	(8,090)		-		
Event / Trailer / Stage / Gen Equip	-	-	11,146		-		

Hanse	-	-	3,964		-		
Kings Lynn Bus Station	108,190	55,440	69,405		108,190		
Kings Lynn Christmas Lights	-	-	(500)		-		
Kings Lynn Mart	(19,600)	(5,520)	-		(19,600)		
London Bridge Operations	-	-	507		-		
Parking Operations - Brgh	(2,885,690)	(383,990)	(222,777)	(12,120)	(2,897,810)	Y	Captured via savings and efficiencies plan - income forecast to exceed amounts included within initial proposal
Projections	-	-	919		-		
Special Events / Bowls Tournaments	27,990	7,020	-		27,990		
Urban Open Spaces	10,000	-	-		10,000		
Water Ski	-	-	9,324		-		
Carparking Shared Services:							
Breckland Carpark operation	-	-	(359)		-		
Car Park - Great Yarmouth	(16,000)	(14,790)	2,843		(16,000)		
Car Parks - South Norfolk	(6,600)	(3,810)	(19,913)		(6,600)		
Car Parks- Norwich City (Off Street)	(50,000)	(3,000)	(23,976)		(50,000)		
Car Parks- Norwich City (on street)	(100,000)	(52,000)	(332,388)		(100,000)		
Cashless Pk JE (NN Carparks)	(6,000)	(127,490)	(85,219)		(6,000)		
Cashless Pk JE (NN on street)	(350)	(120)	(1,716)		(350)		
Cashless Pk JC (SN Carparks)	-	-	(26,450)		-		
Cashless Pk JC (SN on street)	-	-	(610)		-		
Cashless Pk JG (Bk on street)	(600)	(150)	(345)		(600)		
Cashless Pk JI (GY Carparks)	-	(223,110)	(110,602)		-		
Cashless Pk JI (GY on street)	(500)	(74,520)	(157,322)		(500)		
Cashless Pk JT (Brd on street)	(2,000)	(510)	(21)		(2,000)		
Cashless Pk KZ (KLWN on street)	(7,300)	60	(17,843)		(7,300)		
Decrim - Operational	(142,520)	70,750	66,528		(142,520)		
Decrim - Other	-	(105,570)	-		-		
Hospital Parking- Agency	(10,000)	(600)	(63,173)		(10,000)		
NNDC Carpark Operation	(32,580)	(69,740)	46,459		(32,580)		
NNDC Penalty Notice	(40,000)	(34,560)	-		(40,000)		
On Street Pay and Display	-	(7,500)	(5,167)		-		
Resident Parking Permits	-	(3,510)	(8,607)		-		
CCTV:							
CCTV	(303,680)	(81,090)	(176,203)		(303,680)		
CCTV Breckland	(67,400)	(13,200)	(34,763)		(67,400)		
Network Hardware holding	138,000	10,240	2,073		138,000		
Radios	(3,570)	(2,280)	(660)		(3,570)		
Cleansing & Street Sweeping:							
Disposal of Abandoned Vehicles	860	210	-		860		
Dog Warden and Services	22,050	960	7,888		22,050		
Neighbourhood Teams	426,860	108,500	107,452		426,860		
Public Cleansing & Street Sweeping - Support	42,760	10,080	9,814		42,760		
Public Cleansing	424,580	87,780	(134,566)		424,580		
Street Sweeping	1,229,660	303,910	319,924		1,229,660		
Tech/Officers/Repairs	122,670	24,900	27,614		122,670		

Vehicle Recharge on account	-	-	15,534		-		
Crematorium & Cemeteries:							
Closed Churchyards	20,090	13,490	10,985		20,090		
Crematorium Trading Account	-	(32,490)	(24,128)		-		
Mintlyn Crematorium	(1,395,630)	(253,240)	(24,080)		(1,395,630)		
National Assistance Act - Burials	10,000	2,490	1,138		10,000		
Open Cemeteries	37,620	13,570	23,141	2,860	40,480	Y	Captured via savings and efficiencies plan - minimal uptake to service in first quarter, not expected to meet full year proposal
Public Health Act	2,760	690	-		2,760		
St Edmunds, Downham Market	1,500	390	-		1,500		
Depots:							
Heacham Depot	2,130	4,840	3,515		2,130		
NEWS Depot	115,530	78,250	94,397		115,530		
Events:							
Forties Event	-	-	(700)		-		
Halloween Town Centre Event	-	-	191		-		
General Markets:							
Kings Lynn Market - Support costs	1,400	360	360		1,400		
Kings Lynn Saturday Market	3,790	(180)	-		3,790		
Markets	(11,050)	(2,760)	(1,253)		(11,050)		
Sunday Market	(700)	960	1,650		(700)		
Parks,Sport Grounds & Open Spaces:							
Boston Square	12,950	3,200	3,078		12,950		
Cafe @ the Park	(3,720)	(1,700)	(3,280)		(3,720)		
DSO Grounds Maint Support	23,090	5,010	4,972		23,090		
GM Central Area	159,700	26,730	(44,349)		159,700		
Grounds Northern Area	19,040	11,560	22,321		19,040		
Grounds Southern Area	24,050	9,090	(1,514)		24,050		
Public & Open Spaces	71,910	17,940	2,108		71,910		
North Sea Haven	19,750	4,040	1,983		19,750		
Nursery	53,110	44,670	54,342		53,110		
Parks - Other Support	74,800	18,390	17,776		74,800		
Parks & Open Spaces	331,700	242,820	228,956		331,700		
Public Clocks	6,990	1,710	2,337		6,990		
Sports Grounds - Support Costs	3,860	5,070	4,914		3,860		
Sports Grounds Central	39,270	20,080	11,249		39,270		
Sports Grounds South	35,240	14,090	12,247		35,240		
The Walks	285,540	74,550	62,534		285,540		
Willows Park & Nature Reserve	3,840	960	570		3,840		
Play Areas:							
Play Areas	(13,020)	10,560	5,733		(13,020)		
Playareas Downham Market	-	-	(840)		-		
Playareas Hunstanton Town	-	10	(230)		-		
Playareas Kings Lynn	-	(20)	-		-		

Play Areas - Support Services	17,310	4,320	4,178		17,310		
Pontoons:							
Pontoons at South Quay	26,340	15,360	14,052		26,340		
Public Conveniences:							
Public conveniences	379,400	100,550	133,337		379,400		
The Walks Public Convenience	830	160	217		830		
Refuse & Recycling:							
Commercial Food Waste	111,500	6,210	33,914		111,500		
Domestic Refuse	1,360,350	46,520	289,744		1,360,350		
Dry Box Collection Scheme	1,568,370	(54,390)	486,108		1,568,370		
Fly Tipping	194,880	48,690	24,157		194,880		
Food Waste	821,360	(24,850)	226,984		821,360		
Recycling - Clothing Bank	(13,000)	(3,240)	-		(13,000)		
Recycling - Commercial	(262,470)	(327,030)	(323,542)		(262,470)		
Recycling - Composting	(1,746,760)	(1,180,210)	(1,578,582)		(1,746,760)		
Recycling Paper	(830)	(240)	-		(830)		
Refuse & Recycling Management	(544,460)	(459,330)	223,641		(544,460)		
Trade Refuse	(501,440)	(835,510)	(469,517)		(501,440)		
Resort:							
Caravan Park & Beach Huts	(69,720)	(53,960)	(9,851)		(69,720)		
Heacham Beach	(67,200)	(69,670)	(66,844)		(67,200)		
Resort Seafront	176,570	(70,000)	35,233		176,570		
Resort Trading Operations	(11,850)	(15,680)	(40,804)		(11,850)		
Resorts - Support	5,290	1,320	1,320		5,290		
Sports Grounds North	63,870	20,110	23,119		63,870		
Resort Investment Properties:							
Investment Properties Resort	(6,700)	(5,300)	(4,221)		(6,700)		
Section 106:							
Beechy Close, Denver 22-23	-	(10)	-		-		
Bishops Park, Fairstead 26-27	-	(2,220)	-		-		
Civray Ave DMkt C D & E 26-27	-	(1,830)	-		-		
Coriander Rd DMkt 25-26	-	10	-		-		
Gap Farm, Sth Wootton 20-21	-	(10)	-		-		
Kings Chase A&B DMkt 23-24	-	(1,010)	-		-		
King's Reach, Fairstead	-	(3,360)	-		-		
Lette Way, West Winch	-	10	-		-		
Micklefields, Stoke Ferry 22-23	-	20	-		-		
Nursery Drive, Hunst 24-25	-	(20)	-		-		
Park/Meadowfields DMkt 24-25	-	(1,710)	-		-		
Strickland Ave, Snettisham 25-26	-	(1,950)	-		-		
The Howards, S Wootton 24-25	-	(10)	-		-		
The Willows Gayton 22-23	-	(10)	-		-		
Wheatfields, Watlington 19-20	-	20	-		-		
Town Centre Operations:							

Purfleet Retail Pods	-	-	2,920		-		
Town Centre Manager	92,370	15,250	18,886		92,370		
Total	454,880	(2,994,560)	(1,663,861)	(21,560)	433,320		

Programme and Project Delivery:

Corporate Projects:							
							Proportion of staff time which can be capitalised against projects in excess of Q1 budget and expected to exceed full year budget by c £50k
Corporate Project Manager	183,570	43,530	32,183	(50,000)	133,570	Y	
Project Management Officers	134,110	33,510	28,562		134,110		
Active & Clean Connectivity	-	-	(37,760)		-		
Housing Subsidiaries:							
West Norfolk Housing Co Ltd	(50,000)	(13,420)	5,071		(50,000)		
West Norfolk Property Ltd	(846,970)	(18,150)	31,080		(846,970)		
Total	(579,290)	45,470	59,136	(50,000)	(629,290)		

Property and Projects:

General Properties:							
Bridge Inspections	-	2,640	-		-		
General Property	(209,850)	(37,830)	(46,443)		(209,850)		
Marriotts Warehouse	(4,690)	(5,240)	(254)		(4,690)		
Mintlyn Bungalow	(3,130)	(760)	(875)		(3,130)		
Princes Theatre Main	6,520	1,620	-		6,520		
Sewerage	8,180	5,650	5,176		8,180		
Upwell Community Carpark	-	(30)	(2,774)		-		
General Properties Investments:							
General Properties Investment	(3,800)	(900)	(2,400)		(3,800)		
Industrial Units:							
Austin Fields Industrial Estate	(8,780)	(2,080)	(905)		(8,780)		
Flitcham Workshops	(15,190)	(3,820)	(1,540)		(15,190)		
Hardwick Industrial Estate	(717,620)	(172,360)	(182,682)		(717,620)		
Hardwick Narrows Industrial Estate	(116,940)	(27,880)	(37,475)		(116,940)		
Heacham Depot	(14,700)	(3,660)	100		(14,700)		
Heacham Workshops	(19,400)	(4,760)	(9,896)		(19,400)		
Horsleys Fields Industrial Estate	620	150	150		620		
Industrial Estates- General	52,810	52,810	9,988		52,810		
Lower Canada Industrial Estate	(6,750)	(1,630)	(2,563)		(6,750)		
Nar Ouse Business Park	16,640	3,170	(10,864)		16,640		
North Lynn Industrial Estate	(394,180)	(95,070)	(44,302)		(394,180)		
North Lynn Managed Workshops	28,050	22,520	23,847		28,050		
Regis Place	1,790	390	1,960		1,790		
Regis Place Unit 2	(11,350)	(2,510)	(3,611)		(11,350)		
Regis Place Unit1	(2,670)	7,840	14,253		(2,670)		
Saddlebow Industrial Estate	(47,730)	(11,430)	(13,683)		(47,730)		

Saddlebow Waste Disposal Site	(34,970)	(8,400)	(10,088)		(34,970)		
St Johns Business Park	(46,630)	(11,020)	(15,919)		(46,630)		
Trafalgar Industrial Estate	(72,960)	(17,540)	(10,059)		(72,960)		
KLAC Rentals:							
KLAC Complex Rentals	10,990	2,300	1,979		10,990		
KLIC:							
KL Innovation Centre	(207,900)	(44,520)	(27,079)		(207,900)		
Offices:							
KC Office accom rental	(166,370)	(77,790)	(155,561)		(166,370)		
Kings Court Kings Lynn	(100,340)	17,250	1,456		(100,340)		
Kings Court Service Charges	620	120	41,725		620		
Offices - Support Service	3,670	-	930		3,670		
Priory Road D Market	(210)	(320)	(8,116)		(210)		
Valentine Road Hunstanton	59,900	27,190	28,487		59,900		
Property Services:							
Property Services	703,720	173,500	163,866		703,720		
Shops and Offices:							
Phase 5 Town Centre KL	(196,020)	(41,500)	(46,963)		(196,020)		
Town Centre Development	(9,150)	(1,290)	10,210		(9,150)		
Street Lighting:							
Street Lighting	122,040	22,880	28,871		122,040		
Total	(1,395,780)	(232,310)	(301,050)	-	(1,395,780)		

Regeneration, Housing and Place:							
Conservation & Heritage:							
Greyfriars Tower	21,080	3,390	2,960		21,080		
Red Mount Chapel	3,500	860	153		3,500		
Economic Regeneration:							
Economic Development - Operational	203,730	50,010	48,010		203,730		
Economic Partnership Working	14,350	1,320	-	20,000	34,350	Y	Following the closure of LEP, NCC have taken over the administration of the Enterprise Zone. New obligation is in excess of budget set for contribution, which was based on previous levels
Investment & Place	10,250	2,550	2,700		10,250		
Shared Prosperity Grant Fund	5,140	14,790	14,396		5,140		
Guildhall & Arts							
Arts Initiatives	25,910	6,450	350		25,910		
Guildhall and Arts - Support	87,570	21,870	7,239		87,570		
Housing Options:							
Homechoice	96,760	20,880	49,531		96,760		
Housing Options Programme	524,070	128,310	41,996		524,070		
Housing Strategy:							
Domestic Abuse Funding	35,800	8,940	11,540		35,800		
Enabler Role	268,530	67,110	66,853		268,530		
Rough Sleeper Fund	60	-	-		60		

West Winch Growth Area	-	-	31,254		-		
King's Lynn & Downham Market:							
Custom House & Tourist information centre	10	-	-		10		
Museums:							
Museums	36,490	9,120	-		36,490		
Trues Yard	390	90	-		390		
Regeneration Projects:							
Regeneration Projects	86,200	24,780	45,998		86,200		
Tourism:							
Brochure and lead generation	14,610	3,660	-		14,610		
Communications	2,000	510	-		2,000		
Day visitor awareness	21,500	4,150	11,540		21,500		
Discover KL Distribution	22,300	5,580	693		22,300		
Downham Market	1,340	330			1,340		
Explore West Norfolk	6,000	1,500	-		6,000		
Hunstanton Marketing	2,540	630	-		2,540		
Hunstanton TIC	20	-			20		
KL Maritime Trail	10	-	61		10		
Signposting maintenance	1,500	360	-		1,500		
Tourism Salaries and support	59,160	13,240	16,587		59,160		
Special Events	3,000	750	-		3,000		
Website & Social Media marketing	6,500	1,620			6,500		
Total	1,560,320	392,800	351,860	20,000	1,580,320		

Resources:							
Corporate Costs & Provisions:							
Subscriptions	36,070	6,490	24,697		36,070		
General Fund write offs	-	-	8,510		-		
Corporate Insurance:							
Corporate Insurance	209,630	634,420	524,818		209,630		
Corporate Management Team:							
Assistant Directors	1,271,700	337,560	307,866		1,271,700		
Chief Executive & Secretary	240,670	58,740	66,225		240,670		
Corporate	3,002,460	239,610	151,423		3,002,460		
Financial Assistance:							
Community Projects	42,000	10,500	-		42,000		
Community Projects CRS	155,290	38,790	76,374		155,290		
Community Projects CS	115,000	28,740	2,500		115,000		
westnorfolkwins	3,960	(14,020)	(307)		3,960		
Financial Services:							
Financial Services	1,094,120	256,320	286,951		1,094,120		
Internal Audit & Fraud:							
Internal Audit	164,100	24,290	26,395		164,100		
Revenues & Benefits:							

Benefit Administration	499,600	67,650	88,899		499,600		
Benefit Payments	500,000	124,950	59,611		500,000		
Cost of Collection - Council Tax	869,610	198,700	314,873		869,610		
Cost of Collection - Non Domestic Rates	61,660	(119,000)	312		61,660		
Council Tax Support Admin	57,630	(77,510)	-		57,630		
Covid 19 Grants	-	-	2,450		-		
Housing Benefit Overpayments	(225,000)	(62,490)	-		(225,000)		
Kings Lynn Bid	-	(54,150)	165,895		-		
Welfare Reform Funding	-	(26,950)	(3,108)		-		
Special Expenses:							
Special Expenses	115,830	500	-		115,830		
Treasury Management:							
Treasury Management	11,810	2,940	(2,793)		11,810		
Total	8,226,140	1,676,080	2,101,590	-	8,226,140		

Grand Total	26,128,470	3,602,630	4,193,166	(148,350)	25,980,120		
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Impact on Financial Planning							
Yes				(124,170)			
No				(24,180)			

Appendix B - 2025/2026 Q1 Capital Monitoring		Original Budget 2025/2026	Revised budget 2025/2026 (Cabinet 24 July 2025)	Actuals to 30 June 2025
Tier 1				
Major projects	Enterprise Zone (Property and Projects):			
	Project Management / Marketing	0	9,800	20,980
	Roads / Infrastructure	0	0	1,673
	EZ Premises Costs	0	0	1,500
	EZ Development of Spec Units 1	0	0	79,840
	NORA Remediation	0	438,660	
	Total Enterprise Zone	0	448,460	103,992
	Major Housing Development (Companies and Housing):			
	Salters Road	0	536,730	867
	Phase 3-Lynnsport 1	9,153,840	7,719,070	1,743,210
	Phase 2 -Lynnsport 4 /5	0	0	9,371
	Major Housing Management	0	0	6,580
	Major Housing Projects Unallocated Budget	0	27,770	
	Florence Fields	17,713,600	15,600,230	2,683,296
	Nora Phase 2	0	0	
	Nora Phase 3	0	0	
	Nora Phase 4	10,000	99,570	2,825
	Hunstanton Regeneration Southend Road Car Park	0	0	101,452
	Total Major Housing Development	26,877,440	23,983,370	4,547,602
Other Major Pro	Towns Fund:			
	St Georges Guildhall Complex	6,102,790	6,084,090	191,463
	Active and Clean Connectivity	641,340	1,846,200	102,869
	Rail to River	0	62,000	
	Riverfront Regeneration	596,010	3,340,030	68,338
	Multi User Community Hub	0	2,581,450	
	Programme Management	22,110	45,880	12,073
	Leisure and Community Facilities:			
	Lynn Sport New 3G Pitch	870,000	900,000	
	Regeneration, Housing & Place:			
	Southgate Regen Area Business Rate Pool Contributio	279,780	167,780	15,800
	UK Shared Prosperity Fund	0	0	4,574
	Rural England Prosperity Fund	0	0	321
	Local Authority Housing Fund	0	1,861,990	6,029
	Town Centre Development (Historical H&M)			
	Total Other Major Projects	8,512,030	16,889,420	401,467
Total Tier 1		35,389,470	41,321,250	5,053,061
Tier 2				
Operational Sci	Health, Wellbeing & Public Protection			
	Disabled Facilities Grant	618,200	618,200	138,118
	Adapt Grant	1,281,800	1,424,460	208,801
	Preventative works:	267,500	267,500	
	Home Repair Assistance Loan	0	0	
	Emergency Repair Grant	0	0	1,129
	Careline Grant	25,000	25,000	
	Safe and Secure Grant	0	0	
	Discretionary Adaptation Assistance	0	0	
	Low Level Prevention Fund	225,000	225,000	
	Private Sector Housing Assistance	2,417,500	2,560,160	348,048

Appendix B - 2025/2026 Q1 Capital Monitoring		Original Budget 2025/2026	Revised budget 2025/2026 (Cabinet 24 July 2025)	Actuals to 30 June 2025
	Health, Wellbeing & Public Protection			
	Careline-Replacement Alarm Units	60,000	60,000	
	Leisure and Community Facilities:			
	Corn Exchange -Refurbish Seating	0	0	
	Corn Exchange - Auditorium LED Lighting	0	0	
	Lynns Drainage Pipeline Enhancement	0	0	
	Lynn Sport Gym Centre Flooring Replacement	0	165,000	
	Lynn Sport Roof	0	0	
	Lynn Sport 3G Replacement	0	0	
	L/Sport Gymnastics - Acro Floor and Tumble Track rep	20,000	20,000	
	L/Sport Toilets & Changing Room	52,480	52,480	
	Oasis lockers replacement	0	30,000	
	Town Hall Redecoration	0	0	
	Town Hall Prep Kitchen Replacement	10,000	20,000	
	Operational and Commercial:			
	Public Conveniences	300,000	366,000	
	Resurfacing (various car parks)	0	61,800	
	Car Parks Pay & Display Machine Replacement	165,000	41,080	
	Car Pk Multi-storey Barrier Ticket Machine	0	38,130	
	Car Prk Multi-storey Lighting + Controls	0	102,470	
	Car Parking Strategy		0	
	Mintlyn Crem Ext Car Park			
	CCTV Control Room Upgrade	246,050	271,050	
	CCTV Kettlewell Gadens	24,840	24,840	
	CCTV Multi-storey	9,890	9,890	
	CCTV Crematorium	7,730	7,730	
	CCTV Safer Streets	50,000	46,680	
	Heacham North Beach Pay & Display Infrastructure	0	23,000	
	Christmas Lights Replacement	167,550	187,550	
	Parking/Gladstone Server Upgrade	0	12,030	
	Digital Signge Installation - NTP	0	43,000	
	High Street Public Realm TF Accelerated project	0	0	2,738
	NSF Events Equipment	0	5,170	
	Reopening High Street			
	Replacement Stage	0	0	
	Replacement Play Area Equipment S106	0	95,880	96,782
	Replacement Play Area Equipment	0	89,000	
	Refuse - Black Bins	40,000	40,000	
	Brown Bins/Compost	40,000	40,000	
	Green Bins/Recycling	40,000	40,000	
	Trade Bins	40,000	40,000	
	Bandstand Roof Replacement - Hunstanton	0	30,000	
	Resort - Beach Safety Signage	0	15,000	
	Resort Chalet Window Replacement	50,000	100,000	
	Resort - Visitor Digital Sign	50,000	50,000	
	Grounds Maintenance Vehicles	436,730	436,730	
	Grounds Maintenance Equipment	139,080	711,620	15,500
	Public Cleansing Vehicles	156,800	156,800	
	Mintlyn Crematorium - Customer Toilets Refurb	40,000	40,000	
	Mintlyn Crem - Memorial Gardens - Drainage for paths	20,000	20,000	
	Mintlyn Cremator 1 - Refactory reline	100,000	100,000	
	Mintlyn Crematorium - redecoration	30,000	30,000	
	Programme and Projects:			
	Changing Places Toilet - St James's	39,000	2,050	8,142
	Downham Market Public Conveniences	111,000	34,250	24,467

Appendix B - 2025/2026 Q1 Capital Monitoring		Original Budget 2025/2026	Revised budget 2025/2026 (Cabinet 24 July 2025)	Actuals to 30 June 2025
	Property and Projects:			
	South Quay Somerfield Thomas Silo	0	0	
	Factory Unit 1 - New Depot Site	0	0	
	Air Source Heat Pump Project - Enterprise Works	0	0	
	North Promenade Erosion	0	0	
	Re:Fit Project	0	16,730	320
	E-Energy Solar Project	8,700	8,700	
	Industrial Estate Roof (Historical adj)			
	Sewage Treatment Works Refurb/Connect Public Sewer	14,000	28,000	
	Resources:			
	ICT Development Programme	0	307,940	56,132
	Standard Desktop Refresh	0	0	
	Community Projects	50,000	16,650	
	Central Services:			
	CIC customer service transformation	16,220	0	
	Total Operational Schemes	4,952,570	6,597,410	552,129
Total Tier 2		4,952,570	6,597,410	552,129
Tier 3				
	Operational Schemes: Health, Wellbeing & Public Protection			
	Careline - Replacement Vehicles	56,850	56,850	
	Community Safety Vehicle	30,000	30,000	
	Leisure and Community Facilities:			
	Corn Exchange -Internal Dec	0	0	
	Corn Exchange -Refurbish Seating	15,000	15,000	
	DMLC - Flooring Replacement	0	0	
	DMLC - Replacement Lighting Pool	0	13,000	
	DMLC - Replacement Distribution Boards	25,000	25,000	
	DMLC - Changing room refurb	30,000	30,000	
	DMLC - Pool Cover	0	0	
	DMLC - Window Replacement (dryside)	0	20,000	
	L/Sport - Floor Surface Reseal	0	0	
	L/Sport Fire Alarm Upgrade	70,000	0	
	L/Sport Flooring (changing/toilets/reception)	30,000	0	
	L/Sport Cubical and locker replacement	0	0	
	L/Sport Track and Barn Line marking	15,000	15,000	
	L/Sport Window replacement	40,000	40,000	
	St James - Floor/Surface Replace	0	0	
	St James Pool Covers		0	
	St James Flooring (reception/corridors/viewing)	15,000	15,000	
	St James Pool Hall replacement lighting	0	0	
	St James Fire Alarm System	0	0	
	St James Pool plate heat exchange	0	0	
	Oasis Fitness Flooring bowls hall/fitness stairs	0	10,000	
	Oasis Pool Hall lighting	15,000	15,000	
	Oasis Cubicles replacement	0	50,000	
	Oasis distribution board replacement	0	0	
	Town Hall:			
	Roofing	50,000	50,000	
	Electrical Switch Replacement	40,000	40,000	
	Redecoration	15,000	15,000	
	Replacement flooring/stairs	10,000	10,000	
	Stone Mason external works	20,000	20,000	
	Fairstead Replacement Flooring	0	0	

Appendix B - 2025/2026 Q1 Capital Monitoring		Original Budget 2025/2026	Revised budget 2025/2026 (Cabinet 24 July 2025)	Actuals to 30 June 2025
	Operational and Commercial:			
	Decrim Car Park	49,150	49,150	
	Resurfacing (various car parks)	200,000	200,000	
	Car Parks Pay & Display Machine Replacement	0	0	
	Christmas Lights Replacement	0	0	
	Emergency Plan - Replace Radios	15,000	30,000	
	The Walks Crazy Golf Equipment	120,000	120,000	
	Replacement Play Area Equipment	155,000	66,000	
	Play Area Equipment - King's Lynn (KLACC)	8,000	8,000	
	Replacement Dog Bins	21,000	21,000	
	Resort Replacement Play Area Equipment	0	0	
	Tourist Signs A47		0	
	Programme and Projects:			
	Property and Projects:			
	Re:Fit Project	126,470	126,470	
	Estate Roads - Resurfacing	0	30,500	
	Bergen Way Industrial Estate Roof Replacement	250,000	250,000	
	Regeneration, Housing & Place:			
	ICI/Active Travel Hub (KLIC2)	121,060	121,060	
	South Quay Stage 3	120,000	120,000	
	Resources:			
	ICT Development Programme	500,000	500,000	
	Standard Desktop Refresh	300,000	300,000	
	Total Operational Schemes	2,462,530	2,412,030	0
Exempt Schemes				
	Total Exempt Schemes	167,000	197,000	0
Total Tier 3		2,629,530	2,609,030	0
Total Capital Programme		42,971,570	50,527,690	5,605,190

Appendix C

REQUEST TO PROCEED WITH CAPITAL PROJECT

Project or Scheme Title	Installation of Digital Sign on Redgate hill as you enter Hunstanton	Financial Year:	2025/26
Assistant Director	Martin Chisholm		
Project Manager	David Morton		
Description of Scheme	We currently have a maunal sign that only has 3 available slots to advertise whats on. That sign requires staff to design, print and put up when events change. Time consuming, labour intensive and puts staff on the side of the highway to update regularly. Digital display will enable remote updating, can be changed quickly and offers opportunity to advertise more things more often. Can also be used to direct traffic flows on busy days / events		
Please confirm you have consulted with your Executive Director and Cabinet Portfolio Holder and have their support to commence this scheme	Advertising of whats on always been a big thing in Hunstanton, this will enhance and make everything easier and safer for staff. No longer having to update the signs manually.		

Confirm the cost of the scheme is still within the original estimated budget allocated to the scheme. Is this supported by a quote or tender?	No direct costs for this project obtained to date. However costs for a simialr project in King's Lynn replacing a VMS sign have come in more than the budget for this project, however the KL signs are much larger than the Hunstanton version. Budget for this, on that basis appears to be in the right ballpark.
If the costs are above the original estimated budget, please provide an explanation why the costs have increased and how it is proposed that this additional cost is met.	N/A

Please update the following tables for any changes to the budget profile and cost:

Total Capital Cost of Scheme (please do not include ongoing maintenance costs)	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:								
Description of capital costs:	If agreed work would commence in Q3/Q4 of 2025/26 & finish Q1 of 2026/27 ready for the start of the 2026 season.							

Annual Revenue Cost of Scheme	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:								
Description of revenue costs:								

Notes for Project Managers

1. This form will be used to request approval (via the budget monitoring report process) from Cabinet to commence the scheme subject to the cost being within the Capital Programme Framework. If this falls outside that Framework, then it will need approval from Full Council.
2. If your acheme is approved to progress, the it will be added to tier 1 (major projects) or tier 2 (operational projects) of the capital programme (as determined by Cabinet).
3. Please note that you may be required to complete a post-completion project evaluation form.

Reviewed by:

(Assistant Director)

Date:

Appendix D

REQUEST TO PROCEED WITH CAPITAL PROJECT

Project or Scheme Title	Flitcham Barns STW Replacement	Financial Year:	2025/26
Assistant Director	Jason Birch		
Project Manager	Allison Bingham		
Description of Scheme	The treatment plant at Flitcham Barns is over 30 years old and is beyond its serviceable life and proving difficult to maintain, to mitigate the risk of untreated waste from entering the river waste is currently being tankered away on a 4 to 6 week basis,		
Please confirm you have consulted with your Executive Director and Cabinet Portfolio Holder and have their support to commence this scheme	Mark Parkinson has been appraised of the situation		

Confirm the cost of the scheme is still within the original estimated budget allocated to the scheme. Is this supported by a quote or tender?	This is supported by a quotation and is within the original capital budget allocation
If the costs are above the original estimated budget, please provide an explanation why the costs have increased and how it is proposed that this additional cost is met.	N/A

Please update the following tables for any changes to the budget profile and cost:

Total Capital Cost of Scheme (please do not include ongoing maintenance costs)	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:		28000						
Description of capital costs:	Removal and installation of new sewage treatment plant and associated works at Flitcham Barns							

Annual Revenue Cost of Scheme	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:			930	930	930	930	930	930
Description of revenue costs:	Inspection, servicing and maintenance every other month							

Notes for Project Managers

1. This form will be used to request approval (via the budget monitoring report process) from Cabinet to commence the scheme subject to the cost being within the Capital Programme Framework. If this falls outside that Framework, then it will need approval from Full Council.

2. If your scheme is approved to progress, then it will be added to tier 1 (major projects) or tier 2 (operational projects) of the capital programme (as determined by Cabinet).

3. Please note that you may be required to complete a post-completion project evaluation form.

Reviewed by: Jason Birch (Assistant Director)

Date: 31/07/2025

REQUEST TO PROCEED WITH CAPITAL PROJECT

Project or Scheme Title	Desktop Refresh	Financial Year:	25/26
Assistant Director	Paul Lowes (Assistant Director for Corporate Services)		
Project Manager	Mark Willetts (Technical Services Manager)		
Description of Scheme	<p>This project will fund the purchase and deployment of new windows 11-ready laptops and equipment to replace ageing devices currently in use across the organisation. Desktop PCs will be replaced with laptops with the ability to dock, wherever practical, and equipment on desks will be brought up to a common standard, which will include replacement of the oldest monitors and replacement of Mitel handsets with Teams Phone.</p> <p>The replacement programme will target laptops approaching or exceeding their end-of-life, many of which are running Windows 10 and will be unable to support future software updates beyond Microsoft's Windows 10 end of support date (14 October 2025).</p> <p>The rollout will:</p> <p>Provide modern, secure, and high-performance laptops to staff.</p> <p>Ensure all devices are compliant with the council's security and software standards.</p> <p>Support flexible and hybrid working models.</p> <p>Deployment will be managed by the ICT Services team and scheduled to minimise operational disruption.</p>		
Please confirm you have consulted with your Executive Director and Cabinet Portfolio Holder and have their support to commence this scheme	Paul Lowes (Assistant Director for Corporate Services) and Cllr Chris Morley are aware and supportive of the project		

Confirm the cost of the scheme is still within the original estimated budget allocated to the scheme. Is this supported by a quote or tender?	Still within budget based on provisional quotes - tender process under discussion with Procurement
If the costs are above the original estimated budget, please provide an explanation why the costs have increased and how it is proposed that this additional cost is met.	

Please update the following tables for any changes to the budget profile and cost:

Total Capital Cost of Scheme (please do not include ongoing maintenance costs)	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:			£350,000		£150,000	£150,000		
Description of capital costs:								

Annual Revenue Cost of Scheme	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:								
Description of revenue costs:	Ongoing costs will be covered by warranty, licensing costs covered by the Microsoft Enterprise agreement. There are no other revenue costs.							

Notes for Project Managers

1. This form will be used to request approval (via the budget monitoring report process) from Cabinet to commence the scheme subject to the cost being within the Capital Programme Framework. If this falls outside that Framework, then it will need approval from Full Council.
2. If your scheme is approved to progress, then it will be added to tier 1 (major projects) or tier 2 (operational projects) of the capital programme (as determined by Cabinet).
3. Please note that you may be required to complete a post-completion project evaluation form.

Reviewed by:

(Assistant Director)

Date:

Appendix F - Capital Strategy (Extract)

3.3 Capital Programme Process

The procedural framework outlines the three-tier structure of our capital programme, ensuring thorough planning, execution, and monitoring of all capital projects from development through to major project completion.

1. Development Stage

The purpose of this stage is to involve initial fact-finding, project development, and preliminary research to assess the feasibility and benefits of proposed projects.

Fact-Finding and Needs Assessment (Discovery Phase):

- During this phase, the strategic context of the project is determined. Workshops and wider officer consultations are conducted, followed by the preparation of a mandate and a risk register.
- The outputs of this phase include workshop outcomes, the mandate, and the risk register.
- The finance process involves Strategic Assessment Approval, with no approvals required at this stage.

Project Development (Initiate Phase):

- In this phase, the business justification for the project is made by exploring the preferred way forward, outlining the procurement strategy, and developing the project management approach.
- The outputs include the Strategic Outline Business Case, Outline Procurement Strategy, and the Project Management Plan.
- The finance process involves requesting New Capital Project Approval by completing the Capital Appraisal Form and submitting it to Finance where once approved it will be added to Tier 3 of the Capital Programme.

Research on Benefits and Feasibility (Plan Phase):

- The delivery strategy is determined by assessing potential Value for Money (VfM) and preparing for the potential deal, ascertaining affordability and funding requirements, and planning for successful delivery.

- The outputs include the Engagement Strategy, Project Definition, and the Outline Business Case.
- The finance process involves requesting approval to implement the capital project by completing the Request to Proceed with the Capital Project form and submitting it to Finance where this will then be subject to approval by the Chief Finance Officer under the Scheme of Delegation, Cabinet where it is a key decision or Council if amendments are required to approved Capital Programme. Once approved the project will be promoted to Tier 1 or 2 of the Capital Programme depending on whether the project is classed as a major project or not.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE OF MEETING:	3 September 2025		
TITLE:	Proposals from the Constitution Informal Working Group		
TYPE OF REPORT:	Policy Development		
PORTFOLIO(S):	Leader		
REPORT AUTHOR:	Monitoring Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY

SUMMARY:
<p>This report presents a Schedule of proposed Substantive Changes to the Constitution, developed through cross-party engagement and officer consultation from the Constitution Informal Working Group ("CIWG"), and seeks endorsement from the Panel prior to Cabinet consideration.</p> <p>Attachments:</p> <ul style="list-style-type: none"> • Minutes of the CIWG meetings on 30 January and 7 August • Schedule of proposed Substantive Changes to the Constitution including: <ul style="list-style-type: none"> ➤ Appendix 1: Outside Bodies (new Article 17) ➤ Appendix 2: Shareholder Function (new Article 18) ➤ Appendix 3: Audit Committee Independent Members ➤ Appendix 4: Electoral Arrangements Committee
KEY ISSUES:
<p>The Schedule of proposed Substantive Changes to the Constitution sets out the areas of the Constitution that were identified as requiring alterations to improve governance, transparency, statutory compliance, effectiveness and/or operational efficiency.</p>
OTHER OPTIONS CONSIDERED:
<p>Members are directed to the minutes of the CIWG meetings for reference to other options considered.</p>
RECOMMENDATIONS:
<ol style="list-style-type: none"> 1. Acknowledge the work of the Constitutional Working Group during 2025 in reviewing and recommending changes to the Constitution. 2. Recommend to Cabinet the adoption of the Schedule of Substantive Changes to Constitution
REASONS FOR RECOMMENDATIONS:

To support the process of the review and revision of the Constitution as a process of continuous improvement, and to ensure the Constitution remains a relevant, transparent and legally compliant framework for the Council's governance, reflecting current statutory duties and operational practices.

REPORT DETAIL

1. Introduction

The CIWG was convened as an informal working group by CPP to review the Council's Constitution to ensure that it is complete, accurate, up to date, clear, consistent, lawful and fit for purpose.

The CIWG has met three times during 2025: 30 January, 11 June and 7 August. On 11 June and 7 August the CIWG considered the 'deep dive' area for 2025: the 'Overview & Scrutiny Governance Review'. This work will be the subject of a separate report.

The other part of the CIWG's work was to devise and propose a Schedule of Substantive Changes to the Constitution, which is attached herewith for the Panel's consideration and onward recommendation to Cabinet.

2. Proposal.

The proposed amendments are detailed in the attached Schedule of Substantive Changes and supporting appendices. These reflect both internal governance improvements and external statutory requirements.

3. Issues for the Panel to Consider

Commentary on Appendices:

Appendix 1 – Outside Bodies

Introduces Article 17 to define and regulate appointments to external organisations. This improves transparency and ensures appointments align with strategic objectives and legal frameworks.

Appendix 2 – Shareholder Function

Introduces Article 18 to formally recognise the Council's role in overseeing wholly owned companies. Establishing a Shareholder Committee ensures governance is structured and legally compliant.

Appendix 3 – Audit Committee Independent Members

Clarifies the role and appointment process for independent co-opted members, aligning with CIPFA guidance and enhancing the robustness of audit oversight. Introduces an increased allowance to support recruitment and retention.

Appendix 4 – Electoral Arrangements Committee

Establishes a new non-executive committee to oversee electoral reviews, polling arrangement and Community Governance Reviews. This ensures statutory compliance and provides a clear governance route for electoral matters.

4. Corporate Priorities

With regards to the Corporate Strategy, reviewing the Constitution will serve to promote the following priority:

Efficient and effective delivery of our services: To provide cost-effective, efficient services that meet the needs of our local communities, promote good governance, and provide sustainable financial planning and appropriate staffing.

And the following key principle:

Transparently: We will be open, honest and transparent in our decision making and ensure we follow best practice in governance

5. Financial Implications

None directly arising from this report save for the increase in allowances for the Standards Committee Independent Persons and the Audit Committee independent Members. Consultation has taken place with the Chief Finance Officer and Assistant Director for Resources who have confirmed that these allowances can be met from the budget for Members Allowances.

6. Equal Opportunity Considerations

None – neutral impact. An Equality Impact Assessment pre-screening shall be undertaken for the onwards Cabinet report.

7. Environmental Considerations

None

8. Background Papers

None

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CONSTITUTION INFORMAL WORKING GROUP

Minutes from the Meeting of the Constitution Informal Working Group held on Thursday, 30th January, 2025 at 2.30 pm in the Meeting Room 1:3 and on Microsoft Teams

PRESENT: Councillors Long (Chair), Lintern and Ware.

PORTFOLIO HOLDER: Councillor Moriarty – Portfolio Holder for Planning and Licensing.

PRESENT UNDER STANDING ORDER 34: Councillor Kemp

OFFICERS: Alexa Baker, Monitoring Officer and Kate Blakemore, Chief Executive.

1 APOLOGIES

Councillors Beales, Coates, Dickinson, Osborne and Ryves.

2 MEMBERS PRESENT UNDER STANDING ORDER 34

Councillor Kemp.

3 NOTES FROM THE PREVIOUS MEETING

The notes from the previous meeting were agreed as a correct record.

4 WORK PLAN FOR 2025

The Group first discussed the how far they wanted to go with reviewing the Constitution, given the impact of Devolution and Local Government Reform and the use of resources. The Group agreed that rather than a whole scale review, work should be focussed on priority areas that made a positive impact and streamlined.

The Group considered the Work Plan for the forthcoming year and prioritised the sections of the Constitution that they wanted to look at. A copy of the updated work programme with ratings and comments made by the Group is attached.

It was noted that the Monitoring Officer had delegated powers to make non material minor amendments to the Constitution.

In terms of the Scheme of Delegation, the Group considered that the current Scheme of Delegation worked and the Monitoring Officer

provided an overview of operational and executive delegated decisions.

The Group considered the proposals to create Procedure Rules to supersede Standing Orders. It was noted that this was a considerable piece of work and was not a high priority at this stage.

The Planning Committee Terms of Reference and proposed Call-in Protocol would be referred to the Assistant Director for Planning to consider. The Group felt that creation of a Planning Call-in Protocol would be a useful reference tool.

5 **SCHEDULE OF MEETINGS FOR 2025**

17th April 2025
 10th July 2025
 4th Sept 2025
 20th Nov 2025

All meetings to start at 4.30pm in Meeting Room 1:3, Kings Court.

6 **DATE OF THE NEXT MEETING**

17th April 2025 at 4.30pm in Meeting Room 1:3.

The meeting closed at 3.30pm

CONSTITUTION FORWARD WORK PROGRAMME 2025/2026

DATE OF MEETING	TITLE/CONSTITUTION SECTION	PRIORITY	OBJECTIVES AND OUTCOMES
	INDEX!		High impact quick win and will make the Constitution easier to navigate
	Legislative requirements for Constitution are all contained within the Constitution and UpToDate		As sections are reviewed legislative updates will be included
	Scheme of Delegation review	3/4	
	Inclusion of section on outside bodies, wholly owned companies and Shareholder function	1	Not currently mentioned in Constitution
	Standards Committee delegations for sanctions including power to remove from Council Body appointments including Chair	1	Needs to go further and consider the ability to change Chair/Vice Chair appointments at Full Council meetings by Leaders/Group Leaders.
	<p>Panels:</p> <p>Defined separation of what each PR&D Panel looks at</p> <p>Joint panel provisions (Becky P prepared work on this)</p> <p>Separation between scrutiny role and policy review and development role – pick up peer review comments</p>	2	Peer Review comments should be high priority
	Budget & Policy Framework	3	<p>Consideration to be given on minor revisions.</p> <p>Ensure Transparency – political steer</p>

	<p>Definition so that that there is a split between non-exec and executive policies – creating a finite list of what is the Full Council Policy Framework</p> <p>What County have in their Constitution as their finite Full Council Policy Framework:</p> <p>a) Norfolk County Council Strategy b) Annual investment and treasury management strategy c) Children and young people’s strategy d) Adult social care strategy “Promoting Independence Strategy”: Vision, strategy and priorities (Review May 2029) e) Local Transport Plan f) Norfolk County Council Waste strategy and policies g) Minerals and Waste Development Plan documents h) Community Risk Management Plan (CRMP). i) Youth Justice Plan (Review December 2025) j) Strategic Property Asset Management Framework k) Environmental Policy l) Climate Policy for Norfolk (Review March 2026)</p> <p>Potential for BCKLWN based on non-exec functions:</p> <ul style="list-style-type: none">• Corporate Strategy• Constitution• Capital Strategy• Capital Programme• Treasury Management Policy & Strategy• Risk Management Strategy		
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	<ul style="list-style-type: none">• Local Plan• Health and Safety Policy• Licensing Policies• Gambling Policy• Pay Policy		
	Access to Information Procedure Rules	2/3	Noted it is in the Constitution, just scattered, so needs pulling together
	Changing appointment of Independent Person for Standards Committee to Full Council in line with legislation – interviews can stay with Appointments Board	1	
	Cabinet Procedure Rules	2/3	
DATE OF MEETING	TITLE/CONSTITUTION SECTION	PRIORITY	OBJECTIVES AND DESIRED OUTCOMES
	Committee Procedure Rules	2/3	
	Planning Committee Terms of Reference Review – Enforcement to be delegated to officers	Refer to Planning	
	Planning Call in Protocol https://www.bedford.gov.uk/files/call-protocol-dec-2020.pdf/download?inline Our procedure contained in Planning Scheme of Delegation:	Refer to Planning	

	1.1.1 Councillors have the right to request in writing to the Executive Director – Environment & Planning/that within 28 days of the publication of the weekly Planning Register of Applications, 21 days of the date of any re-consultation on amendments (see note 9) that a planning application (including reserved matters), listed building application, or application for advertisement consent should be determined by the Planning Committee. Members must only call-in such applications within their own Ward, unless exceptional circumstances dictate otherwise, and Members must give a reason for calling-in an application to Committee.		
	<p>An audit recommendation:</p> <p>The ToRs for Committees, Boards and Panels to state the date of their last review, frequency of review, date of next review and the frequency of their meetings.</p> <p>INCL difference between terminology of Panels/Boards/Committees</p> <p>AND how joint panels are dealt with and external joint committees</p>	4	
	Expand definition of statutory officers – use what's in member induction pack	4	
	'Proper Officer' list	2	
	<p>Cllr Bubb's suggestion at CPP re motions:</p> <p><i>Under Standing Order 34, Councillor Bubb suggested the process could be : the motion be read out by the proposer and seconded, and the Mayor then ask if anyone disagreed with the Motion, if no</i></p>	5	

	<i>dissenters, then Council go straight to the Vote. He explained if anyone disagreed with Motion and an amendment was asked for then the amendment was to be debated. He added further if the notice of Motion was disagreed with for a different reason, then this was to be debated as usual with a limit on the number of speakers and not raised a new point.</i>		
	From Cllr Coates: Articles – 2.05 - Rights and Duties of Councillors. Reference to Exempt Information and Access to Information – marry up with a guidance note on Cllrs rights to information and refer to legislation as required. This will also have an impact on Article 11.04	4	
	From Cllr Coates: Articles – 3.01 - Citizens Rights – Clarity on thresholds and process for a Referendum for a Directly Elected Mayor.	4	
	From Cllr Coates: Articles – 3.01 - Citizens Rights to information – update to reflect access to information on the web/You Tube etc.	4	
	From Cllr Coates: Article 7 – The Cabinet – to be amended in line with the Council Procedure Rules which are being drawn up	4	
	From Cllr Coates: Article 12.05 - Functions of the Statutory Posts. Lists duties of the Monitoring Officer and Chief Finance Officer, but doesn't list the duties of the Head of Paid Service so this needs adding.	4	

	From Cllr Coates: Version Control section to be added to show schedule and dates of amendments –	4	

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CONSTITUTION INFORMAL WORKING GROUP

**Minutes from the Meeting of the Constitution Informal Working Group held
on Thursday, 7th August, 2025 at 4.30 pm in Meeting Room 2:4 and
Microsoft Teams**

PRESENT: Councillors Bearshaw, Dickinson, Lintern, Long, Osborne (remotely)
and Ware (remotely)

OFFICERS: Alexa Baker – Monitoring Officer

1 APOLOGIES

Apologies for absence were received from Councillors Beales and Moriarty.

2 MEMBERS PRESENT UNDER STANDING ORDER 34

There was none.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

4 NOTES FROM THE PREVIOUS MEETING

The notes from the previous meeting were agreed as a correct record.

5 SCRUTINY GOVERNANCE REVIEW FEEDBACK - PRESENTATION

The Monitoring Officer presented the feedback from the Scrutiny Governance Review. A copy of the presentation is attached.

Members of the Group made the following comments as summarised below:

- The need to further explore the role and scope of the Joint Panels.
- Terms of Reference for the Panels required tidying to improve clarity and consistency.
- Separate sessions had been proposed after Panel meetings to review the Forward Work Programmes.
- It had been agreed that training on scrutiny skills was required and to have scrutiny well defined. The Monitoring Officer confirmed an increase in training provision relating to scrutiny.
- Concerns were raised regarding repeated discussions, lack of structure and receipt of papers at short notice for Panel meetings.

- The Monitoring Officer recommended holding Briefings on Microsoft Teams before Panel meetings for all Members to attend.
- Members acknowledged that Work Programmes continued to slip behind schedule.
- Cabinet Briefings were useful for providing information and allowing Members to ask questions.
- Panel Briefings had been considered potentially beneficial.
- The Monitoring Officer suggested draft reports be circulated prior to pre-meetings.
- A proposal was made for Joint Panels to appoint a lead Panel.
- Recommendations in reports were often repetitive.
- Concerns were raised that Cabinet Members receive more information than other Members and that specific Panel Members should be able to investigate matters in greater detail.
- Suggested that reports don't include recommendations, leaving Panels to formulate their own recommendations.
- The Monitoring Officer explained they were looking to set up workshop sessions in March 2026 to review forthcoming items for Panels.

The key recommendations were proposed as follows:

- Explore and clarify the remit of Joint Panels, considering a lead Panel structure.
- Review and update Panels' Terms of Reference.
- Schedule regular post-meeting sessions to examine the Forward Work Programmes.
- Deliver structured, well-defined training on scrutiny.
- Introduce Teams Briefings for Panels and circulate draft reports in advance of pre-meetings.
- Develop structured meeting processes to reduce repetition and improve timely circulation of papers.
- Increase of Panel involvement in shaping recommendations.
- Plan and prepare for strategic workshops in March 2026.

Councillors Dickinson and Lintern left the meeting at 5.35pm.

6 **CONSTITUTIONAL UPDATES**

The Monitoring Officer presented a table of proposed substantive amendments to the Constitution. A copy of the table is attached.

AGREED: The Group agreed with all of the proposed substantive amendments to the Constitution.

7 **DATE OF THE NEXT MEETING**

The next meeting of the Constitution Informal Working Group was scheduled to take place on 4th September 2025 at 4.30pm in Meeting Room 1:3 and Microsoft Teams.

The meeting closed at 6.05 pm

CONSTITUTION INFORMAL WORKING GROUP

TABLE OF PROPOSED SUBSTANTIVE AMENDMENTS TO CONSTITUTION:

No.	Summary	Section of constitution	Proposed change	Why?
1	Policy Framework	Part 2 Articles – 4.01 Functions of the Council – Definitions	<p>Replace the current definition of Policy Framework with the following:</p> <p><i>(i) Policy framework: The Policy Framework comprises of the following policies, plans and strategies:-</i></p> <ul style="list-style-type: none"> • <i>Corporate Strategy</i> • <i>Constitution</i> • <i>Capital Strategy</i> • <i>Capital Programme</i> • <i>Treasury Management Strategy</i> • <i>Medium Term Financial Strategy</i> • <i>Risk Management Policy</i> • <i>Local Plan, Neighbourhood Plans and other Development Plan Documents</i> • <i>Asset Management Strategy;</i> • <i>Health and Safety Policies</i> • <i>Fees and Charges Policy;</i> • <i>Licensing Policies</i> 	<p>This limits the Policy Framework to those policies connected to non-executive functions, meaning the remainder of Council policies become an executive function, subject to the Scheme of Delegation.</p> <p>This is the practice adopted by most other Councils, including local Councils.</p>

No.	Summary	Section of constitution	Proposed change	Why?
		Part 3 Remits and Terms of Reference of Council Bodies – Part B Cabinet	<ul style="list-style-type: none"> • <i>Gambling Policy</i> • <i>Pay Policy</i> <p>Amend B.11 as follows:</p> <p>Adopt corporate and service policies and make recommendations to Council on its Policy Framework</p>	
2	Discretion of Cabinet to make recommendations on Full Council function decisions	Part 3 Remits and Terms of Reference of Council Bodies – Part B Cabinet	<p>Remove current wording:</p> <p><i>B.7 Be the source of timely reports to the Council to enable it to take decisions on matters reserved to the Council to decide and which form Part 1 of the list in Appendix F</i></p> <p>And replace with:</p>	

No.	Summary	Section of constitution	Proposed change	Why?
			<i>Make recommendations to the Council on matters reserved to the Council set out in Part 1 of Part G below, where Cabinet elects to do so.</i>	
3	Remove ICT Development Group Reference from Financial Regulations	Financial Regulations	Remove Regulation 11 in its entirety and replace with NOT USED so as not to disrupt remaining numbering	This conflicts with the Scheme of Delegation on decision making; the ICT Development Group is not constituted to take operational decisions
4	Enabling Full Council to remove a Councillor from a Council Body or remove the position of Chair/Vice Chair in response to a Standards Committee	Standing Order 29	Add in a new Standing Order 29.2B: <i>Full Council may resolve at any time to:</i> i) <i>remove any Member (including the Chair) from a Council Body</i> ii) <i>remove and (where relevant) replace a Chair/Vice Chair of a Council Body</i>	To provide the Standards regime with more impact and force.

No.	Summary	Section of constitution	Proposed change	Why?
	recommendation following a hearing		<i>pursuant to a recommendation from the Standards Committee or its sub-committee, following a finding of breach of the Member Code of Conduct.</i>	
5	Inclusion of Outside Bodies into the Articles	Part 2 - Articles	See Appendix 1	To provide greater explanation and transparency to the public and new Members on the Council's presence on Outside Bodies
6	Inclusion of wholly owned Council Companies and the Shareholder function into the Articles	Part 2 Articles	See Appendix 2	The Council has had wholly owned companies since 2016 but this function has never formally been recognised in the Constitution before, save for reference in the Scheme of Delegation.

No.	Summary	Section of constitution	Proposed change	Why?
7	Crime and disorder scrutiny function	Part 2 Articles and Part 3 Terms of Reference for the Policy Review & Development Panels	<p>Add in a new 6.07 (j) to Part 2 Articles and reflect in Part H of Part 3:</p> <p><i>(j) To discharge crime and disorder scrutiny functions to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions under Section 19 of the Police and Justice Act 2006 and associated regulations, including reviewing Community Safety Partnership strategies, holding at least one dedicated meeting per year, and noting the role of the Norfolk Police and Crime Panel in overseeing the Police and Crime Commissioner for Norfolk, and to liaise as appropriate.</i></p> <p>Amend Article 6.01 (d) as shown:</p> <p><i>(d) Other non-executive members (i.e. those not sitting on a Policy Review and Development</i></p>	To explicitly set out statutory compliance with the Police and Justice Act 2006

No.	Summary	Section of constitution	Proposed change	Why?
			<p><i>Panel) may put any matter for discussion forward for inclusion on a relevant Scrutiny and Overview agenda. In such instances, inclusion of the matter is at the discretion of the relevant Scrutiny and Overview body's Chair and Vice-Chair, in consultation with the relevant officers, save where the matter relates to crime and disorder under section 19 of the Police and Justice Act 2006 in which case it will be included onto the next agenda. The decision, on whether to approve inclusion or not, then being reported under Chair's Correspondence at the body's next meeting. The following factors would be influential in arriving at such a decision:</i></p> <ul style="list-style-type: none"> <i>i.) the appropriateness of the item to the relevant Panel's/ Committee's remit;</i> <i>ii.) any similar items that may already be on work programmes/ schedules;</i> <i>iii.) existing workloads and priorities (these would not preclude the item from</i> 	

No.	Summary	Section of constitution	Proposed change	Why?
			<i>consideration but may affect the scheduling of such consideration.</i>	
8	Independent Person for Standards Committee	<p>Part 3 Remits and Terms of Reference of Council Bodies – Part A Appointments Board/Investigating and Disciplinary Committee</p> <p>Standing Order 29.1</p>	<p>Make the following amendments:</p> <p><i>A.8 Within the procedures established by the Council, the Appointments Board shall appoint persons to the Councillors' Independent Allowances Panel and shall select the nominations to the non-councillor places on the Standards Committee (subject to the involvement of the Chair/Vice Chair) for recommendation to Full Council for appointment.</i></p> <p>Standards Committee 7 Members (Politically Proportional) (plus up to 2 non-voting Parish representatives and one Independent Person selected from a pool of up to 3 co-optees)</p>	<p>To regularise with statutory requirements and to make explicit provisions for the selection of Independent Persons, in respect of which we ought to be appointing at least two to secure compliance with procedures under the Appointments Board/Investigating and Disciplinary Committee.</p> <p>A review of expenses for this role has been</p>

No.	Summary	Section of constitution	Proposed change	Why?
		<p>Member Allowances Scheme</p> <p>Part 3 Scheme of Delegation</p> <p>Section 15 – Standards Committee</p>	<p>Amend the Special Responsibility Allowance for a Standards Committee co-optee from £273 to: <i>£30.00 per hour (capped at a total of 70 hours)</i></p> <p>Add to Officer Delegations to the Monitoring Officer:</p> <p><i>Determine and undertake arrangements for the purposes of enabling the selection of co-opted Independent Persons for Standards Committee by the Appointments Board/Investigating and Disciplinary Committee</i></p> <p>Consultation</p> <p><i>In consultation with the Chair of Standards Committee</i></p>	<p>undertaken to increase the likelihood of recruitment and retention into the posts which shall be going out to advert shortly, and bring in line with other Norfolk authorities' approach.</p>
9	Independent Person – Audit Committee –	Part 3 Remits and Terms of Reference of Council Bodies – Part F Audit Committee	Appendix 3	To clarify the delegations in relation to appointment.

No.	Summary	Section of constitution	Proposed change	Why?
	appointment process	<p>Standing Order 29.1</p> <p>Member Allowances Scheme</p> <p>Part 3 Scheme of Delegation</p>		<p>A review of expenses for this role has been undertaken to increase the likelihood of recruitment and retention into the posts which shall be going out to advert shortly, and bring in line with other Norfolk authorities' approach.</p>
10	Electoral Arrangements Committee	<p>Part 2 – Articles</p> <p>Part 3 – Remits and Terms of Reference</p> <p>Part 4 – Standing Orders</p>	See Appendix 4	<p>Establishes a new non-executive committee to oversee electoral reviews, polling arrangement and Community</p>

No.	Summary	Section of constitution	Proposed change	Why?
				Governance Reviews. This ensures statutory compliance and provides a clear governance route for electoral matters that maintains a clear separation of roles between the executive and non-executive.

APPENDIX 1 – OUTSIDE BODIES

1. ADDITION TO PART 2 - ARTICLES: NEW ARTICLE 17:

Article 17 – Outside Bodies

- 17.01 An Outside Body means any organisation, association, company, trust, partnership, joint committee, charity, or other legal entity, whether incorporated or unincorporated, to which the Council appoints or nominates one or more Members or officers to serve in the designated capacity.
- 17.02 This includes (but is not limited to):
- Statutory partnerships or joint authorities
 - Charitable or voluntary sector organisations
 - Wholly or jointly owned companies
 - Trust boards, management committees, and advisory bodies
 - Public sector organisations and cross-agency boards
- 17.03 Appointees may serve in various capacities including as a member of the Outside Body, a director of a board, a trustee, an observer, monitoring role or advisory role, depending on the legal nature of the body.
- 17.04 The Council may appoint or nominate Members or officers to Outside Bodies where it is considered to further the Council's strategic objectives, in compliance with a statutory requirement or to foster collaboration.
- 17.05 Appointments shall be made by Cabinet to executive function Outside Bodies, by the relevant Policy Review & Development Panel for scrutiny based Outside Bodies and the remainder by Full Council. Appointments and nominations to executive and scrutiny based Outside Bodies shall be deemed to be delegated to those respective functions by Full Council.

APPENDIX 1 – OUTSIDE BODIES

- 17.06 Where the Council makes a nomination, formal appointments by the Outside Body must still be made with due regard to the nature and legal status of the Outside Body, where relevant.
- 17.07 The Council shall maintain and publish on its website a register of all current Outside Body appointments.

APPENDIX 2 – SHAREHOLDER FUNCTION

1. ADDITION TO PART 2 - ARTICLES: NEW ARTICLE 18:

Article 18 – Wholly Owned Companies

Establishment

- 18.01 The Council may establish companies which are wholly-owned by the Council (hereafter “Council Companies”). Council Companies are separate legal entities, governed by their own boards and subject to company law.
- 18.02 Any company established by the Council in which the Council exercises the majority control – whether limited by shares or limited by guarantee – shall be considered a Council Company.
- 18.03 The Council shall have a Shareholder Function in respect of each of the Council Companies.
- 18.04 Where a company is limited by guarantee, and the Council is the sole member or has effective control, the Council shall be treated as the ‘Shareholder’ for the purposes of this Constitution. This terminology is used for consistency and ease of reference and does not affect the underlying legal structure of the company.

Shareholder Function

- 18.05 The Shareholder Function is an executive function.
- 18.06 The Shareholder Function will be exercised via a sub-committee of Cabinet known as the Shareholder Committee, with terms of reference approved by Cabinet, with officer delegation set out in the Scheme of Delegation.

APPENDIX 2 – SHAREHOLDER FUNCTION

2. ADDITION TO PART 3 - REMITS AND TERMS OF REFERENCE OF COUNCIL BODIES – B CABINET

After B.19 add a new B.20:

B.20 Exercising the Council's Shareholder Function (see Part 2 – Article 17) in respect of the Council Companies, or companies in which the Council has an interest

(renumber the rest of Part B accordingly)

APPENDIX 3 – AUDIT COMMITTEE INDEPENDENT MEMBERS

1. AMENDMENT to Part 3 - Remits and Terms of Reference of Council Bodies – Part F Audit Committee

At least one member should be an independent co-opted member (in a non-voting capacity) where an appointment has been made by the Audit Committee. However, the Audit Committee may still operate and conduct meetings in the absence of an independent co-opted member

2. ADDITION to the Members Allowances Scheme

Amend the Special Responsibility Allowance section entitled '3 Policy and Review Panels & Audit Committee' to add in an *Audit Committee independent co-opted Member* at an amount of £242.00 per Audit Committee meeting

3. ADDITION to Scheme of Delegation – Audit Committee

Add a new section 16 'Audit Committee'

Body	Functions	Consultations	Officer Delegations	Limits on delegation
16 Audit Committee	16.1 Approve annual Financial Statements		CFO Preparation of annual financial statements for submission to Audit Committee and external auditors.	
	16.2 Approval Annual Governance Statement		Chief Officers	

APPENDIX 3 – AUDIT COMMITTEE INDEPENDENT MEMBERS

			Preparation of Annual Governance Statement for submission to Audit Committee and external auditors.	
	16.3 Appointment of independent co-opted members of Audit Committee	Chair of Audit Committee	CFO Determine and undertake arrangements for the purposes of enabling the selection of independent co-opted Members by Audit Committee	

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4. AMENDMENT of Standing Order 29.1

Audit Committee

9 Members (Politically Proportional) plus up to 2 non-voting independent co-opted members

APPENDIX 4 – ELECTORAL ARRANGEMENTS COMMITTEE

1. ADDITION to Part 3 - Remits and Terms of Reference of Council Bodies – NEW Part I - Electoral Arrangements Committee

PART I - ELECTORAL ARRANGEMENTS COMMITTEE

Composition

- I.1 The Electoral Arrangements Committee shall consist of up to 10 members and shall be politically proportional. No Councillor shall be disqualified from appointment by membership of any other Council body.*
- I.2 The Committee is a non-executive Committee whose functions are delegated to it by Full Council.*
- I.3 For the making of general arrangements for its operation, the whole Committee shall be convened.*
- I.4 Panels of the Committee may be used for undertaking the Committee's functions relating to Community Governance Reviews. The Chair in consultation with the Monitoring Officer shall designate at least three Committee Members to form such Panels. In designating the Members to form a Panel, regard shall be had to political proportionality and the nature of the issues under consideration in the Review.*

Functions referred to the Committee

The Committee shall have the following functions.

- I.5 To oversee reviews conducted by the Local Government Boundary Commission for England;*
- I.6 To oversee the designation and periodic review of polling districts, polling places and polling stations for Parliamentary, District, and Parish elections.*

APPENDIX 4 – ELECTORAL ARRANGEMENTS COMMITTEE

1.7 To oversee Community Governance Reviews (“CGR”), including:

- a. formulating recommendations to Full Council on commencing a discretionary CGR that has been requested;*
- b. making recommendations to Full Council on the Terms of Reference for each valid CGR;*
- c. reviewing responses received following consultation exercises;*
- d. formulating recommendations to Full Council on governance changes; and*
- e. reviewing Reorganisation Orders and related electoral/boundary changes and making recommendations to Full Council*

1.8 To make any other reports and/or recommendations to Full Council in connection with the discharge of any of the Committee’s functions.

2. ADDITION to Scheme of Delegation – Electoral Arrangements Committee

Add a new section 17 ‘Electoral Arrangements Committee’

Body	Functions	Consultations	Officer Delegations	Limits on delegation
17 Electoral Arrangements Committee	17.1 Overseeing Community Governance Reviews (CGR)	Chair of the Electoral arrangements Committee	Chief Officers For mandatory CGRs: confirm validity (e.g. it has sufficient valid signatures, and contains necessary information) and thereby the commencement of the CGR	

APPENDIX 4 – ELECTORAL ARRANGEMENTS COMMITTEE

	16.2 Overseeing Community Governance Reviews (CGR)		Chief Officers Day to day management of consultation procedures Preparation of Annual Governance Statement for submission to Audit Committee and external auditors.	
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3. ADDITION to Standing Order 29.1

Electoral Arrangements Committee 10 Members (Politically Proportional)

4. ADDITIONS

All other consequential additions to reference and lists of Committees in the Constitution

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2025/26

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
21st May 2025 at 4.30pm	Call-ins (if any)	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
	Appointment of Vice Chair for the Municipal Year	Operational	Democratic Services Officer	
	Appointments to Task Groups and Informal Working Groups	Operational	Democratic Services Officer	To review and select Members to sit on groups established by the Panel
	Cabinet Report – Full Year Performance Management Report	Cabinet Report	Corporate Performance Officer	To consider the report and make any appropriate recommendations to Cabinet.
	2025-2026 Performance Indicator Target Setting Report		Corporate Performance Officer	To consider the targets for 2025-2026
	Cabinet Report – Debt Recovery Policy	Cabinet Report	Deputy Monitoring Officer	To consider the report and make any appropriate recommendations to Cabinet.
17th June 2025 at 4:30pm	Call-in- EXEMPT - Cabinet Members Delegated Decision – Styleman Court Disposal Strategy.	Call in	Duncan Hall and James Grant	To deal with the valid Call In in accordance with Standing Order 12.
	Cabinet Report – 2025-2027 Action Plan	Cabinet Report	Chief Executive	To consider the report and make any appropriate recommendations to Cabinet.

2nd July 2025 at 4.30pm	Call-ins (if any)	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
	Cabinet Report – 2025 Cost of Living Pay Award	Cabinet Report	Interim HR Adviser	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Report – Leisure Facilities Feasibility Study	Cabinet Report	Honor Howell	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Report – Microsoft Enterprise Licence	Cabinet Report	Paul Lowes	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Report – Revenue and Capital Outturn Reports	Cabinet Report	Carl Holland	To consider the report and make any appropriate recommendations to Cabinet.
3rd September 2025 at 4.30pm	Call-ins (if any)	Standing Item		
	Update and History of Major Housing Projects and Programme	Update	James Grant	To provide the Panel with information on completed projects and updates on current works in progress.
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
	Report and Recommendations from the Constitution Informal Working Group	Informal Working Group Report	Monitoring Officer	To consider recommendations from the Constitution Informal Working Group.
	Cabinet Report – Quarter 1 2025 – 2026 Performance Management Report	Cabinet Report	Corporate Performance Officer	To consider the report and make any appropriate recommendations to Cabinet.

	Cabinet Report – Q1 Budget Monitoring Report	Cabinet Report	Carl Holland	To consider the report and make any appropriate recommendations to Cabinet.
15th October 2025 at 4.30pm	Call-ins (if any)	Standing Item		
	Council Tax Support - Final Scheme for 2026/2027	Cabinet Report	Jo Stanton	
	Council Tax Discounts and Premiums – Resolution for 2026/2027	Cabinet Report	Jo Stanton	
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
26th November 2025 at 4.30pm	Call-ins (if any)	Standing Item		
	Q2 2025-2026 Performance Management Report	Cabinet Report	Debbie Ess	
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
7th January 2026 at 4.30pm	Call-ins (if any)	Standing Item		

	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
25th February 2026 at 4.30pm	Call-ins (if any)	Standing Item		
	Q3 2025-2026 Performance Management Report	Cabinet Report	Debbie Ess	
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
15th April 2026 at 4.30pm	Call-ins (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		

Forthcoming Items to be scheduled

Report of the Informal Working Group – Constitution – Ongoing

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
16 September 2025	CIL Governance	Non	Cabinet	Planning and Licensing Asst Dir – S Ashworth		Public
	Q1 2025-2026 Performance Management Report	Non	Cabinet	Leader Chief Executive		Public
	LGR Business Case	Key	Council	Leader Chief Executive		Public
	Adoption of Playing pitch and Sports facilities strategy	Non	Council	Deputy Leader and Business Asst Dir – R Allan		Public
	Review of Constitution	Non	Council	Leader Monitoring Officer		Public
	Cemeteries	Key	Cabinet	Operational & Commercial		Private
114	Recommendations from the Regeneration and Development Panel – Transport Informal Working Group	Non	Cabinet	Planning and Licensing and Leader of the Council Assistant Director Duncan Hall		Public
	Quarter 1 Budget Monitoring Report	Non	Cabinet	Finance Asst Dir – Finance		Public
	Heacham Beach Huts	Non	Cabinet	Business Asst Dir – Property		Exempt

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
11 November 2025						

26-Aug-25

	Plan for Neighbourhoods Fund	Non	Council	Leader Asst Director – Regeneration, Housing and Place		Public
	Local Nature Recovery Strategy (Adoption)	Non	Council	Climate Change and Bio Diversity Asst Dir – S Ashworth		Public
	Safeguarding Policy	Non	Council	Corporate Services People & Communities		Public
	NORA Access Road	Non	Cabinet	Deputy Leader Asst Director – Regeneration, Housing and Place		Public
	Capital Governance Framework	Non	Council	Leader Monitoring Officer		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
09 December 2025						
	Q2 2025-2026 Performance Management	Non	Cabinet	Leader Chief Executive		Public
	King's Lynn Enterprise Park	Non	Cabinet	Business and Culture Asst Dir – D Hall		Public
	Risk Strategy and Policy Report	Non	Cabinet	Leader Monitoring Officer		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
3 rd March 2026 (BUDGET)						

26-Aug-25

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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
4 th March 2026 (NON- BUGET)						
	Q3 2025-2026 Performance Management	Non	Cabinet	Leader Chief Executive		Public
	King's Lynn Transport Strategy	Key	Council	Planning and Licensing Asst Dir D Hall		Public

Items to be scheduled

116	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		Public
	Florence Fields – Tenure Mix	Non	Council	Deputy Leader		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – S Ashworth		Public
	Empty Homes Strategy Review	Key	Council	People and Communities Asst Dir M Whitmore		Public

26-Aug-25

	King's Lynn Town Football Club	Non	Cabinet	Property		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Housing Assurance Strategy	Non	Council	People and Communities Asst Dir M Whitmore		Public
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	People and Communities Asst Dir - D Hall		Public
117	IT Hardware Refresh	Key	Cabinet	Finance Assistant Director - Corporate Services		Private

Date of Meeting	Title	Type of Report	Cabinet Member & Leader Officer	Decision Maker	Public or Private
4 th August 2025	WNHC Report on Performance against Business Plan during 2024/2025		Cllr Alistair Beales – Leader Alexa Baker – Monitoring Officer	Shareholder Committee	Partially Exempt
	WNHC Final Business Delivery Plan for 2025/2026		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	WNPL Report on Performance against Business Plan during 2024/2025		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)	Shareholder Committee	Partially Exempt
	WNPL Final Business Delivery Plan for 2025/2026		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the

					business affairs of any person (including the authority)
	Consultation on Loan Facility to WNHC		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Loan Facility Update for WNPL		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Standing item for any Reserved Matters				Public/Exempt

October 2025	Report on WNHC Financial Performance during 2024/2025		Cllr Alistair Beales – Leader Alexa Baker – Monitoring Officer		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	WNHC 6 monthly governance assurance Report (incl financial, risk, internal audit, etc)		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	WNPL 6 monthly governance assurance Report (incl financial, risk, audit, policy)		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Public
	Reserved Matter: Loan Facility WNHC		Duncan Hall/Karl Patterson		Private – Contains exempt information under para 3 – information

			(relevant Directors of Boards to be invited)		relating to the business affairs of any person (including the authority)
	Loan Facility Update for WNPL		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Standing item for any Reserved Matters				
January 2026	Annual Review of Governance Documents for WNHC and WNPL		Cllr Alistair Beales – Leader Alexa Baker – Monitoring Officer		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)

	Report on WNPL Financial Performance during 2024/2025		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Status of Alive West Norfolk				
	Mid-year update from WNHC on performance against current Business Plan		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Partially Exempt
	Draft WNHC Business Plan for 2026/2027		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)

	Mid-year update from WNPL on performance against current Business Plan		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Partially Exempt
	Draft WNPL Business Plan for 2026/2027		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Loan Facility Update for WNPL		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Standing item for any Reserved Matters				

March 2026	WNHC Final Business Plan for 2026/2027		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	WNPL Final Business Plan for 2026/2027		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	WNHC 6 monthly governance assurance Report (incl financial, risk, internal audit, etc)		Duncan Hall/Karl Patterson (relevant Directors of Boards to be invited)		
	WNPL 6 monthly governance assurance Report		Duncan Hall/Karl Patterson		

	(incl financial, risk, audit, policy)		(relevant Directors of Boards to be invited)		
	Standing item for any Reserved Matters				

Corporate Performance Panel Major Housing Review

Lookback from 2015 to Today

James Grant

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



Clarifications and Exclusions

- High level oversight of programme and its management
- Not specific, in depth performance review of individual projects – this is covered by the authorities formal “Post Project Review” process, presented to Member Major Projects Board
- Does not include Nora 1, 2 and 3 – delivered under different relationships (162 Units)
- Salters Road included within completed projects as works largely completed – however some works are outstanding, so performance is projected.
- Future CPP or R&D meeting may scrutinise more specific items following this presentation where needed



Key Aims

- Boost housebuilding in West Norfolk (4-5 years)
- Develop publicly-owned, previously undeveloped and challenging land
- Stimulate local economy
- Generate Council return
- Improve local facilities
- Leveraged Homes England's Accelerated Construction Programme (ACP) funding
- Target: 1,000 properties delivered (2015-2027)
- Build Market Leading – High Quality Housing

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Difficult places at difficult times

- Poor Ground Conditions
- Low Housing Values
- Areas other developers where not interested
- Post 2008 Financial Crash
- Throughout Covid
- Housing Market Contraction

Governance

- Managed by Corporate Projects Team
- Regeneration, Housing & Place
- Project Team > James Grant > Duncan Hall > Kate Blakemore
- Portfolio Holder – Cllr Beales
- Quarterly Highlight Reports
- Assurance provided by Officer and Members Major Project Boards
- Governance Under Review
 - Programme Board
 - Delegated Authority
 - Agile Decision Making (in accordance with contractual requirements)

Who are Lovell Partnerships Ltd



- **Part of Morgan Sindall Group plc:** A major UK construction and regeneration group.
- **Leading Partnership Housing Provider:** Specialises in delivering housing through collaboration.
- **Comprehensive Services:** Builds, refurbishes, regenerates, and maintains homes across the UK.
- **Focus Areas:** Includes new-build, affordable, build-to-rent, open market, refurbishment, later living, and strategic land.
- **Established Expertise:** Over 50 years' experience in UK partnership housing.
- **Nationwide Presence:** Regional offices across England, Scotland, and Wales.
- **Strong Partner Relationships:** Works closely with local authorities, housing associations, etc,

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



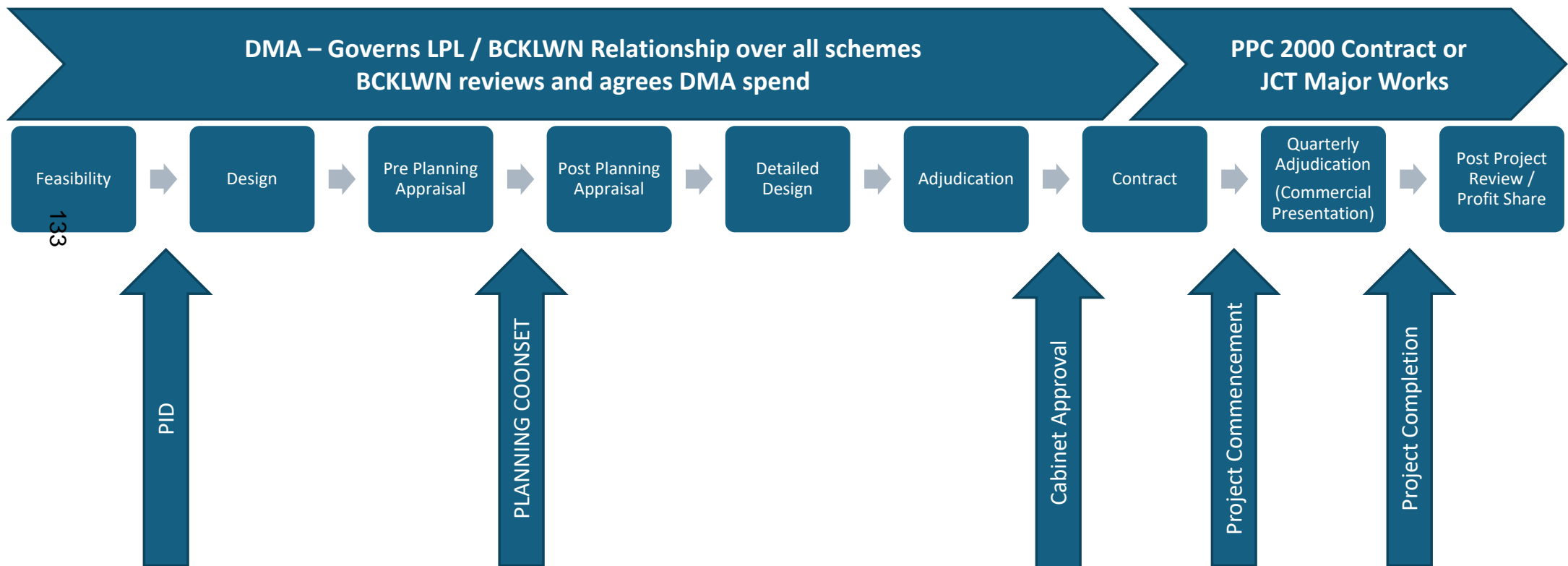
Lovel Partnership



- Appointed Via Competitive Negotiation Process
- Contractual Framework
- Two-tiered structure governs Council and Lovell partnership.
- 1. Development Management Agreement (DMA):
 - Overarching document defining partnership structure and governance.
 - Crucial for pre-construction phases and strategic framework.
- 2. PPC2000 Contract:
 - Used for each individual project.
 - Cost-plus basis with a profit-share mechanism.
 - Incentivises Lovell to manage costs efficiently and maximize sales.

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Project Process



Authorisation to Enter

- The Project Partnering Contract (PPC) is a target framework agreement, not a fixed-cost contract.
- The Borough Council authorises and records each subcontract let by Lovell via the Authorisation to Enter Process.
- Lovell is incentivised to beat their target costs through a profit-sharing system.
- For example, on NORA 4, the Borough Council reviewed 28 sub-contractor packages.
- Overspend authorisations are triaged based on the sub-contract's size and total project impact.

LOVELL
AUTHORISATION TO ENTER INTO SUBCONTRACT

Site Name / As Site Set-up: **Southend Road, Huddersfield** Contract No: **A410279** Form: **JCT 2005 DBS**

Package: **Structural Steel** Nature of S/C: **Design, Supply & Erect** Main Contract Completion Date: **17/11/23**

SUBCONTRACTORS TABLE (list the best bids with chosen subcontractor first)

Rank	Subcontractor Name	Architect/Civil/Structural Tender	Total Discount	Net Subcontract Tender	Un-priced items to be provided by L/C	Fixed Price Allowance	Adjusted Tender
1	Crofton Engineering Ltd	162,387		162,387			164,94
2	Shaun Hodgson Engineering Ltd	159,564		159,564	2,555		162,11
3	LTS Consultancy Ltd	165,940		165,940	2,555		168,49
4	SDH Fabrications Ltd	182,527		182,527	2,555		185,08
5	ABC Fabrications Ltd	202,506		202,506	2,555		205,06

Name of chosen subcontractor: **Crofton Engineering Ltd**

Name of subcontractor used at tender stage: **ABC Fabrications Ltd**

Has subcontractor completed a Vendor Registration form? **Yes**

Has the subcontractor worked for Lovell Partnerships before? **Already on Lovell Approved list**

Do they accept Lovell terms and conditions, un-amended? **Yes**

Does the subcontractor's Quality Management Systems meet Lovell requirements? **Yes**

Parent Company Guarantee / Performance Bond to be obtained? (A bond or PCG must be obtained for S/C orders in excess of £500k.) **Yes**

Warranties to be supplied: **No bond or PCG required.**

What is the subcontractor's COINS account number? **CROFT-003**

Has the subcontractor's Health & Safety plan, Method Statements & Risk Assessments been reviewed? **Yes**

Has relevant parts of main contract Health and Safety Plan been issued to the subcontractor? **Yes**

Is the S/C's EL & PL Insurance up to date? **Yes**

Has Professional indemnity insurance cover been checked if applicable & is the policy up to date? **Yes**

Result of Financial Check: **S/C has valid certificate on insurance register**

Date of Commencement & Completion, (Approximate): **26-Sep-22 to 13-Nov-23**

Subcontractor Notice Period: **59**

Duration of subcontract Works: **2 weeks**

Subcontractor's Comments: **S/C has valid certificate on insurance register. P.I Insurance Register has current cert of sufficient value. No check carried out.**

Comments on subcontractor: **Comments on subcontractor: Shaun Hodgson is more competitive, although are unknown to Lovell. Crofton have been very helpful in ensuring correct number of visits/logistics are optimised. Order value currently picks up circa 30% of additional steel from previous construction issue drawings that is currently being challenged. Weld post materials value moved as value as covered in order. Remaining value from this reserved as upriced items.**

Actual Lovell tender value: **£164,942.69**

Current PPR allowance: **£164,942.69**

Profit: **£164,942.69**

Net Floor Area of scheme (m2): **£0.00**

Subcontractor m2 rate: **£0.00**

Historical m2 rate, per net floor area: **£0.00**

Just below all current projects where the recommended subcontractor is working for Lovell.

MAIN CONTRACT CONDITIONS

S/C FIXED PRICE PERIOD: **JCT 2005 Design & Build**

BASIS OF SUBCONTRACT: **JCT 2005 DBS**

Payment Type/Cont Sum Analysis: **Insert Date 1**

PAYMENT TERMS: **Lump Sum**

CTB: (If S/C does not provide the major materials, then CTB deduction applies) **Matrix - stage payments**

CTB: **Monthly 49 days**

This Authorisation is to be approved and signed prior to the establishment of a contractual relationship with the chosen subcontractor and their commencement on site.

Recommendation issued by: **Site Manager** Signature: **[Signature]** Date: **12/07/2022**

Site Manager: **[Signature]** Date: **13/07/2022**

HQS/CQS: **[Signature]** Date: **13/07/2022**

Regional Director: **[Signature]** Date: **13/07/2022**

Approval given by: **Commercial Manager** Signature: **[Signature]** Date: **13/07/2022**

Contract / Operations Manager: **[Signature]** Date: **13/07/2022**

Regional Director: **[Signature]** Date: **13/07/2022**

DISCOUNT %: **0.0%**

VAT STATUS: **PO (0.00 % zero rate)**

SUBCONTRACT GROSS SUM: **£162,387.31**

DISCOUNT (As above): **£0.00**

NET ORDER VALUE: **£162,387.31**

RETENTION %: **5.0%**

Deduct CTB @ 1.5% from payments: **NO**

13/07/2022

GC Baxter & Associates

- GCBA's Ben Moore acts as the Borough Council's Quantity Surveyor.
- All costs are "open book," meaning GCBA can request any financial data.
- GCBA performs a monthly general review and periodic audits on specific cost items (e.g., fuel spend).
- GCBA provides the Borough Council with a payment recommendation, draft payment certificate, and a financial report.
- The team then issues payment certificates to Lovell for invoicing after their review.

GC BAXTER & ASSOCIATES
Professional Quantity Surveyors

26 Meadow Way,
West Lynn,
King's Lynn,
Norfolk,
PE34 3JZ
Tel: 07785 958091

Employed: Borough Council of King's Lynn and West Norfolk
King's Court, Chapel Street,
King's Lynn, Norfolk, PE30 1EX

Contractor: Lovell Partnerships
Lakeside 500, Broadland Business Park,
Old Chapel Way, Thorpe St Andrew,
Norwich, NR7 0JG

Works: Kings Lynn Major Housing Scheme

GCBA Job Reference: M/508
Contract Date: 17th June 2022
Date of Variation Issue: 20th June 2022
Final Date for Payment: 1st July 2022

Recommendation for Payment for Interim Certificate No 88

Gross Value of Work Done (as per Application for Payment)	
LynnSport 1 (A410235)	£ 404,444.45
LynnSport 3 (A410235)	£ 509,709.96
LynnSport 485 (A410237)	£ 912,007.33
Marsh Lane (A410238 & A410226)	£ 1,456,505.81
Nore 4 (A410249)	£ 692,213.28
Alexandra Road, Hunstanton (A410270)	£ 85,945.46
Saunders Road, King's Lynn (A410271)	£ 318,774.33
Parkway, King's Lynn Revised (A410272)	£ 937,611.85
Hunstanton Bus Station (A410273)	£ 355,216.85
Southland Road (A410279)	£ 655,152.19
LynnSport 1 (A410280)	£ 824,142.25
Nore 5 (A410300)	£ 150,416.14
	£ 2,525.56
Total	£ 7,212,286.23
Less Previously Certified	£ 7,145,100.88
Amount Due to General Contractors (exclusive of V.A.T.)	£ 67,186.35

(Sixty seven thousand, one hundred and twenty six pounds, 35p)

Ben Moore
Ben Moore BSc DipSurrPrac
p.p. G.C. Baxter & Associates

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



Sales Release

- Target sales costs are provisional.
- The team authorises each property for sale using a sales release process.
- Lovell provides local market research for each property, including the proposed marketing price.
- This is reviewed against independent red-book valuations.

LOVELL HOMES

TO: Juliana Fox-River/David Ousby

Plot 59 Gainsborough ET 2 x PS 663 SQ. FT. BUILD STAGE BUILD POREC ASY DATE PREVIOUS PRICE ACHIEVED DATE OF PREVIOUS PRICE RELEASE PRICE E/PS INCENTIVE NETT PRICE £ PPR

Plot 60 Gainsborough ET 2 x PS 663 Roof Trusses Dec 2021 N/A N/A N/A N/A £190,000 E287 £500 towards legal fees paid £189,500 £175,000

Plot 61 Gainsborough ET 2 x PS 663 Roof Trusses Dec 2021 N/A N/A N/A N/A £185,000 E279 £500 towards legal fees paid £184,500 £170,000

SIGNED REGIONAL SALES DIRECTOR Adrian Garwood DATE 24/09/2021 SIGNED REGIONAL MANAGING DIRECTOR

COPY DISTRIBUTION: SALES EXECUTIVE / REGIONAL OFFICE

MARKET RESEARCH

NORA 4

Regional Sales Manager

Date completed: 27th September 2021

Infrastructure First

Borough Council of
King's Lynn &
West Norfolk



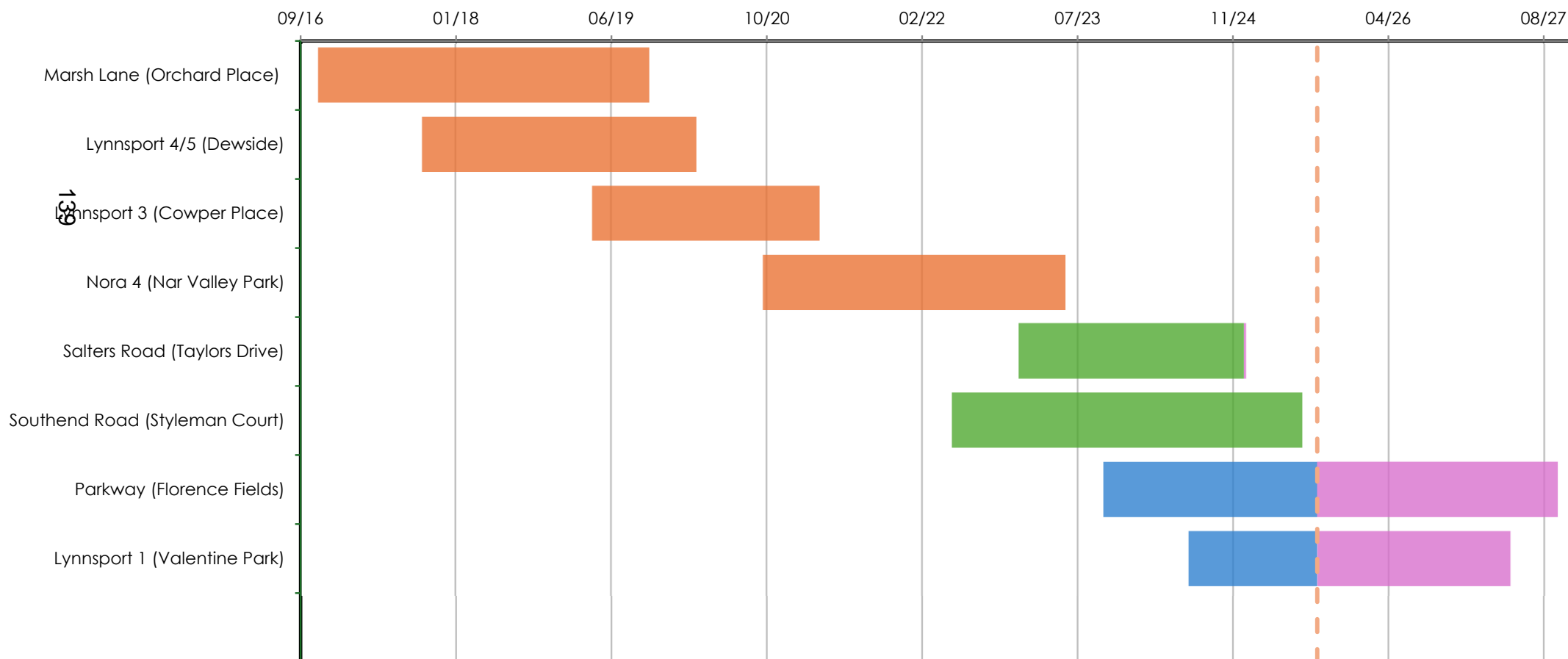
Looking Back

Projects Completed

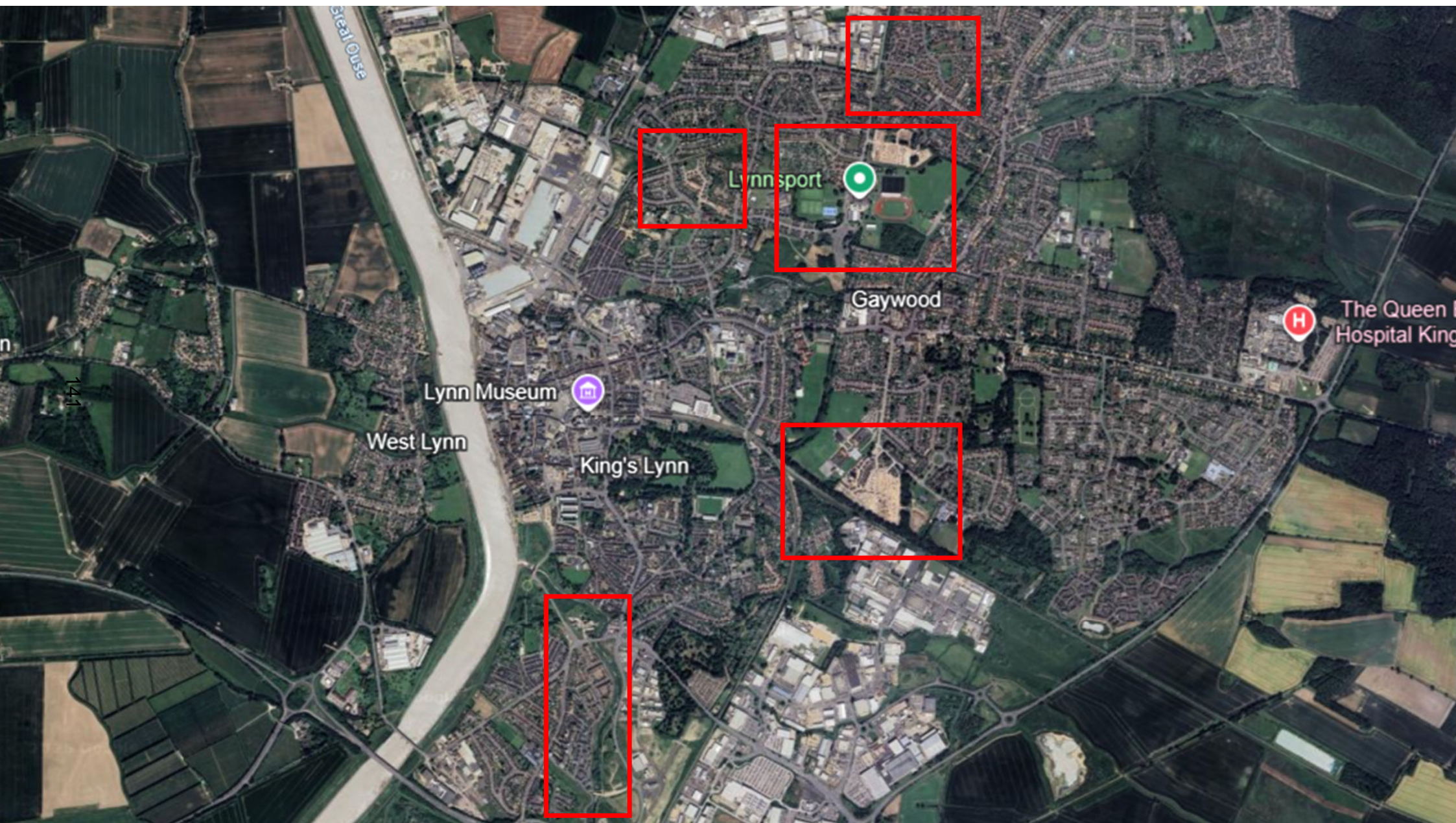




Projects Completed











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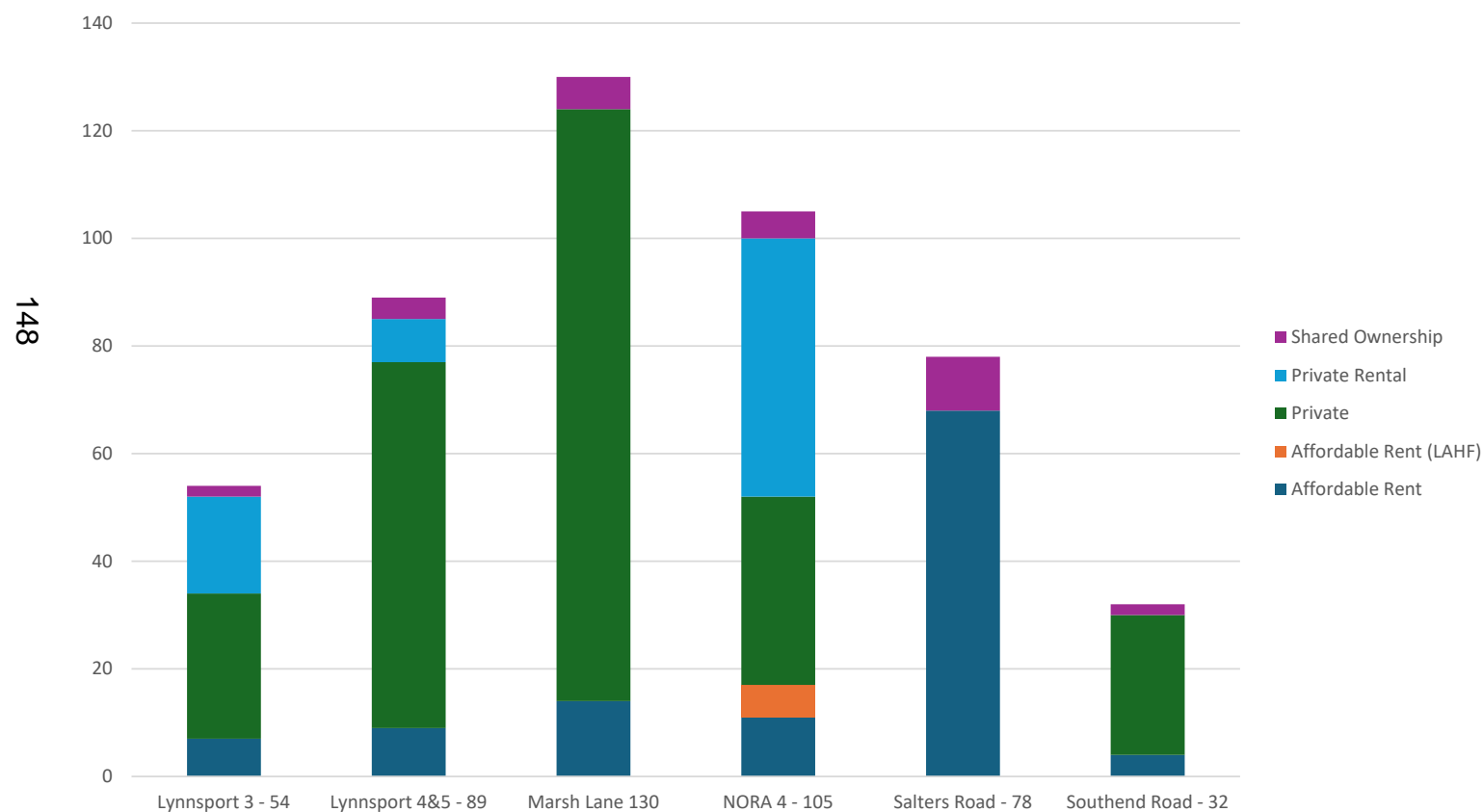




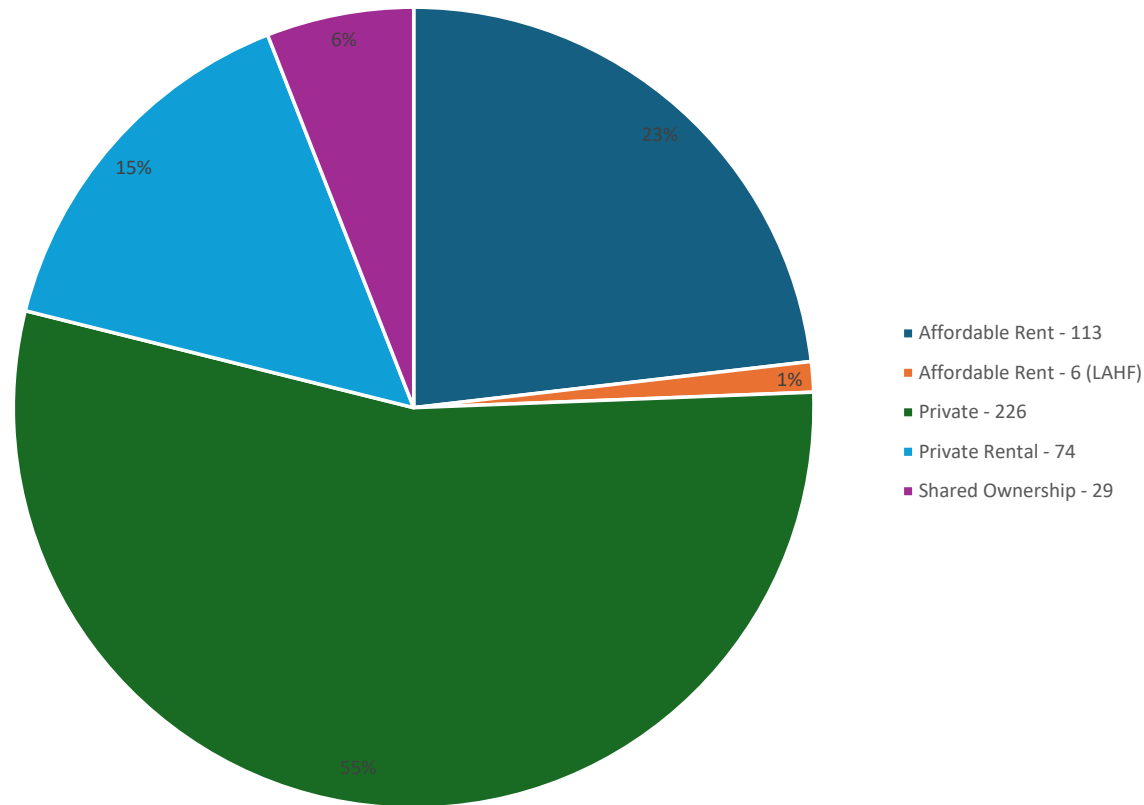




Projects Completed – Housing Output (488)



Projects Completed – Housing Output - 488



Projects Completed – Finances

Site	Projected Profit @ Commencement	Actual Profit @ Completion	+/-
Orchard Place (Marsh Lane)	<u>£1,048,429</u>	<u>£1,255,219</u>	<u>£206,790</u>
Dewside (Lynnsport 3)	<u>£1,217,233</u>	<u>£1,560,667</u>	<u>£343,435</u>
Cowper Place (Lynnsport 4&5)	<u>£371,365</u>	<u>£529,671</u>	<u>£158,306</u>
Nar Valley Park (NORA 4)	£460,000	£2,849,222	+£2,389,222
Salters Road (Taylors Drive)	£100,000	£644,153	+544,153
Total	£3,197,027	£6,838,932	£3,641,905

Looking Forward

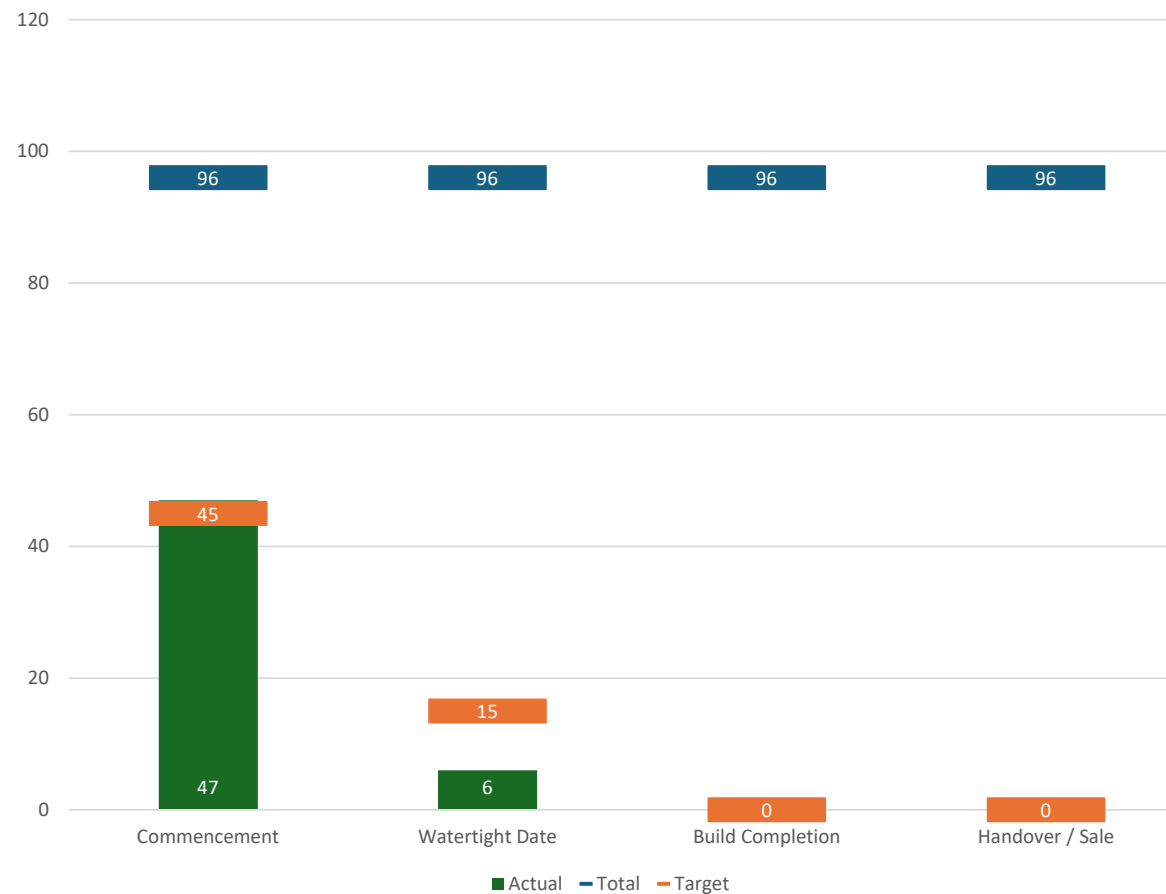
Projects Ongoing







Projects Ongoing – Lynnsport 1 (Valentine Park)



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As of 14/08/2025

Lynnsport 1 (Valentine Park) – Key Risks

Risk	Comments
Build Cost	<ul style="list-style-type: none">- Building costs have increased significantly.- We need to manage this diligently.- Identify potential savings without negatively impacting the final values.
Housing Market	<ul style="list-style-type: none">- Housing market is challenging.- Pace of sales may be slower than projected.- Reviewing options to mitigate this by changing tenure.
Local Residence	<ul style="list-style-type: none">- The project is still impacting local residents, though this is minimising- We need to keep reducing disruption for our neighbours.- Key concerns for residents are dust and the impact of piling.
Staffing	<ul style="list-style-type: none">- The project needs a strong team from both Lovell and BCKLNW.- The loss of key Lovell staff is being monitored due to recent internal changes.

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FLORENCE FIELDS

King's Lynn

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

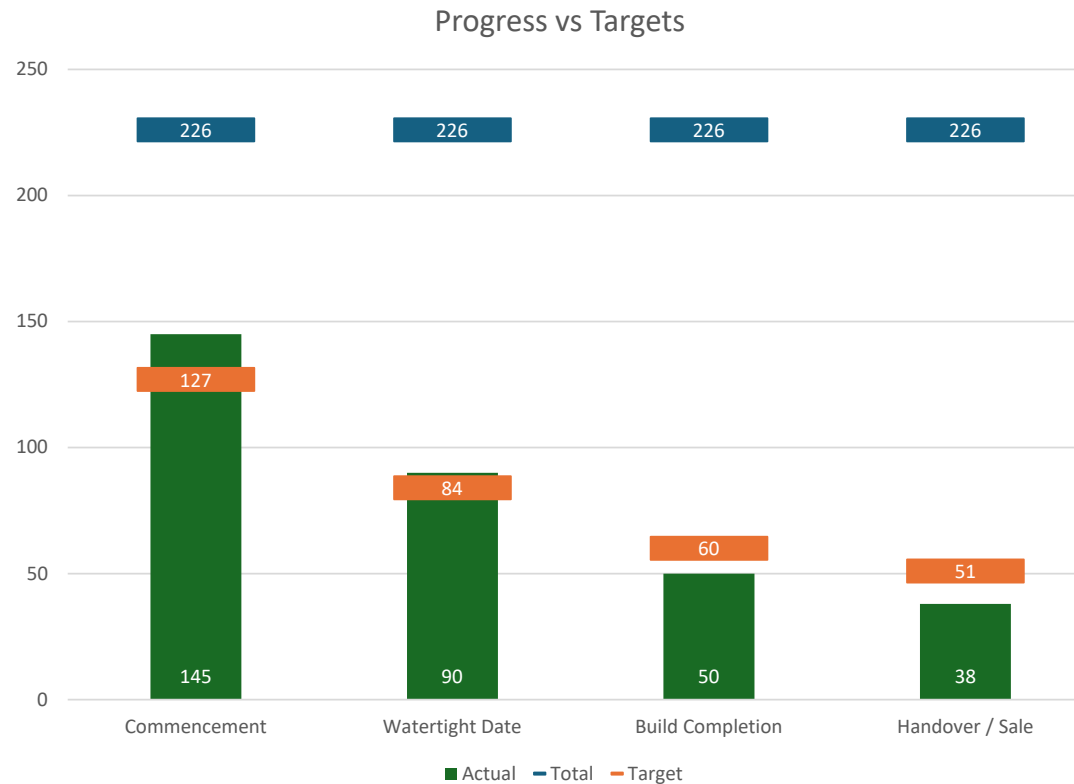




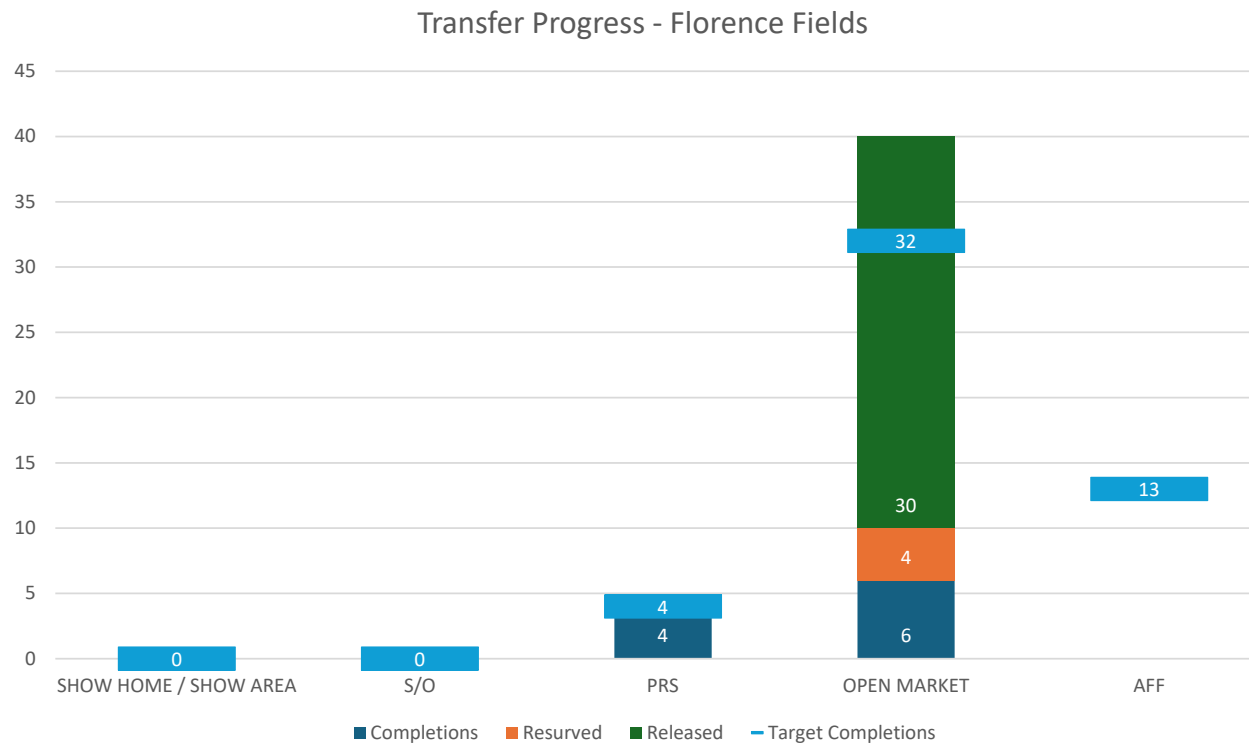
Parkway (Florence Fields) – Key Risks

Risk	Comments
Build Cost	Build costs have increased significantly since the start of the project. We need to diligently manage this by identifying potential savings that won't negatively impact the final disposal values.
Housing Market	The current housing market is very challenging, and the pace of sales is significantly slower than projected. We are reviewing options to mitigate this through changes to our tenures.
Ground Conditions	Ground conditions in the final phase are proving more challenging than expected. This will require piling instead of the traditional footings we had planned for. We need to update the cost projections and programme to accommodate these necessary changes.
Local Residence	The project continues to have an impact on local residents. While this impact is minimising as works progress, we need to maintain careful consideration to reduce disruption for our neighbours.
Section 278 Agreement	Negotiations with NCC are ongoing regarding proposed local highway improvements. While the project budget includes an allowance for these works, the full scope is not yet agreed upon, which poses a risk.
Staffing	This project requires a strong project team, both at Lovell and BCKLWN. The loss of key Lovell staff is being monitored as a result of recent internal changes at Lovell.

Projects Ongoing – Parkway (Florence Fields)



Projects Ongoing – Parkway (Florence Fields)



As of 14/08/2025

Related Works & Activities

to Major Housing Programme



Social Value

The National TOMs (Themes, Outcomes, and Measures) are a framework used in the UK to measure and report social value, especially in public sector contracts. They help organisations quantify the positive social, economic, and environmental impact of their work.

What are the TOMs?

- Themes: Broad areas of focus like Work (e.g., creating jobs), Economy (supporting local businesses), Community (engaging locally), Planet (environmental efforts), and Innovation.
- Outcomes: Specific goals under each theme, such as "creating employment for disadvantaged people."
- Measures: Quantifiable ways to track these outcomes, for instance, "number of local apprenticeships provided." They also include "proxy values" to put a financial figure on these social benefits.

Why are they important?

- Standardisation: They offer a consistent way to measure social impact, making it easier to compare projects.
- Accountability: They help organisations show how they're contributing beyond just profit.
- Procurement: Often a requirement for winning public sector contracts in the UK, driven by the Public Services (Social Value) Act 2012.

While widely used by councils, central government often uses the Social Value Model (similar principles). The National TOMs are updated annually by the Social Value Portal and the National Social Value Taskforce.



Balfour Beatty



BARINGS



BT Group



**energy
saving
trust**



GallifordTry

**Goram
Homes**



**GREATER
LONDON
AUTHORITY**

HAYS



**LOVELL
PARTNERSHIPS**



MARS



MULTIPLEX



Salford City Council

Sanctuary



serco



**SIEMENS
energy**



**STAR
PROCUREMENT**



Wates



wsp

Social Value

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Total amount (£) spent through the contract with local MSMEs - NT19	£29,340,000
Savings in CO2e emissions on contract achieved through de-carbonisation - NT31	121.45
Hard-to-recycle waste diverted from landfill/incineration - NT72	11.44
Total amount (£) spent in local supply chain through the contract - NT18	£59,731
Reduce waste through reuse of products and materials - NT88	187.51
Social Value delivered	£161,946
Local Economic Value delivered	£20,857,561
Jobs: Promote Local Skills and Employment	£868,500
Social: Healthier, Safer and more Resilient Communities	£3,189
Growth: Supporting Growth of Responsible Regional Business	£20,093,708
Environment: Decarbonising and Safeguarding our World	£53,909
Local Employment - Social Value delivered (£)	£765,065
Local Employment - Units delivered (people)	27
Apprenticeships - Social Value delivered (£)	£100,711
Apprenticeships - Units delivered (weeks)	400

Social Value

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Training Opportunities - Social Value delivered (£)	£1,907
Training Opportunities - Units delivered (weeks)	6
MSME Spend - Social Value delivered (£)	£20,051,679
MSME Spend - Units delivered (£)	£29,343,198
Local Spend - Social Value delivered (£)	£40,817
Local Spend - Units delivered (£)	£59,731
Volunteer Hours - Social Value delivered (£)	£389
Volunteer Hours - Units delivered (hours)	24
Community Support - Social Value delivered (£)	£3,000
Community Support - Units delivered (£)	£3,000
Staff Support - Social Value delivered (£)	£1,212
Carbon Reduction - Social Value delivered (£)	£29,710
Carbon Reduction - Units delivered (tCO2e)	121
Waste Reduction - Social Value delivered (£)	£24,199
Waste Reduction - Units delivered (tonnes)	250

Creating Communities



Creating Communities

A Place Directorate Initiative

Delivered in Partnership between Corporate Projects, Lily & Alive West Norfolk

“Be a catalyst for community”

Borough Council of
King's Lynn &
West Norfolk



Creating Communities

- Provide Community Information
 - Public Services
 - Citizens Advice
 - Foodbank
 - Community Transport
 - Local Amenities
 - Libraries
 - Allotments
 - Schools
 - Community Groups
 - Youth Groups
 - Etc.
- Borough Council Services
 - Alive Leisure
 - Town Hall
 - Buyer Discounts
- Creating Communities Event
 - Corporate Projects Team
 - LILY
 - Alive Leisure
 - NHS
 - Police
 - Community Action Norfolk
 - Freebridge Community Housing
 - Religious Groups
 - Etc.
- Community Events (in partnership with Alive)
 - Street Games
 - Walking Groups
 - Community Football



Lessons Learnt





Major Housing Lessons Identified

Project	Name	Issues	Lesson Learnt
NORA	Management Companies	<ul style="list-style-type: none"> The land transfer for the management company is at risk because the initial setup was not consistent and incorrect. Key elements were missing from the start, including a suitable managing agent, a board of directors, and proper controls. This incorrect setup delays the transfer, prolonging liability and risk. 	<ul style="list-style-type: none"> Prioritise a correct initial setup. Ensure all necessary steps are completed from the very beginning. Use a pre-commencement checklist to confirm that a suitable managing agent is appointed and a functional board of directors is in place. Acting proactively will allow for the earliest possible land transfer, which minimises ongoing risk and liability.
All Sites	Utility Adoptions	<ul style="list-style-type: none"> Without a standardised process for tracking utility adoptions, it's difficult to ensure consistency across all sites. A lack of regular meetings means there is no formal way to monitor progress effectively. Delays in transferring ownership expose the project to ongoing risk. 	<ul style="list-style-type: none"> Implement a standardised process to ensure a consistent approach to tracking all utility adoptions. Hold regular meetings with all relevant parties to proactively monitor progress and address any issues promptly. Focus on transferring ownership as early as possible to minimise risk and liability.
All Sites	Risk Allocation	<ul style="list-style-type: none"> A council might try to save money on construction by holding risk themselves instead of paying a contractor's premium. This is a significant risk because if the council doesn't have a skilled team, they could face major financial liabilities. 	<ul style="list-style-type: none"> Only hold risk if your team has the skills to manage it. Before committing to this strategy, a council must honestly assess its internal expertise. Be selective about projects. This approach should be used only on projects where the potential rewards outweigh the financial liability and the council is confident in its ability to handle any issues.



Major Housing Lessons Identified

Project	Name	Issue	Lesson Learnt
All Sites	Ground Conditions	<ul style="list-style-type: none"> Poor ground conditions, specifically peat, in King's Lynn led to underestimated project costs. Project budget must account for the high costs of peat removal and disposal or the necessary piling. 	<ul style="list-style-type: none"> Conduct enhanced ground investigations on all future projects in this region. Require a preliminary design and cost model that includes the full, realistic costs for piling and ground material disposal from the very beginning.
Parkway	Sub-Contractor Oversight	<ul style="list-style-type: none"> Poor sub-contractor administration can have a major negative impact on the entire partnership. There must be rigorous management framework in place to handle sub-contractors effectively. The current process must assess the risk of a sub-contractor to the whole programme, only to individual sites. 	<ul style="list-style-type: none"> Implement a more rigorous sub-contractor management framework. This should be a top priority. Conduct independent financial checks and request regular performance updates from Lovell. This provides an additional layer of oversight. Assess sub-contractor risk to the entire programme, not just to individual sites. This holistic approach prevents a single issue from jeopardising the wider project.
NORA 4	Material Procurement	<ul style="list-style-type: none"> Material procurement is often reactive, leaving projects vulnerable to supply chain risks. Without a clear strategy, there is no plan to handle issues like material shortages, delays, or rising costs. 	<ul style="list-style-type: none"> Establish a proactive material procurement strategy. This involves ordering materials early and securing supply agreements with key vendors. Create contingency plans to manage any potential disruptions.
All Sites	Remove Silo Working	<ul style="list-style-type: none"> A lack of cross-functional project teams and regular inter-departmental meetings is a potential problem. This could lead to poor communication and collaboration, creating departmental silos. Such a setup is prone to issues stemming from a lack of shared understanding and coordinated effort. 	<ul style="list-style-type: none"> Establish cross-functional project teams to ensure all relevant departments are involved from the start. Implement regular inter-departmental meetings to facilitate communication and monitor progress. This proactive strategy can prevent silos, promote a shared vision, and minimise risks associated with poor communication.



Major Housing Lessons Identified

Project	Name	Issue	Lesson Learnt
NORA 4	Creating Communities	<ul style="list-style-type: none"> By proactively adopting the "Creating Communities" approach, you can ensure new housing developments feel integrated with their surroundings. This allows you to build strong, cohesive communities from the very beginning. 	<ul style="list-style-type: none"> Consider the "Creating Communities" approach early in the process. Engage future residents from the outset to allow them to provide input and help shape their new community. This investment in long-term success creates a vibrant place where people want to live and helps integrate new communities with existing ones.
Parkway / Salters	Newsletters	<ul style="list-style-type: none"> By standardising the approach to project newsletters, you can ensure consistent, high-quality communication across all sites This proactive strategy fosters transparency and keeps stakeholders informed and engaged. 	<ul style="list-style-type: none"> Standardise the approach to project newsletters across all sites to ensure a uniform and professional appearance. Develop a formal communications plan that includes a regular publishing schedule to ensure consistency. Focus on relevant content and an effective distribution method to reach the target audience and maximise engagement.

Questions

(Pre-exempt session)



Document is Restricted