

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



Corporate Performance Panel

Agenda

Wednesday, 25th February, 2026
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

13th February 2026

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 25th February, 2026 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 - 11)

To approve the minutes from the Corporate Performance Panel held on 7th January 2026 and 9th February 2026 (to follow).

3. Declarations of Interest (Page 12)

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 - Quarter 3 Performance Management Report (Pages 13 - 41)

9. Annual Complaints, FOI and Data Protection Monitoring Report (Pages 42 - 51)

To receive the Annual report and to respond to a request from Councillor Sayers.

10. Report from the Constitution Informal Working Group - Update to Scrutiny Information and Guidance (Pages 52 - 78)

11. Panel Work Programme (Pages 79 - 83)

12. Cabinet Forward Decisions List (Pages 84 - 87)

13. Shareholder Committee Work Programme (Pages 88 - 95)

14. Date of Next Meeting

To note that the next meeting of the Corporate Performance Panel is scheduled to take place on 15th April 2026 at 4.30pm in the Council Chamber, Town Hall.

To:

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

Portfolio Holders:

Councillor Beales – Leader of the Council

Officers:

Honor Howell – Assistant Director, Transformation and Change

Debbie Ess – Senior Corporate Governance Officer

Charlotte Marriott – Corporate Governance Management

By Invitation:

Corporate Leadership Team – Agenda Item 8

Chairs and Vice Chairs of Panels – Agenda Item 10

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

**Minutes from the Meeting of the Corporate Performance Panel held on
Wednesday, 7th January, 2026 at 4.30 pm in the Council Chamber, Town
Hall, Saturday Market Place, King's Lynn PE30 5DQ**

PRESENT: Councillors Long (Chair), Bearshaw, Bhondi, Blunt,
Jones, Kirk, Osborne and Ryves.

PORTFOLIO HOLDERS:

Councillor Beales – Leader of the Council
Councillor Lintern – Portfolio Holder for Culture and Events
Councillor Moriarty – Portfolio Holder for Planning and Licensing

OFFICERS:

Kate Blakemore – Chief Executive
Michelle Drewey – Deputy Chief Executive and Section 151 Officer
Emma Hodds – Chief of Staff and Monitoring Officer
Duncan Hall – Assistant Director, Regeneration, Housing and Place
Carl Holland – Assistant Director, Finance
Honor Howell – Assistant Director, Transformation and Change
Mark Whitmore – Assistant Director, Health, Wellbeing and Public Protection
Paul Lowes – Assistant Director, Corporate Services
Siobhan Cleeve – Assistant Director, Leisure
Stuart Ashworth – Assistant Director, Environment and Planning
Debbie Ess – Senior Corporate Governance Officer

CP75 **APOLOGIES**

Apologies for absence were received from Councillors Dickinson,
Morley, Sayers and Spikings.

CP76 **MINUTES**

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

CP77 **DECLARATIONS OF INTEREST**

There were no declarations of Interest.

CP78 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

CP79 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There was none.

CP80 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

CP81 **CALL INS (IF ANY)**

There were no call-ins to consider.

CP82 **CABINET REPORT - QUARTER 2 - 2025/2026 -
PERFORMANCE MONITORING**

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

The Senior Corporate Governance Officer presented the report and provided information on progress against the Council's Corporate Strategy and Key Performance Indicators and outlined those Indicators which had not met target.

The Chair thanked the Senior Corporate Governance Officer for the report asked the Panel to consider the Indicators which had not met target. The relevant Assistant Directors were present at the meeting to provide information on targets as required.

The Assistant Director, Regeneration, Housing and Place provided an update on the Car Parking Strategy and King's Lynn Masterplan and explained that the Car Parking Strategies for King's Lynn and Hunstanton were being progressed, and the Regeneration and Development Panel had been involved in assisting to develop Policy. In response to a question from the Chair, the Assistant Director stated that the proposals were likely to come before Members in March or April 2026.

The Vice Chair, Councillor Blunt commented that he acknowledged that it was important to align policies, but was frustrated with the delay and hoped that these Strategies would be given priority.

With regard to the Housing Needs Assessment the Assistant Director explained that there had been difficulties with the commissioned work and a failure from the organisation that had been commissioned to deliver what was needed. This work was now in the process of being retendered and a final draft was expected in the summer.

The Chair commented that he was concerned about housing delivery due to current market conditions and low land values meaning some developers wouldn't be able to deliver because of finances. He hoped that the West Winch development would not be affected by this. The

Assistant Director commented that the Council had a role to play in housing delivery and worked with a variety of land owners and house builders. The Assistant Director explained that it was important to provide a mixed economy across the board, not just strategic sites and officers were exploring options with different scale developers to understand their challenges.

The Assistant Director commented that a Housing Delivery Strategy was being produced to ensure that housing came forward and to build on the Council's success of direct delivery. The Chair commented that Council intervention to support delivery was crucial.

With regard to the amount of new homes built through the Council's housing schemes, the Assistant Director provided information on risk mitigation due to the ability to switch tenures to respond to market needs and the Council's role in housing delivery.

In response to a question regarding the financial implications of direct delivery, the Deputy Chief Executive provided detail of the capital receipts and public works board loans and advised the Panel that a report would be presented to the Member Major Projects Board on the outcomes and forecasting of the Major Housing Projects.

The Leader of the Council explained that Members would be involved in production of the Housing Delivery Strategy and would need to take a view on the way forward, with finances being a big consideration.

Councillor Ryves commented that it was the Council's duty to make up for deficits left by the private sector and providing housing should be a priority for the Council.

The Chair thanked the Assistant Director and officers for their comments, which would be taken into consideration going forward.

The Chair highlighted the indicator which was not meeting target relating to property assets and income generation and asked for an update from the relevant Assistant Director. The Panel also noted that the Property Disposal Strategy would be considered by the Regeneration and Development Panel at their meeting next week, prior to consideration by Cabinet on 20th January and Council on 29th January 2026.

The Chair invited the Assistant Director, Environment and Planning for an update on the Indicators within his service area that were not meeting target. The Assistant Director provided an update on the Climate Change Strategy and Action Plan and informed Members that it was due to be presented to Cabinet in April, after consideration by the Climate Change Informal Working Group and Environment and Community Panel.

With regard to the cycle to work scheme, the Assistant Director explained that there was now a scheme in place through Vivup, used throughout Norfolk, with approximately take up of ten cycles. This overall target was now being reviewed as to further improvements following handover, which is why it had been identified as Amber, from Green. Enhancements to the bike sheds at Kings Court had been carried out, and there was an uptake of the keys for this facility.

The Assistant Director, Environment and Planning provided an update relating to the number of planning applications that had applied for an extension of time and explained that all Government targets had been met, and the position had significantly improved over the last two years as work had been carried out to improve processes and reduce the number of older applications.

The Chair asked if the increased demands on requirements for major applications had impacted on the extension for times, for example the need to carry out additional surveys or Biodiversity Net Gain (BNG). The Assistant Director confirmed that this had impacted performance and made it more difficult to hit the 13 week target.

The Portfolio Holder for Planning and Licensing, Councillor Moriarty commented that increased complexity was an issue, but the Planning Department had prepared in advance for things such as Biodiversity Net Gain and had made many improvements to the service they delivered. He stated that it was important for the Council to retain self-imposed targets to strive to improve.

The Chair invited the Deputy Chief Executive to provide information on the indicators within her remit which had not met target.

The Deputy Chief Executive provided the Panel with information on the status of lobbying Government for a solution on Internal Drainage Board levies. She noted that whilst the target had an amber status, it should be noted that it was reliant on a decision by Government and outside of the Council's direct control. She explained that the Council was continuing to lobby the Government for a solution on levy costs, the Council had been successful in securing Government Grant and increasing it for 2025/2026, however there was indication that this funding could cease from 2027/28 without a permanent solution being in place.

The Deputy Chief Executive informed the Council that she was still strongly supporting the Special Interest Group on this issue and would be looking at and responding to grant levels going forward and would continue to lobby on how levy costs could be funded.

The Chair commented that DEFRA were also looking at Internal Drainage Boards across the Country.

With regard to changes to Internal Drainage Board funding, the Deputy Chief Executive explained that whilst there had been some additional funding available, there were other cost pressures such as issues with the Environment Agency withdrawing maintenance of some rivers, meaning that the Internal Drainage Boards had to pick up these works at additional cost.

Councillor Bearshaw urged those Councillors who sat on Internal Drainage Boards to ensure that all financial estimates were presented to the Boards so that Members who sat on Internal Drainage Board were able to consider issues.

The Chair invited the Assistant Director, Corporate Services to comment on the target relating to calls being answered by the Council Information Centre within 90 seconds. The Assistant Director explained that progress had been made since quarter one and performance was continuing to improve. He explained that there had been a reduction in staff and staff sickness levels had impacted performance, along with the increase in calls due billing cycles etc. The Assistant Director explained that the Council Information Centre was now fully resourced and had also introduced a virtual assistant 'Nova' to assist customers accessing services online.

The Chair commented that 90 seconds was tight and thanked the service area for their efforts.

Councillor Bearshaw asked if the Indicator should be reviewed in light of the introduction of the virtual assistant and the Assistant Director explained that he would review the indicator and look at other options and proposals could be brought back to the Panel in due course for consideration if required.

The Chair invited the Assistant Director, Finance to provide an update to the Panel and the Assistant Director provided information on the indicator which was not meeting target relating to the amount of Purchase Orders created retrospectively and explained that work was ongoing to raise awareness amongst staff, carry out training and impose stronger controls if needed.

The Chair invited the Assistant Director, Leisure to provide an update on participation at leisure centres and reduction of net subsidy per head. The Assistant Director explained that participation levels had been impacted by Downham Market Academy withdrawing use, resulting in a 39% loss in bookings. Work was being carried out to maximise public bookings in this area and work was continuing with Downham Market Academy.

With regard to subsidy per head, this had been impacted by essential maintenance. It was noted that efficiency savings were being continuously monitored and maintenance was being carried out in house where it was safe to do so.

RESOLVED: That the comments made by the Panel be considered by Cabinet Members and officers as required and the Corporate Performance Panel supported onward recommendation of the Performance Management Report to Cabinet.

CP83

CABINET REPORT - TRANSFORMATION PROGRAMME - LGR READINESS

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

The Assistant Director, Transformation and Change presented the report which provided an overview of the Transformation Programme and the programme of projects to prepare the organisation for Local Government Reorganisation (LGR). Due to the synergies between the Transformation and LGR Readiness it was proposed that the Transformation Programme be redefined to an 'LGR Readiness Programme' in order to align key programmes of work.

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

The Leader of the Council, Councillor Beales commented that it was important to prepare for LGR, even though the outcome was not yet known, and further work would be required once the Government had decided on new structures.

The Assistant Director reassured Members that the Council was continuing to work jointly with other Norfolk Local Authorities.

The Chair commented that the priority was to ensure that services could be delivered to residents within their locality.

The Chief Executive commented that it was also crucial that Council staff were in the best position in the lead up to LGR and that the Council had the necessary policies and strategies in place for whatever came next.

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

Cabinet resolves:

1. To agree that the Transformation Programme is redefined as the 'LGR Readiness Programme'.
2. That the governance framework which supports the Transformation Programme continues to monitor the workstreams, key objectives and outputs from projects identified under LGR Readiness and Transformation.

3. That reporting on progress, operational readiness and any issues and risks arising will continue via the Transformation Board, Corporate Performance Panel and Cabinet.

CP84

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

The Chair commented that he would request an update on property disposals.

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

CP85

DATE OF NEXT MEETING

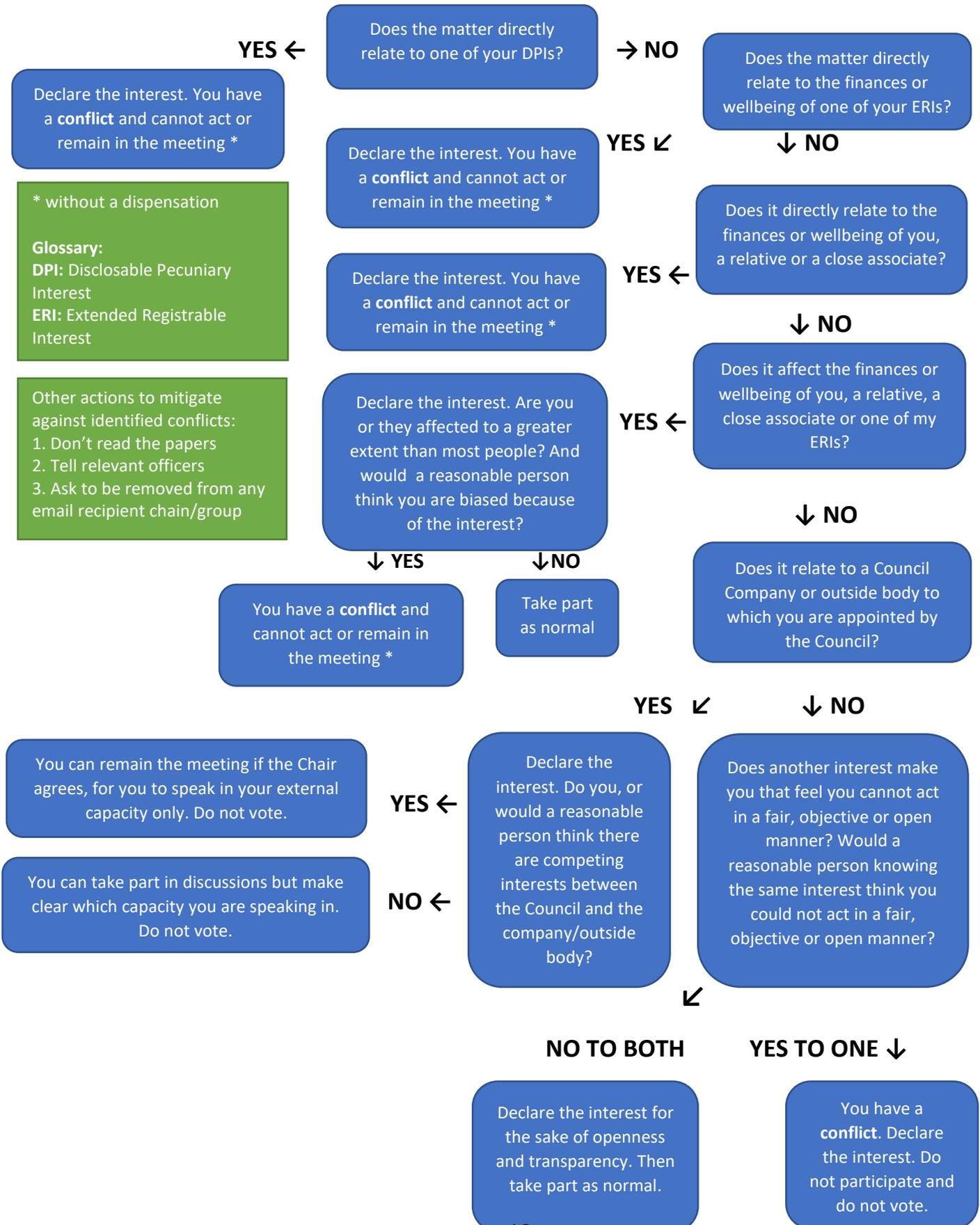
The next meeting of the Corporate Performance Panel was scheduled to take place on Wednesday 25th February 2026 at 4.30pm in the Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 5.45 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



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

* without a dispensation

Glossary:

DPI: Disclosable Pecuniary Interest

ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	25 th January 2026		
TITLE:	Q3 2025-2026 Performance Management Report		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Leader, Councillor Alistair Beales		
REPORT AUTHOR:	Debbie Ess, Senior Corporate Governance Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
Members are directed to the attached report for the purpose and summary of the report.
KEY ISSUES:
Members are directed to the attached report for full details of the key issues.
OPTIONS CONSIDERED:
Members are directed to the attached report for full details of the options.
RECOMMENDATIONS:
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: cldr.alistair.beales@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet members			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Debbie Ess, Senior Corporate Governance Officer E-mail: debbie.ess@west-norfolk.gov.uk		Other Officers consulted: Corporate 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: 3 March 2026

Q3 2025-2026 Performance Management Report

Summary		
<p>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 up to 31 December 2025.</p> <p>The Q3 2025-2026 overall position of the Corporate Strategy is reporting:</p> <ul style="list-style-type: none"> • 77% of the current projects are on track and progressing well • 21% have minor issues or delays • 2% are on hold • 2 projects have been completed within the target date. <p>It is essential key performance indicators are in place to monitor performance and track progress against the council's corporate objectives.</p> <p>In Q3, the overall position of the 60 performance indicators is reporting:</p> <ul style="list-style-type: none"> • 78% have met or exceeded targets • 22% have not met the target. 		
Key KPI changes in Q3		
Percentage of major planning applications provided with an extension of time (EOT)	Red to Green	↓55%
Number of new Affordable Homes delivered by the Major Housing Programme – target 3	Green to Red	↓ 0 delivered
Percentage of rent arrears on retail/general units	Amber to Red	↑ 2.94%
Increase the number of outreach activities into the community	Green to Red	↓ 5%
Energy usage per user at Alive venues	Green to Red	↑ 2%

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 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 objectives and actions reflected in the 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 rebranded Transformation Programme launched on 1st April 2025 now known as the LGR Readiness Programme, will be an additional key area to monitor. A quarterly update is 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 31 December 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 Q3 2025-2026 overall position of the Corporate Strategy is reporting 77% of the current projects are on track and progressing well, 21% have minor issues or delays 2% are on hold and 2 projects have been completed within the target date. Trend arrows indicate the performance trend on the previous reported quarter.
- 2.4 Q3 position of the Corporate Strategy for each of the corporate priorities:
- 2.4.1 **Protect our environment: 84% on target**
The following projects are reported as amber status, indicating minor issues/ delays or on hold:
- Adopt the new Climate Change Strategy and Action Plan
 - Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment
- 2.4.2 **Support our communities: 83% on target**
The following project has an amber status, indicating minor issues/ delays:
- Develop 5-year Strategy for Leisure and Culture ensuring growth and additional partnership working
- 2.4.3 **Efficient and effective delivery of our services: 75% on target**
The following projects has 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
 - Improve governance and assurance of corporate health and safety
- 2.4.4 **Promoting growth and prosperity to benefit West Norfolk: 69% on target**
The following 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 Q3 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 **Efficient and effective delivery of our services: 83% on target**
- >5% Customer calls answered within 90 seconds
 - >5% Purchase orders created retrospectively after goods have been received
- 2.5.3 **Promoting growth and prosperity to benefit West Norfolk: 77% on target**
- >5% New homes built through the Council's Major Housing Programme
 - >5% New affordable homes built through the Council's Major Housing Programme
 - >5% Rent arrears on retail/general units
- 2.5.4 **Support our communities: 69% on target**
- >5% Increase participation at all leisure and culture facilities
 - >5% Increase the number of outreach activities in the community
 - >5% Reduce net subsidy per head
 - >5% Energy usage per user

2.6 Monitor only key performance indicators (KPI)

2.6.1 Within the suite of KPIs, 17 are listed as monitor only and are included in the quarterly report to highlight performance gaps, support the decision making process and demonstrate progress towards the council's corporate priorities. An update is provided on the following service areas:

2.6.2 Planning

The amount of planning fees returned under the Planning Guarantee (KPI 1.7) is monitored on a weekly basis by relevant managers to reduce the risk of payback of fees under the Planning Guarantee scheme. Fees are returned if the time taken on an application goes over set time limits and there is no agreement in place to go over those limits.

2.6.3 Waste and recycling

The expected outcome is slightly ahead of target for the total tonnage of food waste collected and treated (KPI 2.5) with additional material collected from businesses, schools and council venues. The total tonnage of mixed recycling collected and treated (KPI 2.6) is predicted to be slightly below target due to lightweighting of packaging and reductions in the amount of paper collected.

The number of fly tipping incidents recorded (KPI 2.7) may exceed the previous year figure due to increased public confidence in reporting incidents, and the potential impact of restrictions at Household Waste Recycling Centres imposed by Norfolk County Council.

2.6.4 Housing

Ongoing pressure around single persons requiring temporary accommodation with limited options to move on (KPI 4.1). This is mainly due to a distinct lack of one bed accommodation in both the Private Rented Sector and affordable sector both in terms of availability and affordability. This pressure increases over the winter period and prolonged cold weather conditions. Nightly accommodation costs (KPI 4.2) have also increased as providers apply usual year on year cost increases in line with market conditions.

The council has a strategy in place to reduce the need for nightly paid accommodation and has implemented a number of alternative options to utilise more appropriate forms of temporary accommodation in terms of both meeting customer needs and reducing financial costs to the council. The impact of this should be more evident in future reporting quarters. Work around preventing homelessness in the first instance continues to be a key objective (KPI 4.3). The sustained low numbers of rough sleepers (KPI 4.4) demonstrates the ongoing success in this area.

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

Q3 2025-2026 Performance Management Report

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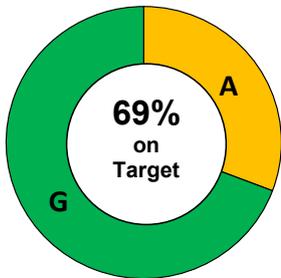
Introduction and Summary	Page
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Summary of Corporate Strategy Projects	3
Summary of Key Performance Indicators	4
Delivering our Corporate Strategy	
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Priority: Efficient and effective delivery of our services	10
Priority: Support our communities	13
Managing the business	
Our key performance indicators in detail	15
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Introduction and Executive Summary

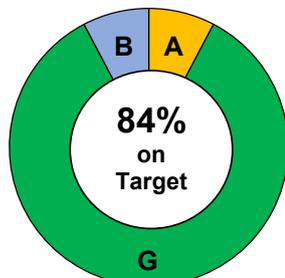
The purpose of the report is to demonstrate the performance of the Council for Q3 2025-2026 against the Council's Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators 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.

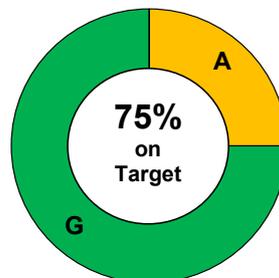
Executive summary of the Corporate Strategy - current position for Q3 2025-2026



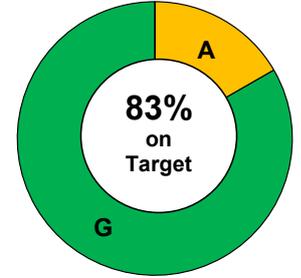
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

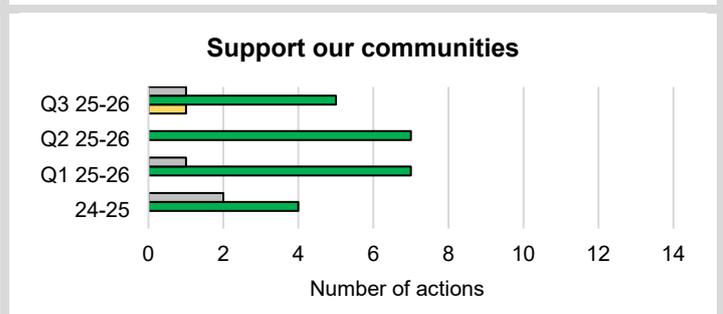
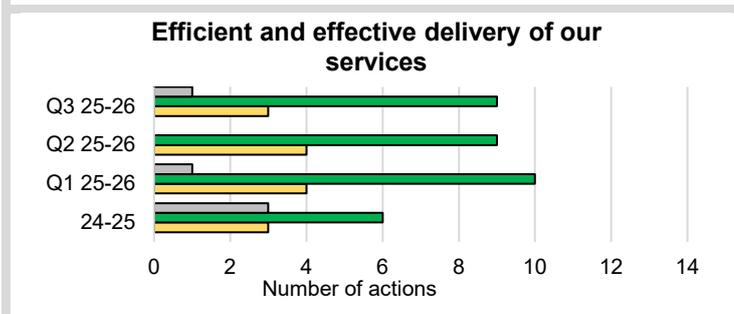
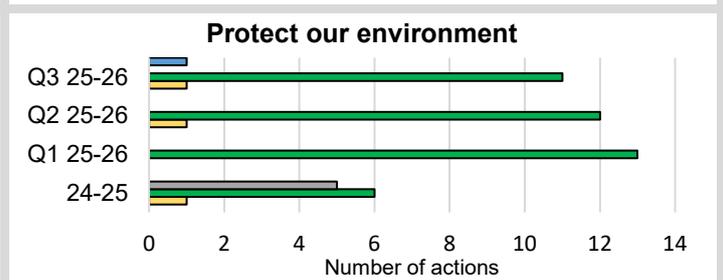
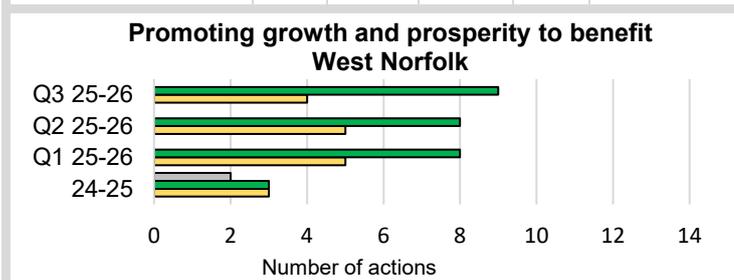
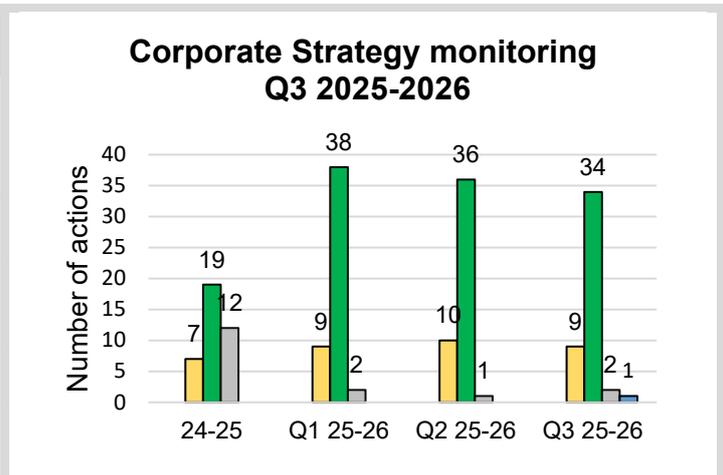


Efficient and effective delivery of our services



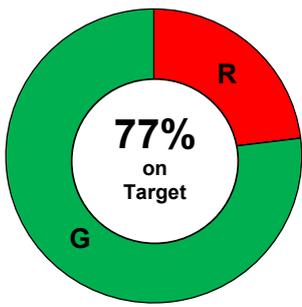
Support our communities

Corporate Priorities	Status of projects and actions				Completed
	R	A	G	B	
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	4 (31%)	9 (69%)	0 (0%)	0
Protect our environment	0 (0%)	1 (8%)	11 (84%)	1 (8%)	0
Efficient and effective delivery of our services	0 (0%)	3 (25%)	9 (75%)	0 (0%)	1
Support our communities	0 (0%)	1 (17%)	5 (83%)	0 (0%)	1
Overall position	0 (0%)	9 (21%)	34 (77%)	1 (2%)	2

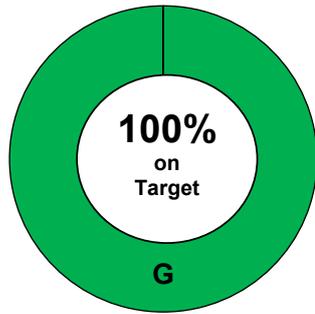


R Major issues to resolve **A** Minor issues/delays **G** Project on target **B** Project on hold/closed **Grey** Project completed

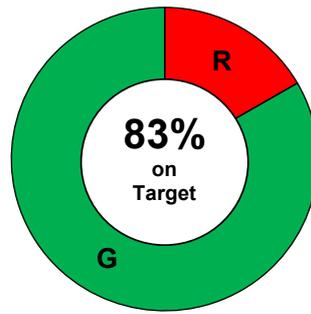
Executive summary of the Key Performance Indicators - current position for Q3 2025-2026



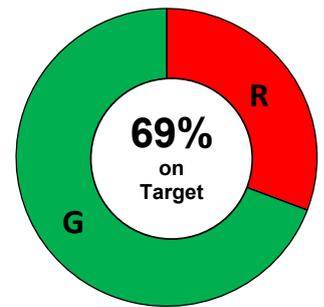
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

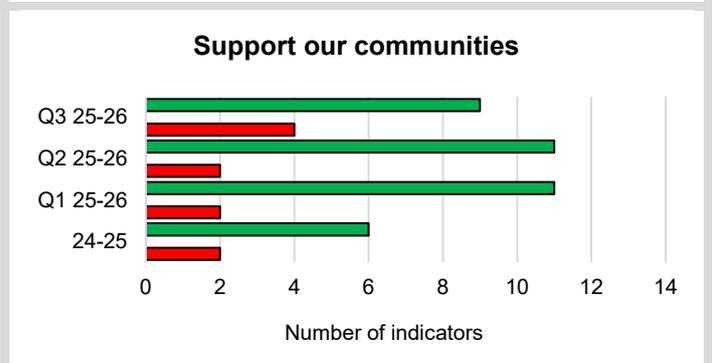
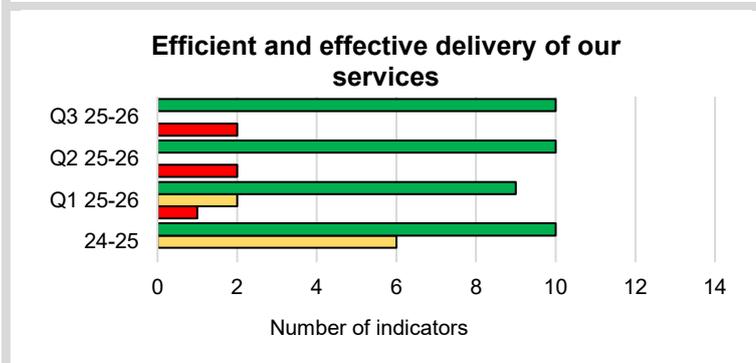
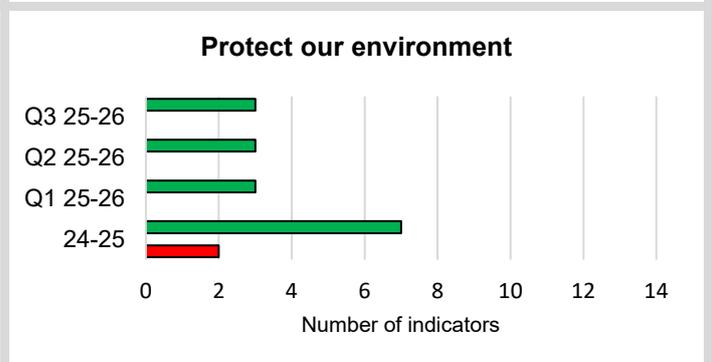
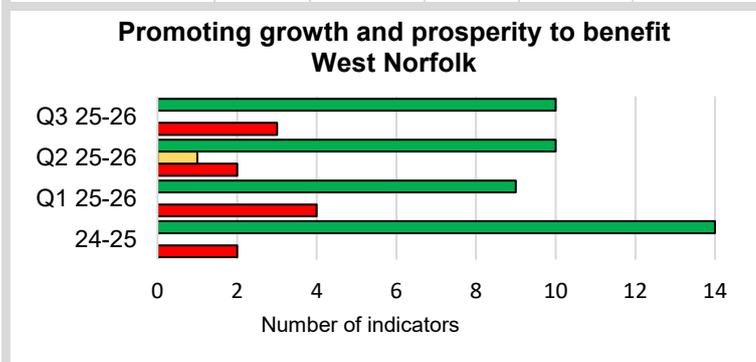
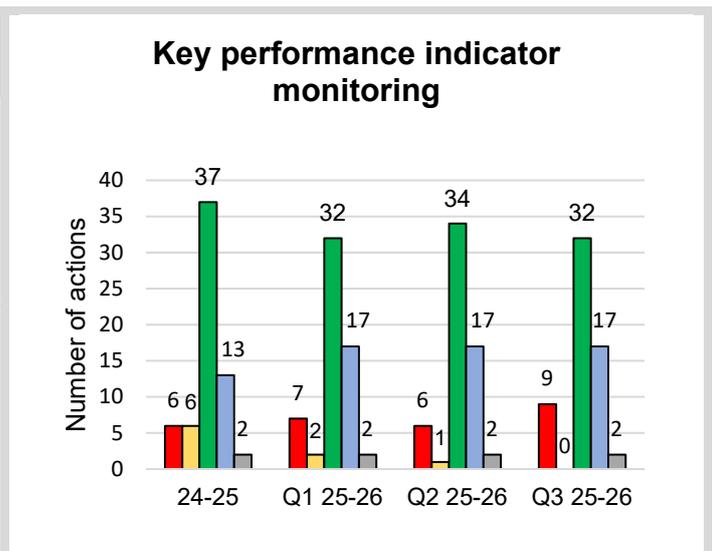


Efficient and effective delivery of our services



Support our communities

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	3 (23%)	0 (0%)	10 (77%)	6	0
Protect our environment	0 (0%)	0 (0%)	3 (100%)	5	0
Efficient and effective delivery of our services	2 (17%)	0 (0%)	10 (83%)	1	1
Support our communities	4 (31%)	0 (0%)	9 (69%)	5	1
Overall position	9 (22%)	0 (0%)	32 (78%)	17	2



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	
<p>Agree and deliver financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough</p> <p>The West Norfolk Housing Company Board has sought further clarification on points from its own solicitor and the council's Monitoring Officer. Solicitors acting in respect of the companies and council have exchanged comments on the agreements and continue to clarify views and make amendments with input from officers.</p> <p>Q4 actions: The Shareholder committee will have consideration of the final agreement in February 2026 and if agreed by Company Boards and approved by council, financing agreements will be actioned by July 2026.</p>	Ongoing	G ↔
<p>Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025</p> <p>Draft recommendations are being reviewed as part of the KL & Hunstanton Masterplans, iterative process to finalise parking strategy once options and consultations have been undertaken and incorporated into final masterplans.</p> <p>Q4 actions: Final drafts to be prepared and presented to panel and cabinet with final drafts of masterplans in Q1 2026/27</p>	Dec 2025	A ↔
<p>Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan</p> <p>A programme of inspections will commence from January and complete by March 2026.</p>	Mar 2026	G ↔
<p>Develop and commence implementation of an investment strategy for property assets owned by the council for income generation</p> <p>A disposals policy is going to cabinet in January and Full Council in February 2026. An acquisitions and investment policy will form part of the Asset Management Plan for the new Unitary authority and will be subject to approval of the shadow authority.</p>	Oct 2025	A ↔
<p>Review and develop existing events programme across the Borough</p> <p>Fawkes in the Walks and the Christmas Light switch on events both held great success and were well received, bringing a close to the 2025 event season. Discussions with the portfolio holder regarding the 2026 event programme have taken place and provisional event plans are in place for both King's Lynn and Hunstanton.</p> <p>Q4 actions: Finalise dates and details of the 2026 event programme. Save the date information to be added to the website to inform residents and visitors.</p>	Ongoing	G ↔
<p>Develop the investment plan for West Norfolk</p> <p>Work is progressing alongside the KL& Hunstanton master planning.</p> <p>Q4 actions: Final Investment plan, action plan and prospectus to be complete in Q1 26/27.</p>	Mar 2026	G ↔
<p>Complete housing needs assessment</p> <p>Tender process commenced, expect to award contract in February 2026</p> <p>Q4 actions: Commence contract with appointed consultant</p>	Jul 2026	G ↑ A

Project description and comments	Target Date	
<p>Progress the West Winch Housing Access Road Project</p> <p>Work continues in supporting Norfolk County Council (NCC) in delivering the West Winch Housing Access Road. NCC Planning Committee approved the planning application for the road in November 2025. Work continues in finalising the full business case for the Department For Transport later this year with works commencing in 2027.</p> <p>Q4 actions: Finalise land agreements necessary to deliver the West Winch Housing Access Road.</p>	Aug 2026	A ↔
<p>Progress the Southgates Masterplan</p> <p>Options and costs for progressing immediate site clearance work is underway. Delays to the Devolution programme has resulted in further delays in the progression of the next stage of planning for overall scheme.</p> <p>Q4 actions: Bring forward proposals for cabinet consideration for 'meanwhile' improvements to the masterplan area and opportunities to progress the developed masterplan scheme through a variety of funding programmes.</p>	Ongoing	A ↔
<p>Progress the King's Lynn Masterplan</p> <p>Baseline report, stakeholder engagement and wider public consultation undertaken from December 2025 to January 2026.</p> <p>Q4 actions: Review consultation results and update masterplan and development of delivery strategy alongside final masterplan development for completion in Q1 2026/27.</p>	May 2026	G ↔
<p>Progress the Hunstanton Masterplan</p> <p>Wider stakeholder engagement on masterplan issues and opportunities has been completed to inform development of draft masterplan. Target date has been reviewed due to issues around consultation during purdah and change in cabinet/panel dates.</p> <p>Q4 actions: Public consultation to be held January-February 2026. Review feedback to inform final masterplan development.</p>	Jun 2026	G ↔
<p>Promote the King's Lynn Enterprise Park (KLEP)</p> <p>Continuation of proactive site marketing for plots and premises. Planning application submitted for Active Travel Hub. Unit A1 (offices) fully let.</p> <p>Q4 actions: Update of development, final infrastructure phase and finance strategy for the site to be brought to cabinet in Q4.</p>	Ongoing	G ↔
<p>Deliver the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) for 2025/26</p> <p>REPF small community grants project call is completed. REPF Business grants remain open up until March 2026 following extension from Government on programme spend until September 2026.</p> <p>Q4 Actions: Panel to approve REPF small community grants project recipients. Continued monitoring and delivery of 2025/26 programme, including potential project extensions to existing schemes following government programme extension to September 2026.</p>	Mar 2026	G ↔

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the St Georges Guildhall project</p> <p>Work has continued with the CIO on the fundraising strategy following the Cabinet and Council decisions to proceed with the project in July 2025.</p>
<p>Engage with schools and colleges particularly in relation to skills development</p> <p>The Regeneration Team will be responsible for our skills and attainment provision going forwards with the remaining budget for improving attainment being split between apprenticeships and secondary skills work.</p>

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	
<p>Work proactively to support residents, regardless of tenure, to access funding for energy efficiency improvements and to continue to work to alleviate fuel poverty</p> <p>The council continues to deliver support to residents for energy efficiency improvements with Housing Standards coordinating retrofit programmes. Beat Your Bills events continue and have taken place across West Norfolk to engage those in rural areas alongside town locations. These events also work in partnership with other support organisations such as Community Action Norfolk, Lily, DWP, Revenues and Benefits, Household Support Fund.</p> <p>Q4 actions: Work will continue to deliver outreach and eligibility support - run Beat your Bills as targeted campaigns and drop in sessions to give opportunity and accessibility to all to explain funding options, eligibility criteria, and application support for homeowners, private renters, and social housing tenants. Build on existing relationships across Norfolk to ensure West Norfolk residents can access as much support as appropriate for their needs.</p>	Ongoing	G ↔
<p>Adopt the new Climate Change Strategy and Action Plan</p> <p>The strategy and accompanying action plan was originally scheduled on the forward plan for cabinet's consideration at February 2026 but has been delayed to April 2026. A key part of the strategy relates to retrofit support for householders. The Government's Warm Homes Plan will heavily influence the council's ongoing work with the decarbonisation of houses but unfortunately the plan has not yet been published, which is due imminently.</p> <p>Q4 actions: Draft strategy to be considered by Climate Change Informal Working Group on 9 February 2026, Environment and Community Panel on 14 April 2026 and Cabinet on 23 April 2026</p>	Sept 2025	A ↔
<p>Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment</p> <p>The Asset Management Plan is on hold until we have more information about the successor authority.</p>	On hold	
<p>Develop and deploy a climate change assessment tool for council policies and projects</p> <p>An initial draft climate change assessment tool has been generated by liaising with relevant internal stakeholders. This is yet to be agreed and requires more refinement in terms of how this sits and interacts with other key functions and assessment tools.</p>	Mar 2026	G ↔

Project description and comments	Target Date	
<p>Q4 actions: Continue to liaise with internal stakeholders and develop the climate change assessment tool.</p>		
<p>Create a community orchard at South Lynn</p> <p>In addition to the work already undertaken, Parks and Open Spaces installed 3 benches and a dog bin and a general waste bin. Mens Shed completed the installation of the raised beds in November 2025 and a new hedgerow was planted with volunteers on 18 November 2025.</p> <p>Q4 actions: Installation of CCTV cameras, site information board and planting of replacement trees to take place in March 2026.</p>	Mar 2026	G ↕
<p>Upgrade street lighting and other council assets with energy-efficient LED lighting</p> <p>Amey have conducted an initial survey of the lanterns and identified some additional remedial works, including the replacement of damaged columns and installation of replacement LED gear trays, rather than straightforward LED lantern/bulb replacements. A review of some of the streetlights on our inventory proposed for upgrade, has also highlighted some queries over ownership/responsibility. Preliminary designs for upgrading the remaining sports pitches at Lynnsport to LED have been received, a capital bid form has been completed and works added to the capital programme. A capital bid form has also been submitted to upgrade lighting at the depot to LED.</p> <p>Q4 actions: Work with Amey to understand the uplift associated with the recommended additional streetlighting works. Review ownership of columns to better understand inaccuracies with the inventory. Commence work on the upgrades at Lynnsport and depot. Obtain quotes and undertake tender exercise to appoint contractors to undertake the identified works.</p>	Jun 2026	G ↕
<p>Complete a review of the vehicle fleet</p> <p>A replacement caretaking van was ordered as the current vehicle had reached its end of life and was uneconomic to repair, this will increase the number of battery electric vehicles to 5. A successful bid was submitted to the government's depot charging scheme grant to improve the electric vehicle charging infrastructure at Oldmedow Road depot.</p> <p>Q4 actions: Install electric vehicle charging infrastructure at Oldmedow Road depot in March 2026</p>	Apr 2027	G ↕
<p>Promote householder group buying scheme</p> <p>The scheme was promoted in August 2025 and resulted in 46 orders for solar panels with 8 completed installations so far. In the August 2024 campaign, 65 households had installations.</p> <p>Q4 actions: Contractor progressing with installations scheduled for January – March 2026.</p>	Aug 2027	G ↕
<p>Procurement Strategy on net zero</p> <p>The below-threshold invitation to tender has been re-drafted to include a quality question on Social Value, asking how the bid would support the council's Climate Change Strategy. This is to be used when appropriate and proportionate, according to the estimated value of the tender and service required.</p> <p>Q4 actions: The new Climate Change Strategy will go to Cabinet in April 2026, once adopted it will be included in tender packs for all above threshold procurements and for below threshold where appropriate and proportionate. All tenders above the statutory threshold to include a Social Value question. This is to be designed as to gain the most from the contract and will be related to climate change when appropriate to the subject matter of the contract.</p>	Mar 2027	G ↕
<p>Air Quality Action Plan and Strategy</p> <p>Draft cabinet report related to the Air Quality Management Areas revocation for consideration.</p> <p>Q4 actions: Report to cabinet in April 2026, and other committee meetings in Q4 as required.</p>	Jun 2027	G ↕

Project description and comments	Target Date	
<p>Implement the Hunstanton Coastal Management Plan</p> <p>Feasibility study has been received and options are being considered and implemented.</p> <p>Q4 actions: Continue to implement relevant actions within the project programme.</p>	Aug 2028	<p>G</p> <p>↔</p>
<p>New Local Plan</p> <p>Internal preparation work for a new local plan continues, along with the work with the planning authorities in Norfolk through the Norfolk Strategic Planning Framework and our other neighbours including Fenland. Government still needs to publish all of the details of the new plan-making system, this requires further regulations, guidance, and templates. We cannot formally start the process until the regulations are in place. The overall time scale in the new system is 30 months (with an additional 4-month lead in). It is worth noting that once submitted for final examination the Planning Inspectorate are in charge of the process.</p> <p>Q4 actions: Continue to actively monitor publications from government regarding the new plan-making system. Continue with preparatory work where possible and continue engagement with neighbouring planning authorities. This is with a view to starting preparation of a new local plan as soon as we are able to. As per guidance which has been issued (December 2025) prior to the regulations (anticipated early 2026) we will have to give notice to start by 30 June 2026 and by 31 October have passed gateway one (a new assessment stage). We also intend to hold initial meetings of the Local Plan Task Group.</p>	Dec 2028	<p>G</p> <p>↔</p>
<p>Hold a climate change focused business expo in 2025 and 2027</p> <p>2025 expo was held on 23 September 2025, 27 exhibitors and approximately 150 residents attended. Event evaluation report provided by Norfolk Chamber of Commerce in November 2025 will be used to inform planning for 2027 event.</p> <p>Q4 actions: No further actions planned until Q2 2026/27</p>	Nov 2027	<p>G</p> <p>↔</p>

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Engage with Anglian Water (AW) and the Environment Agency (EA) to improve sea and river water quality</p> <p>2025 bathing water classifications have been released, with positive outcomes for all three designated bathing waters in the borough. Heacham has moved from poor to sufficient, as a result we can remove the do not swim in the sea signs. Both Hunstanton main and Old Hunstanton have moved from sufficient to good. We will continue to work with our inter-organisation partners, with a pre-season meeting due to be held in Q4.</p>
<p>Engage with Anglian Water (AW) and the Environment Agency (EA) concerning the shingle ridge at Heacham and Hunstanton sea defences</p> <p>Further meeting to take place with Anglian Water in February 2026 to confirm engagement and involvement in the project going forward.</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	
<p>Lobby Government for alternative means of Internal Drainage Board (IDB) funding</p> <p>The government confirmed grant for 2026/27 of £5 million for most affected councils but there is uncertainty about its permanence. The final sentence in the policy statement suggested the funding may not be ongoing. The risk is that funding is temporary, possibly pending a DEFRA review for a long-term solution. Communication with MHCLG has become less responsive, with recent emails going unanswered and indications of a possible drop in political priority. Efforts continue to keep the issue relevant in Parliament, including questions in the Lords and engagement with Baroness Taylor. The Labour Party is providing some infrastructure funding for IDBs. The All Party Parliamentary Group meeting at Portcullis House showed strong interest from MPs and Peers.</p> <p>Q4 actions: A press release is planned with the District Councils' Network to reinforce funding needs and highlight the Environment Agency's shift of works onto local drainage boards, which increases costs for local authorities and landowners. The Special Interest Group (SIG) is encouraged to continue lobbying MPs and keep the issue visible. Members of the SIG should reach out to MPs to advocate for increased funding if the settlement is insufficient. Emphasis was placed on maintaining conversations with MPs, Lords, and other parliamentary members to keep the issue prominent. Members were also asked to respond to the finance settlement consultation in respect of the IDB funding issue.</p>	Mar 2026	A ↔
<p>Review and determine impact of government changes to Internal Drainage Board (IDB) funding</p> <p>The review by Defra is underway with IDBs currently submitting data to support the review. It is understood that the study will provide data and analysis for DEFRA and MHCLG to consider. The review is intended to inform future decisions on local government finance and IDB operations, but there is concern that it may not address all issues, particularly those related to the special levy and local government finance mechanics. Other lobbying continues in respect of anticipated significant increases in electricity standing charges which are emerging from a new regulated asset base charge from December as it is feared to be higher than industry expectations. The issue is that IDBs may be paying for capacity that is only ever used during storm events. The main concern is the cost shift from central to local budgets, which is happening without transparency or consultation.</p> <p>Q4 actions: Meetings planned with IDBs to estimate impact on Council budget for 2026/27. Continue lobbying and supporting SIG with actions and input as financial lead representative.</p>	Mar 2026	A ↔
<p>Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme</p> <p>Discussions held with internal comms team to produce a corporate screen saver on the Cycle to Work scheme to encourage staff uptake.</p> <p>Q4 actions: Meeting to be held with Mobility Ways in January to discuss re-running the staff travel survey. Next group meeting will be held in February/March.</p>	Mar 2026	G ↑ A
<p>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> <p>The council's Transformation Programme is ongoing with progress being made on all projects. The Transformation Programme has been reviewed within the LGR framework and as a result has been redefined as the 'LGR Readiness' Programme due to the synergies between the workstreams and the significant crossover with the outputs and outcomes required within transformation and LGR Readiness.</p>	Ongoing	G ↔

Project description and comments	Target Date	
<p>Cabinet have agreed this transition and all future reporting to the Transformation Board will include the workstreams included in the LGR Readiness Programme.</p> <p>Significant areas of work in respect of LGR Readiness have been identified. These include our data and data management, stakeholder communications and organisational development and readiness for LGR. Each area has a number of planned actions and engagement with staff has taken place. As an organisation we need to ensure our data is fit for purpose, is relevant and that we are adhering to our Data Retention Schedules.</p> <p>Q4 actions: Work is ongoing to collect and organise our data in relation to 5 key themes, ICT, Finance, HR, Contracts and Assets. As LGR progresses, these areas will be required to work with and share information with our local government partners.</p>		G
<p>Develop a Digital Strategy</p> <p>Significant work has taken place over the course of Q3 with the main focus on improving the network infrastructure. In addition to this we have undertaken a digital skills survey and developed improved governance arrangements. The proposed strategic road map will be shared with the ICT Development Group at the beginning of Q4.</p> <p>Q4 actions: Complete further work to improve our infrastructure, establish the key priority projects for ICT and start to deliver on our strategy. In particular ensuring that we utilise the technology available to its full potential and assist staff and members to fully understand and use existing and new technologies as we develop.</p>	Mar 2027	G ↔
<p>Implement a corporate management system to manage information to support decision-making</p> <p>Work has continued during Q3 and due to limited officer resource the target date has been reviewed to Q1 2026-2027.</p> <p>Q4 actions: Support has been procured from Breckland District Council for the development of the corporate management system. The Corporate Governance Team is now fully resourced, and it is anticipated this will now progress quickly.</p>	Jun 2026	G ↑ A
<p>Engage in formal HM Land Registry (HMLR) Migration Project</p> <p>Agreement to be reached on a formal project plan with HMLR (HMLR decision), close working continues with HMLR to ensure our Land Charge Register is cleansed before we 'go-live', now estimated to be March / April 2027. Despite not having a formal project plan in place HMLR has released the first third of our agreed payment of £25,000, leaving a balance of £50,000.</p> <p>Q4 actions: Continue to work with HMLR on cleansing our data.</p>	Ongoing	G ↔
<p>Engage with the Devolution programme to deliver the best outcome for West Norfolk</p> <p>The Government has announced its decision to postpone the planned mayoral elections for May 2026 until May 2028 under the rationale to allow councils sufficient time to complete preparations for local government reorganisation and the introduction of unitary authorities. The programme for LGR remains unchanged. A County Combined Authority will therefore be established and will receive capacity funding to prepare for the mayor, alongside £12.5million per year for 26/27 and 27/28 to begin work on key local priorities.</p> <p>Q4 actions: In preparation for Devolution, the Norfolk and Suffolk Investment Fund work is still progressing with various proposals and business cases which are still being prepared. Feasibility studies will be submitted in January.</p>	Mar 2027	G ↔
<p>Engage with the Local Government Reorganisation (LGR) programme to deliver the best outcome for West Norfolk</p> <p>The Governments Stakeholder Consultation on the three proposals for Local Government Reorganisation ended on 11 January 2026. The council submitted its response to the consultation under the delegated authority of the Leader.</p>	Mar 2027	G ↔

Project description and comments	Target Date	
<p>The Norfolk council's have initiated a procurement exercise to appoint a Strategic Partner for LGR in Norfolk, the Invitation to Tender is a decision agnostic and the chosen partner will work on whichever model of unitary authority is selected for Norfolk.</p> <p>Work is ongoing with the 6 Future Norfolk council's and all Norfolk authorities on preparing for LGR in Norfolk and setting up the governance structures and frameworks to support the implementation of LGR when the decision is announced in late March 2026. Officers are also engaged with MHCLG on the draft Structural Change Orders.</p> <p>A full programme of LGR Readiness has been implemented with workstreams, this work has been embedded into the council's Transformation Programme and retitled 'LGR Readiness Programme'.</p> <p>Q4 actions: Focus on corporate data review, LGR Impact Assessments of all services, update intranet and FAQ's, review data retention policies and commission data cleanse activity across all services, selection of a Norfolk-wide Strategic Partner, liaise with partners and MHCLG on the draft Structural Change Orders.</p>		
<p>Improve governance and assurance of corporate health and safety</p> <p>An external audit of the council's management and control of Corporate Health & Safety was undertaken, the audit focussed on Systems and Documentation, People & Culture and Operational Reality. Whilst assurance has moved to amber in Q3 this reflects an unplanned and unavoidable slip in timescale for completion of the audit by the contractor. In addition, the annual audit of health and safety compliance for Alive started in Q3, with final visits in early January and results expected by the end of January.</p> <p>The results of both audits will provide a strong organisational understanding of the councils performance, identify areas of good/excellent practice and allow the development of a robust health and safety culture within the authority.</p> <p>Q4 actions: The report is due to be shared with Corporate Leadership Team in January and an action plan for implementation of recommendations will flow from the report in February.</p>	Nov 2025	G ↓ A
<p>Delivery of the Council's Medium Term Financial Strategy (MTFS)</p> <p>The progress against the Target Savings and Efficiency Plan 2025/2026 was reported in the Q2 budget monitoring report to Cabinet, showing a forecast favourable position £383k.</p> <p>Q4 actions: Q3 budget monitoring report to Cabinet on 3rd March 2026 will provide a further update on the forecast spend against budget and savings and Efficiency Plan.</p>	Annual	G ↔
<p>Development of the Corporate Leadership Team and service managers</p> <p>The Corporate Leadership Team has commenced a series of team coaching sessions that are facilitated by SOLACE. Individual coaches and mentors have been allocated to CLT and some Senior Managers. In addition, managers have completed the final elements of the management passport – looking at managing high performing teams. The 4th tier managers forum has been invited to a range of corporate activities and worked well as a team and developing together.</p> <p>Q4 actions: Further work will take place with CLT on corporate coaching sessions.</p>	Ongoing	G ↔
<p>Analyse and identify actions arising from a staff survey, including development of corporate values</p> <p>Engagement with staff and councillors has taken place across the organisation with a series of workshops across multiple locations and online. The feedback has been analysed and recommendations prepared for the values to be adopted and launched at the Staff Conference in February.</p> <p>Work will commence on the organisations behaviours which align with the newly developed values and the outcomes of the recent staff survey will be explored further.</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	
<p>Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers</p> <p>Following the successful recruitment of the Senior Corporate Governance Officer, this work will now move at pace and will be dependent on engagement with care leavers. Care leavers continue to be recognised as a specific group within our EIA process.</p> <p>Q4 actions: Re-establish links with Norfolk County Council to try and engage with local care leavers.</p>	Ongoing	G ↕
<p>Further develop 'Creating Communities' events</p> <p>Launch event for Valentine Park has been held and a number of local residents attended who live close to the development. An event at Florence Fields had a great representation from partners. There are ongoing discussions regarding an event at the Wootton's.</p> <p>Q4 actions: Information leaflet to be developed for the Wootton area. Continue to plan for events in the Wootton area, Valentine Park and Florence Fields.</p>	Ongoing	G ↕
<p>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> <p>The Corporate Equalities Working Group (CEWG) continued to meet throughout Q3 and progress actions via the various subgroups. We have established a peer-to-peer support group for staff which will focus on dyslexia support in the workplace, first meeting is scheduled for 29 January 2026. The anti-racism charter was signed on 23rd September 2025 and an action plan has been developed which will be progressed through 2025-26.</p> <p>Q4 actions: The anti-racism toolkit for managers will be launched during February 2026 and work will recommence on the policy now key roles in the team have been filled.</p>	Ongoing	G ↕
<p>Develop a Health and Wellbeing Strategy and Action Plan</p> <p>The Yr 1 Marmot report is due for publication at the beginning of January 2026. The Institute of Health Equity are working with key partners to coproduce recommendations. The Health and Wellbeing Partnership have determined that the existing strategy will remain in place until October 2026 when work to align with the full Marmot report will be undertaken.</p> <p>Q4 actions: Understand and identify appropriate delivery models for the Yr 1 recommendations within the existing strategy.</p>	Apr 2026	G ↕
<p>Develop 5-year Strategy for Leisure and Culture ensuring growth and additional partnership working</p> <p>The draft document is currently under review following the recent change of management for Leisure and Culture.</p> <p>Q4 actions: Revisit key areas to include new insight from the industry and health and wellbeing partners.</p>	Jun 2026	G ↓ A

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 and Wellbeing Strategy and Marmot recommendations</p> <p>Voluntary, Community, and Social Enterprise rep has been appointed and work to develop an engagement plan has begun. Priority area for Yr2 has been agreed.</p> <p>Q4 actions: Institute of Health Equity (IHE) to meet with Children and Young People stakeholders to develop Yr1 recommendations. IHE to meet with businesses in roundtables to discuss Yr2 focus of skills and employment. Steering Group to identify opportunities for action in Yr2.</p>	Oct 2026	<p>G</p> <p>↔</p>
<p>CIC transformation plan</p> <p>The Talkative web chat and digital helper (Nova) was introduced on our website in October 2025. Nova is trained to deal with benefits, council tax, waste, care and repair, careline, clean-up, environmental health, electoral role, housing, licensing and Norfolk County Council enquiries. Since launching Nova, we have received 1,632 web chat enquiries and Nova has dealt with 739 of these (45% deflection rate).</p> <p>We are closely monitoring Nova's interactions and continue to improve the knowledge base. Work in underway to extend Nova's opening hours to 24/7 as well as looking at the funding / procurement for Talkative VOICE on the telephones.</p>	Completed	

Managing the Business

Our Performance Indicators in detail

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
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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%	93%	94%		70%	G ↕
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	94%	80%	87%	90%		60%	G ↕
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%	2.94%	2.73%		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%	0.91%	0.77%		10%	G ↕
1.5	% of major planning applications provided with an extension of time (EOT)	50%	60%	88%	33%		50%	G ↑ R
1.6	% of non-major planning applications provided with an extension of time (EOT)	25%	33%	39%	22%		40%	G ↕
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	£0	£0		Monitor Only	M
1.8	% of new enforcement cases actioned within 12 weeks of receipt	85%	85%	87%	87%		85%	G ↕

Ref	Performance indicator	2024/25	2025/26				Target	Comments	
			Q1	Q2	Q3	Full Year			
1.9	No of new homes built through the Council's Major Housing Programme	97	14	24	21		124 (Q3 35)	R ↔	Short term delays caused by weather, structural and access issues have impacted on the Q3 target
1.10	No of new Affordable Homes delivered by the Major Housing Programme	61	1	11	0		25 (Q3 3)	G ↓ R	Earlier delays and construction setbacks continue to have an impact on delivery.
1.11	% of rent arrears on industrial units	5.11%	4.80%	2.66%	1.48%		5%	G ↔	
1.12	% of rent arrears on retail/general units	6.94%	9.50%	6.36%	9.30%		6%	A ↓ R	Meetings are being held with tenants to resolve outstanding arrears.
1.13	King's Lynn long stay car parking tickets purchased	162,127	43,739	88,908	132,471		162,127	G ↔	Cumulative data
1.14	King's Lynn short stay car parking tickets purchased	1,033,739	252,352	512,023	789,864		1,033,739	G ↔	Cumulative data
1.15	Local (West Norfolk) contracts awarded to SMEs: (include %, number and value)	-	67% 2 £70,829	50% 2 £58,027	0% 0 £0		Monitor only	M	
1.16	Non-local contracts awarded to SMEs: (include %, number and value)	-	86% 12 £1,665,929	62% 8 £1,871,350	35% 7 £20,814,679		Monitor only	M	
1.17	Capital contracts awarded to SMEs: (include %, number and value)	-	100% 4 £1,132,955	50% 1 £26,598	29% 2 £20,422,323		Monitor only	M	
1.18	Revenue contracts awarded to SMEs: (include %, number and value)	-	77% 10 £603,803	60% 9 £1,902,779	71% 5 £392,356		Monitor only	M	
1.19	No of new homes delivered in the Borough to meet the housing need target	427	78	306	210		Monitor only	M	Q3 594 homes delivered, target is 554

Protect our Environment

Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
2.1	% of street lighting within the borough converted to LED	30.24%	30.24%	30.35%	34.94%		Monitor only	M Cumulative data
2.2	Solar power (kWh) generated across council sites	488,227	171,690	325,817	360,685		Monitor only	M Cumulative data
2.3	No of brown bins in use for composting	29,430	29,718	29,875	29,615		29,000	G ↕
2.4	Total tonnage of garden waste collected and treated	11,123	3,250	6,115	8,241		11,000	G ↕ Cumulative data
2.5	Total tonnage of food waste collected and treated	1,655	380	765	1,222		Monitor only	M Cumulative data
2.6	Total tonnage of mixed recycling collected and treated	14,082	3,506	7,036	10,544		Monitor only	M Cumulative data
2.7	No of fly tipping incidents recorded	2,267	480	1,149	1,860		Monitor only	M Cumulative data
2.8	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%	100%		95%	G ↕

Efficient and effective delivery of our services

Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
3.1	% of calls reduced by web chat	86%	86%	85%	85%		75%	G ↕
3.2	% of calls answered within 90 seconds	75%	61%	63%	69%		75%	R ↕ 81.9% was achieved in Q3, further improvement continues to achieve the 75% target
3.3	% of press releases covered by media within one month of being issued	97%	100%	100%	100%		95%	G ↕
3.4	% of supplier invoices paid within 30 days	98%	98%	99%	99%		99%	G ↕
3.5	% of local supplier invoices paid within 10 days	93%	97%	97%	97%		96%	G ↕
3.6	% of Council Tax collected against outstanding balance	97.1%	28.1%	55.2%	82.5%		97.1%	G ↕ Cumulative data
3.7	% of Business Rates collected against outstanding balance	98.6%	33.7%	59.1%	82.7%		98.6%	G ↕ Cumulative data
3.8	% of BID Levy collected	95.4%	55.8%	75.2%	89.4%		97.5%	G ↕ Cumulative data

Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
3.9	No of completed fraud/corruption investigations including data matching exercises	9,753	Resource to provide quantitative data is still to be confirmed. Progress on Anti-fraud and corruption is reported half yearly to Audit Committee.				5,000	An update will be provided in Q4.
3.10	No of cyber security incidents reported	0	0	0	0	Monitor only	M	
3.11	% spend in compliance with authorised procedures	-	95%	95%	95%	95%	G ↔	
3.12	% of "open rate" for the Our News staff e-newsletter	-	99%	99%	99%	95%	G ↔	
3.13	% of purchase orders created retrospectively after goods have been received	81%	58%	57%	56%	30%	R ↔	Processes are under review and changes will be added to current user guidance. In Q4 training, proactive monitoring and support will continue.
3.14	% of savings delivered and forecast towards the 2025/2026 Savings and Efficiency Plan	-	11%	30%	80%	100%	G ↔	

Support our communities

Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
4.1	No of people in bed and breakfast and nightly paid accommodation	320	70	135	223	Monitor only	M	Cumulative data
4.2	Spend on bed and breakfast, nightly paid accommodation and block bookings (gross)	£937,961	£155,617	£391,565	£608,387	Monitor only	M	Incorrect figure reported for 24/25 correct figure used for financial purposes.
4.3	No of households prevented from becoming homeless for a minimum of 6 months	89	19	52	81	Monitor only	M	Cumulative data
4.4	No of verified rough sleepers	1	3	2	3	Monitor only	M	

Ref	Performance indicator	2024/25	2025/26				Target	Comments
			Q1	Q2	Q3	Full Year		
4.5	No of days to process new housing benefit and council tax support claims	15	14	14	14		20	G ↕
4.6	No of days to process housing benefit and council tax support changes of circumstances	20	18	15	14		20	G ↕
4.7	% of food premises achieving a rating of 3 or above	94%	100%	98%	97%		90%	G ↕
4.8	% of housing adaptations completed within time	77%	80%	81%	83%		80%	G ↕
4.9	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	2,001	631	1,478	2,473		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%	93%	93%		80%	G ↕
4.11	No of young people engaged through UKSPF Employability and Skills Project	302	76	119	179		190	G ↕ Cumulative data
4.12	No of HMO licence applications received	-	3	6	9		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%	83%	91%		80%	G ↕ Cumulative data
4.14	Increase participation at all leisure and culture facilities	-	-2%	-2%	-1%		5%	R ↕ The impact of Downham Academy remains. In Q3 the deficit decreased through the introduction of some new programmes

Ref	Performance indicator	2024/25	2025/26					Target	Comments	
			Q1	Q2	Q3	Full Year				
4.15	Increase the number of outreach activities into the community	-	13%	11%	6%		10%	G ↓ R	Due to budget constraints, sessions are streamlined to maximise resource, high outreach attendance recorded at KASET	
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%	12%	17%		10%	G ↔		
4.18	Reduce net subsidy per head	-	47%	85%	86%		-5%	R ↔	Significant maintenance challenges on aging sites and no capital provision available	
4.19	Energy usage per user	-	-11%	-11%	-9%		-10%	G ↓ R	Q3 is impacted by winter energy consumption and lower attendance.	

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	709	711		-	
	Total permanent post FTE	537.34	651.20	653.20	655.20		-	
	Total number of people in established posts	537	667	661	657		-	
	% of voluntary permanent staff turnover (cumulative)	9.82%	2.27%	4.38%	5.65%		12%	(1)
	Number of voluntary leavers from permanent roles (cumulative)	50	16	21	38		-	(2)
	Number of starters to permanent roles (cumulative)	47	12	25	35		-	(2)
	Average number of working days lost to sickness absence per permanent employee FTE (cumulative)	10.85	2.20	4.81	8.28		8.70 days	(3)
	Number of permanent employees who have had a period of long term sickness (cumulative)	70	17	43	64		-	(4)
	% of employees undertaking an apprenticeship	3.8%	2.6%	3.0%	2.39%		2.3%	
Temporary staff	Total number of temporary posts	22	27	30	29		-	(5)
	Total number of temporary staff FTE	19.46	25.43	27.95	26.23		-	(5)
	Average number of working days lost to sickness absence per temporary employee FTE (cumulative)	5.79	0.81	1.75	3.11		-	

Position summary

1. Voluntary turnover rate remains within the anticipated turnover levels.
2. 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.
3. The number of days lost to sickness absence are consistent to Q3 2024/2025 (8.34). HR are supporting proactive management to address sickness absence issues and are actively monitoring compliance by liaising with managers regarding targets for return to work reviews and case reviews.
4. Number of employees who have had a period of long term sickness is slightly higher than this time last year (56). The number of long term sickness cases will fluctuate and are measured cumulatively.
5. Temporary staff includes short and long term contracts, fixed term contracts and apprenticeships throughout the Council.

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.

Achievements in Q3

- All staff workshops have been completed on exploring the values for the organisation. Workshops have also taken place for elected members. Work will begin on the behaviours in January 2026.
- There have been two 4th tier managers meetings in September and December covering numerous topics including updates on the overall transformation programme, cascading corporate information, presentation from Entec Si who are leading on the digital programme and various HR related topics which managers need to be aware of.
- The content for manager sessions on anti-racism initiatives and sexual harassment are finalised. There will be a toolkit for managers to roll out at team meetings. These sessions and toolkits will cover the 'why', 'our responsibility' and 'key messages'.
- Work is continuing on reviewing HR policies and procedures.
- Meetings will be set up shortly to engage with the change champions. This will include talking to the group about what they need in order to undertake this role in their teams (development/support).
- Work has started to integrate LGR readiness work (HR strands) into business as usual.

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

Achievements in Q3

- New ICT governance process established and signed off at Corporate Leadership Team.
- Established working group for this part of the transformation roadmap (representatives from HR, Comms and IT); developed Digital Skills pulse survey questions with HR/Comms input; survey finalised following feedback and ready to share with the organisation.
- Yr1 Marmot Report 'Starting Well' drafted and reviewed.

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

Achievements in Q3

- Further accommodation project team meetings have taken place. Each subgroup is working on their area of the project and regular reports are received by the group. The staff survey on accommodation is ready to go and will be sent once a suitable timeframe is identified with Comms.
- Workshops and dialogue with key stakeholders started in November which are key to informing the Housing Delivery Strategy
- Draft Strategic Asset Management Plan (SAMP) to go to Cabinet in early 2026. Draft disposals policy has been circulated to CLT and Cabinet.
- Leisure and Culture strategy finalised.
- Investment project for a new swimming pool at Lynnsport is ongoing.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	25 February 2026		
TITLE:	Corporate Complaints and Data Protection monitoring report 1 April 2024- 31 March 2025		
TYPE OF REPORT:	For information only		
PORTFOLIO(S):	Cllr Alistair Beales		
REPORT AUTHOR:	Charlotte Marriott – Interim Corporate Governance Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>This is the annual monitoring report for the period 1 April 2024 – 31 March 2025 and provides a high-level breakdown of MP enquires, Corporate and Ombudsman Complaints and provides details on compliments and comments received during this period.</p> <p>This report also provides an overview of Data Protection and Information Governance processes, including Freedom of Information (FOI) requests received, Data Protection breaches reported corporately, together with breaches reported to the Information Commissioners Office (ICO), for the same period.</p>
OPTIONS CONSIDERED:
The report is presented to the Corporate Performance Panel members for information only.
RECOMMENDATIONS:
Members of the Corporate Performance Panel are asked to note the content of this report.
REASONS FOR RECOMMENDATIONS:
Report presented for information only.

1. Introduction

1.1 During 2024-25, Officers began work to substantially updated the current Complaints Policy (2019), redesigning it into the Corporate Complaints, Compliments and Comments Policy. The revised policy has been updated in line with the Local Government and Social Care Ombudsman complaints handling code, in addition to providing a clear process for residents to submit compliments and comments about our services.

Other key changes include:

- Clarity of process
- A strengthened focus on engaging directly with complainants at an early stage, alongside an enhanced emphasis on Equality, Diversity and Inclusion considerations
- Clearly defined roles and responsibilities
- Inclusion of definitions
- Expansion of the legal framework section
- Clarity of matters not in scope

1.2 Alongside the revised policy, we have begun to review our internal administration processes and the support available to Managers at each stage of the process.

The revised policy will be presented to CPP and Cabinet in due course.

1.3 There is a revised and strengthened approach to Data Protection and Information Governance, with a clear focus on embedding a data protection culture within the council and a clear direction of improving compliance and reducing risk.

A presentation outlining the proposed approach was delivered by the Interim Corporate Governance Manager to the Corporate Leadership Team (CLT) on 2 December 2025 and received CLTs full support.

The Information Governance Officer position had been vacant for an extended period. Recruitment was undertaken during December 2025, and the successful candidate commenced employment in January 2026. This role is central to delivering and embedding the council's revised data protection approach, ensuring consistent compliance and strengthened governance across all services.

1.4 As requested by Councillor David Sayers: Data Use and Access Act 2025 update.

The Data (Use and Access) Act 2025 received royal ascent in June 2025. This act places a duty on organisation to have procedures in place to handle data protection complaints by June 2026.

Data protection complaints can come from anyone who's unhappy with how we've handled their personal data. For example, they may come from people who:

- are unhappy with our response to their subject access request (SAR)
- have been impacted by a data breach
- are unhappy about the way we've used their personal information (e.g. where it is stored, how long it has been kept for, or its accuracy).

Our current [data protection policy](#) (section 15) contains information on how individuals can raise a complaint about how their personal data is, or has been, processed. Officers are currently working on strengthening this approach and developing a standalone Data Protection Complaint procedure to ensure we fully comply with the requirements on the Data (Use and Access) Act 2025.

2. Monitoring Report

2.1 MP Enquiries

MPs are often contacted by their constituents for help and advice on a range of local issues or individual problems with a service delivered by the council. These are then passed to the relevant Service Manager for a response.

A total of 94 MP enquires were received during 2024-25, compared with 119 the previous year (2023-24).

A breakdown of the MP enquiries received and the service area they relate to is attached at Appendix A.

2.2 Corporate Complaints

49 Corporate Complaints were received during 2024/25, compared with 53 the previous year (2023-24). A breakdown of the outcomes of these complaints is included in the table below

Stage 1

Justified and upheld	7
Not justified, not upheld	25
Partially upheld	17

The outcomes of 12 of those 49 complaints received were appealed (stage 2). A breakdown of the appeal outcomes is included below

Stage 2

Justified and upheld	3
Not justified, not upheld	7
Partially upheld	2

A breakdown of the complaints received and the service area they relate to is attached at Appendix B.

2.3 Ombudsman Complaints

In total 13 complaints were considered by the Local Government and Social Care Ombudsman (LGSCO), only 1 of these complaints was investigated by the LGSCO and was not upheld. Attached at Appendix C is the Ombudsman Annual Report 2024/25 for information.

2.4 Compliments

Whilst we receive complaints about a range of issues, we also receive compliments from customers, visitors and businesses expressing their gratitude and thanks for the service they received. This information is captured via online form and feedback is shared with the relevant colleagues and service areas to acknowledge the service provided by that individual or team.

During 2024-2025, we received 14 compliments from our residents. The Customer Information Centre (CIC) team also receive several compliments over the telephone from customers, but these are not formally recorded.

2.5 Freedom of Information (FOI) & Environmental Information Regulations (EIR) Requests

During 2024-25 a total of 794 FOI/EIR requests were received, this is a slight increase from the previous year (781).

Of the 794 requests only 61% were completed within the statutory timeframe of 20 working days. The ICO states compliance rates that are less than 90% are 'unsatisfactory'.

A graphical illustration and breakdown of requests received, and compliance levels is attached at Appendix D.

If the requestor is not satisfied with the response to their information request, they can complain to the Information Commissioners Office (ICO). For the year 2024-25, three FOI/EIRs were escalated to the ICO, none were upheld.

2.6 Data Protection

During 2024-25, 32 data breaches were reported to the Data Protection Officer (DPO), increasing from 28 the previous year. 30 were confirmed breaches. Reported breaches are assessed by the DPO to establish if they are reportable to the ICO. Of the 32 breaches, 4 were assessed as high risk and reported to the ICO. The ICO took no further action in all 4 cases.

2.7 Code of Conduct Complaints

This information is reported to the Standards Committee on an annual basis. Further information can be found [here](#)

2.8 Alive West Norfolk

The below information has been provided by Alive West Norfolk, as they are not currently aligned with corporate processes, and therefore record and monitor these functions separately.

No. of MP Enquiries	0
No. of total Corporate Complaints received (stage 1)	160
No. justified - upheld	-
No. not justified – not upheld	-

No partially upheld	-
Total no. of stage 2 complaints (appeals)	0
Justified and upheld	-
Not justified, not upheld	-
Partially upheld	-
Ombudsmen complaints	0
No of compliments received	Not tracked
No of FOI/EIR received	7
Compliance with statutory timeframe (%)	100%
No referred to ICO	None – see below
No of data breaches reported	3 (1 was referred to BCKLWN; 2 Alive – no data breaches). No ICO reporting needed.

- During 24/25 AWN did not track compliments.
- Complaints – founded and unfounded. AWN did not track this and since moving to IDOX this year there does not appear to be a way to track this either.

3. Issues for the Panel to Consider

3.1 The panel are asked to note the content of this report.

4. Corporate Priorities

4.1 Data protection and corporate complaints, compliments and comments processes span all corporate priorities.

5. Financial Implications

5.1 N/A – report is for monitoring purposes only.

6. Any other Implications/Risks

6.1 Reputational risk if complaints and data protection matters are not handled effectively

6.2 Financial risk if complaints and data protection matters are not handled correctly and in line with ombudsman and statutory requirements

7. Equal Opportunity Considerations

7.1 None – report is for monitoring purposes only.

It is worth noting that Equality, Diversity and Inclusion (EDI) matters have been enhanced within the revised Corporate Complaints, Compliments and Comments Policy, it will also be subject to our Equality Impact Assessment processes, as will any revised data protection policy and procedure.

8. Environmental Considerations

8.1 None

9. Consultation

9.1 N/A - report is for monitoring purposes only.

10. Conclusion

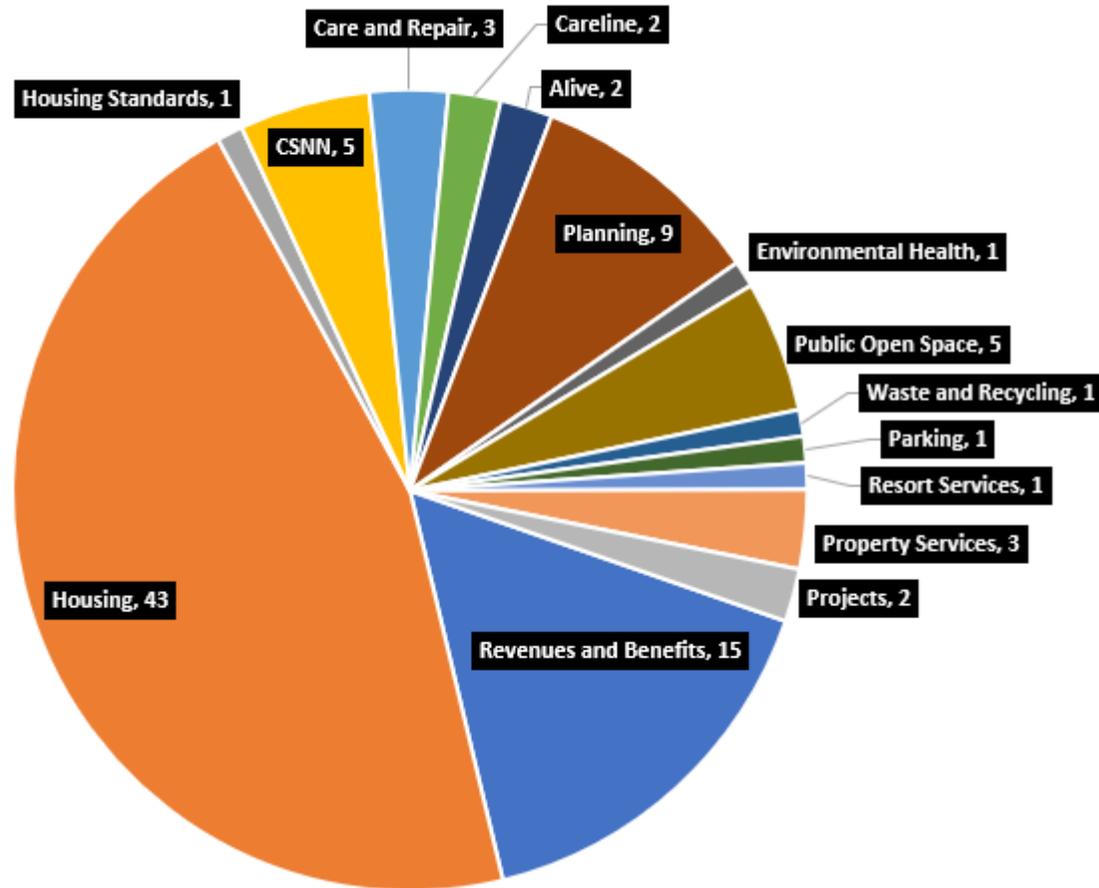
10.1 The panel are asked to note the content of this report.

11. Background Papers

11.1 None

Appendix A – Breakdown of MP enquiries received

MP enquiries by service area 2024-2025



Appendix B – Breakdown of the complaints received by service area

CORPORATE COMPLAINTS COMPLIANCE

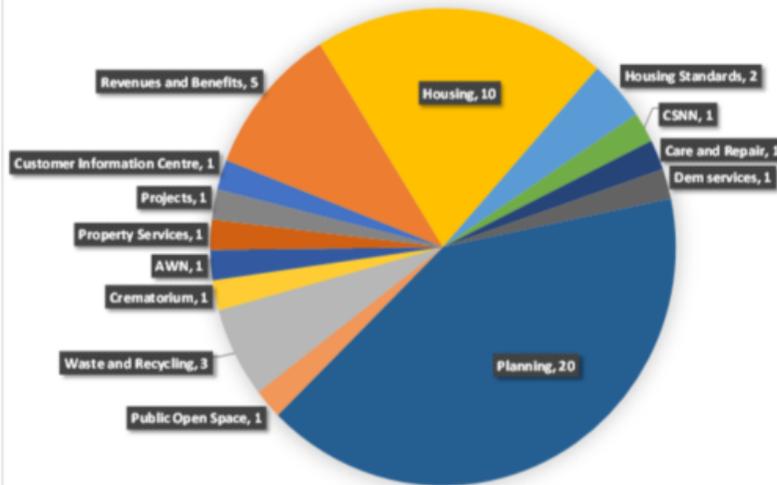
FY 2024-2025

Outcome	Justified	Not-justified	Partially justified
Of stage one	7	25	17

Outcome	Upheld	Not-upheld	Partially upheld
Of stage two	3	7	2

Stage 1 by month		Stage 2 by month	
Month	Total Received	Month	Total Received
April	6	April	2
May	10	May	0
June	3	June	0
July	4	July	1
August	3	August	1
September	2	September	0
October	4	October	1
November	3	November	0
December	2	December	1
January	4	January	2
February	2	February	3
March	6	March	1
Total:	49	Total:	12

Stage one corporate complaints by service area 2024-2025



Stage 2 by Service area	
Service area	Total Received
Revs and bens	2
Housing needs	3
Housing Standards	1
Planning	5
POS	1
Total:	12

Appendix C – LGSCO Annual Contact Review



21 May 2025

By email

Ms Blakemore
Chief Executive
King's Lynn & West Norfolk Council

Dear Ms Blakemore

Annual Review letter 2024-25

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2025. The information offers valuable insight about your organisation's approach to complaints, and I know you will consider it as part of your corporate governance processes. We have listened to your feedback, and I am pleased to be able to share your annual statistics earlier in the year to better fit with local reporting cycles. I hope this proves helpful to you.

[Your annual statistics are available here.](#)

In addition, you can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

In a change to our approach, we will write to organisations in July where there is exceptional practice or where we have concerns about an organisation's complaint handling. Not all organisations will get a letter. If you do receive a letter it will be sent in advance of its publication on our website on 16 July 2025, alongside our annual Review of Local Government Complaints.

Supporting complaint and service improvement

In February we published [good practice guides](#) to support councils to adopt our [Complaint Handling Code](#). The guides were developed in consultation with councils that have been piloting the Code and are based on the real-life, front-line experience of people handling complaints day-to-day, including their experience of reporting to senior leaders and elected members. The guides were issued alongside free [training resources](#) organisations can use to make sure front-line staff understand what to do when someone raises a complaint. We will be applying the Code in our casework from April 2026 and we know a large number of councils have already adopted it into their local policies with positive results.

This year we relaunched our popular [complaint handling training](#) programme. The training is now more interactive than ever, providing delegates with an opportunity to consider a complaint from receipt to resolution. Early feedback has been extremely positive with delegates reporting an increase in confidence in handling complaints after completing the training. To find out more contact training@lgo.org.uk.

Yours sincerely,

Amerdeep Somal
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Complaint overview

2024 / 2025

Between 1 April 2024 to 31 March 2025, we dealt with 13 complaints. Of these, 3 were not for us or not ready for us to investigate. We assessed and closed 9 complaints. We investigated 1 complaints.

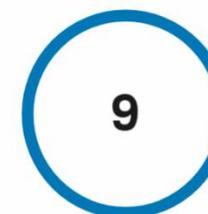
[More about this data](#)



Complaints dealt with



Not for us



Assessed and closed



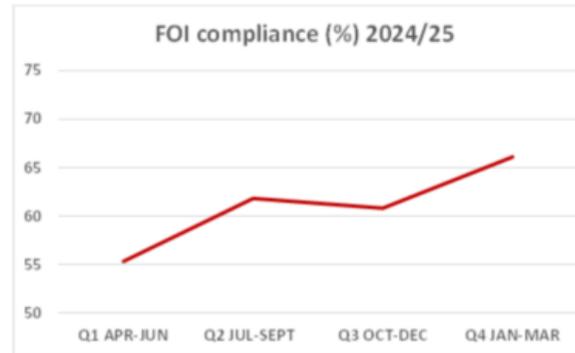
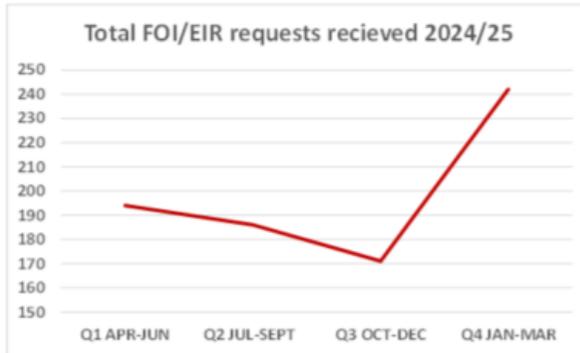
Investigated

Appendix D – FOI/EIR Breakdown

FOI STATISTICS & COMPLIANCE

FY 2024 –2025

FY 2024 –2025	Q1 APR - JUN	Q2 JUL - SEPT	Q3 - OCT - DEC	Q4 JAN - MAR	OVERALL
Total requests received (FOIA/EIR)	194	186	171	242	794
Response issued within statutory deadline	107	115	104	160	486
Response not issued within statutory deadline	87	71	67	82	307
Compliance rate (%)	55.1	61.8	60.8	66.1	61.2



Most Queried Service areas



The most queried departments for 24-25:

- 1) **Planning**—received 94 requests directed solely to them.
- 2) **Revenues and Benefits**—received 65 requests directed solely to them.
- 3) **Housing Needs**—received 51 requests directed solely to them.
- 4) **HR** —received 45 requests directed solely to them.
- 5) **Licensing**— received 40 requests directed solely to them.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	25 th February 2026		
TITLE:	Report of the Constitution – Scrutiny Guidance and Information		
TYPE OF REPORT:	Informal Working Group Report		
PORTFOLIO(S):	Leader – Councillor Beales		
REPORT AUTHOR:	Rebecca Parker – Democratic Services Manager		
OPEN/EXEMPT	OPEN	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	NO

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:

In October 2025 the Joint Panel considered a review of Scrutiny Governance Arrangements with the outcome that further work to improve the Scrutiny function was carried out including improving work programming and training.

In January 2026 the Constitution Informal Working Group met to consider and review the following Scrutiny Guidance documents and present these to the Corporate Performance Panel for endorsement:

- Scrutiny and Executive Protocol
- Scrutiny Guide
- How to Select Scrutiny Work Topics and Work Programming
- Terms of Reference for Sifting Meetings
- Role Profile – Scrutiny Chair
- Summary of Call-in procedure.

Draft documents are attached for the Corporate Performance Panel to consider and comment on.

KEY ISSUES:

The guidance documents mentioned above have been created or updated to ensure that Councillors have a variety of information to refer to, to assist them with carrying out Scrutiny and Policy Development.

The Scrutiny and Executive Guide sets out the expectations of both parties during Scrutiny and Policy Development, ensuring that Panel Members have the opportunity to hold the Executive to account and effectively question them.

The documents presented for consideration were in need of an update, with additional documents produced by Democratic Services to assist Councillors in their roles.

RECOMMENDATIONS:

The Corporate Performance Panel are asked to comment on and endorse the following documents (attached to this report):

- Scrutiny and Executive Protocol
- Scrutiny Guide
- How to Select Scrutiny Work Topics and Work Programming

- | |
|---|
| <ul style="list-style-type: none">- Terms of Reference for Sifting Meetings- Role Profile – Scrutiny Chair- Summary of Call-in procedure. |
| REASONS FOR RECOMMENDATIONS: |
| To strengthen the support available to Members in their roles relating to Scrutiny and Policy Development. |

1. Introduction

This report presents a raft of documents designed to strengthen the information available to Councillors in their roles.

The documents include existing documents which have been reviewed and presents some new guidance and information to help support Members.

Once agreed the documents will be launched to Members via the new Intranet system and kept under review.

The updates take into consideration comments made by Members throughout the Scrutiny Governance Review process.

2. Documents for consideration

2.1 Scrutiny and the Executive Protocol

This document sets out the relationship between the Panels and the Cabinet in terms of scrutinising decisions, developing policy, dealing with call-ins and work programming.

The document highlights the importance of Portfolio Holders attending meetings where a decision falling within their remit is to be scrutinised and that they should be prepared to be questioned and held accountable for their decisions.

It also sets out how Portfolio Holders should be prepared to present their reports to the Panels.

The document also encourages the Chairs, or a representative from the Panels to attend the Cabinet meeting where recommendations from the Panels are being considered, which is especially important if the Panels have made counter recommendations for Cabinet to consider.

To formalise the protocol and ensure that all parties are aware, it has been suggested that once agreed it should be signed off by the Leader and the Chairs of Panels on an annual basis to reinforce the relationship.

2.2 Scrutiny Guide

This guide was last updated in 2018 and required a refresh.

Provides information on the scrutiny functions at the Council to Members, officers and the public.

2.3. How to select Scrutiny Work Topics and Work Programming

This is a new information guide which has been produced.

It encourages Councillors to think about what items they are putting forward and encouraging them to consider items where scrutiny can make an impact.

In terms of Work Programming, training sessions have been arranged for Councillors ahead of the new Municipal Year.

2.4. Terms of Reference for Sifting Meetings

This is a new guidance document and sets out the expectations of all parties involved in sifting meetings.

2.5. Role Profile Scrutiny Chair

This document, which was previously included in the Councillors Induction Folder has been updated and will be added to the Scrutiny resources to be made available on the Intranet.

2.6. Summary of the Call-in Procedure

This is a new guidance note which has been produced to assist officers and Members in navigating the call-in process.

3. Next steps

Once finalised, the documents will be uploaded to the Councillors Section of the new Intranet so that all guidance and information relating to the Scrutiny and Policy Development function is in one place and available to all Councillors to support them in their role.

Scrutiny and the Executive Protocol

CONTENTS

1.	Introduction	
2.	Background	
2.	Purpose of the Protocol	
4.	Scrutiny's Functions	
5.	Holding the Executive to Account	
6.	The Executive Role in the Scrutiny Process	

1. Terminology

Scrutiny is shorthand for 'Overview & Scrutiny' which was a legislative function and concept first introduced by the Local Government Act 2000. Under the Council's Constitution, Scrutiny is undertaken by the Policy Review and Development Panels.

Executive means the Cabinet, as the Council adopts the strong Leader and Cabinet model of governance.

2. Background

The Local Government Act 2000 introduced new models of governance for local authorities that moved away from the Committee structure, in which there is a **separation of decision-making** and **scrutiny** of those decisions.

The objective of the Leader and Cabinet governance model is to deliver greater efficiency, transparency and accountability of local authorities. The model is intended to ensure that decisions can be taken more quickly and efficiently than in the committee system, that the individuals or bodies responsible for decision-making can be more readily identified by the public and that those decision-makers can be held to account in public by overview and scrutiny committees.

The Executive is charged with **implementing** the agreed budget and policy framework. Overview and Scrutiny committees are charged with **holding the Executive accountable for that implementation**. The Act also envisages that Overview & Scrutiny Committees **advise** the Executive and Council **on policy development**.

Scrutiny is the counterweight to the Cabinet model of governance.

3. Purpose of the Protocol

This Protocol sets out the expectations on how the Council's Policy Review and Development Panels and Cabinet interact to enable the Panels to carry out an effective Scrutiny function.

The Protocol aims to establish a positive framework to enable the Panels to work effectively. It aims to promote and maintain an ethos of mutual respect, trust and courtesy between Panel Members, the Executive and officers and encourage constructive challenge.

4. Scrutiny's Functions

The Terms of Reference for each Policy Review and Development Panel are set out in Part of the Constitution, which sets out the Terms of Reference for the primary Council's Bodies.

Scrutiny is not decision-making. The core headline statutory functions of Scrutiny are as follows:

Function	What this looks like
Accountability	Holding the Executive to account for decisions, performance and use of resources.
Constructive challenge	Acting as a 'critical friend' to improve decisions and policies
Policy development	Contributing early to shape strategy and priorities.
Performance oversight	Monitoring how well services and partnerships deliver for residents
Community voice	Bringing residents' perspectives and evidence into decision-making
Transparency and learning	Ensuring decisions and outcomes are open to examination and improvement

5. Holding the Executive to Account

Should look like:

- Providing a "critical friend" challenge
- Analysing evidence against proposals for improvement
- Formulating clear, concise, evidence-based recommendations which have been subject to feasibility considerations
- Identification of areas for improvement, methods for measuring the impact of improvements and realistic timeframes for implementation and feedback
- Questions and challenge should be relevant, proportionate and appropriate
- Challenge should be focused on strategic matters that add value and impact
- Working with the Executive to develop Council policies
- Where possible, identifying and raising in advance specific requests for further information or other evidence required for the Panel's functions
- Working collaboratively to achieve the best outcome for residents
- An atmosphere of openness and climate of mutual respect and trust between all participants.

Should not look like:

- Confrontation
- Challenging individuals or personalities
- Party politics
- Conducting a witch hunt
- Rubber stamping Cabinet decisions
- Championing a personal agenda

6. The Executive Role in the Scrutiny Process

- Portfolio Holders are invited to attend any Scrutiny meeting where a decision or proposed decision falling in their Portfolio is to be scrutinised, including via the call-in process. In their absence they should arrange for the Leader, Deputy Leader or another Portfolio Holder to attend in their place.
- Portfolio Holders are to be questioned and held accountable for their decision or proposed decision.
- Portfolio Holders should be prepared to:
 - present their report to the Panel;
 - provide justification for the recommendation, proposal or decision;
 - answer questions posed by Panel Members with regards to political matters underpinning the decision made or proposed.
 - answer questions on the rationale and policy objectives which resulted in the proposal/decision.
- Officers will be present to answer questions posed by the Panel Members concerning technical issues underpinning the report/decision.
- Cabinet and the Corporate Leadership Team will be consulted with by the Policy Review and Development Panels regarding the content of the Annual Work Programme for each Panel, to be agreed at the first meeting of the Municipal year by each Panel.
- Cabinet will invite the Panel Chair, or a representative from the Panel, to attend the Cabinet meeting where recommendation from the Panel is being considered. They can attend the meeting to speak on the item and present the recommendations from the Panels, this is especially important if the Panels have made counter recommendations for Cabinet's consideration.

Signed May 2026:

Leader of the Council.....

Chair of the Corporate Performance Panel.....

Chair of the Environment and Community Panel.....

Chair of the Regeneration and Development Panel.....

Scrutiny and Overview Guide

Borough Council of
King's Lynn &
West Norfolk



**A Guide for Councillors, the public and officers
Borough Council of King's Lynn and West Norfolk**

1. Introduction

Scrutiny and overview allows Councillors and the public to contribute to how things are done in West Norfolk. It enables them to hold the Executive and other organisations to account and ensure that decisions taken are well informed and transparent.

This guide provides information on how Councillors, officers and the public can get the most out of the scrutiny process. It should be read in conjunction with the borough council's Constitution and other guides which have been produced.

2. What is Scrutiny and Overview?

The aim of Scrutiny and Overview is to ensure that the decision making process is open, accountable and transparent

Scrutiny and Overview are two different things:

Scrutiny

Scrutiny takes place after a decision has been made. It is an opportunity to question why the decision was taken, ensure that all other options were explored and if necessary propose an alternative. It also allows for the monitoring of decisions.

Overview

Overview is carried out before a decision is made. At King's Lynn this is often referred to as Policy Development. The Panels should be involved at an early stage so that they can help influence forthcoming policies and decisions which affect the residents of the Borough.

Why have it?

The borough council operates Executive arrangements. This means that the majority of decisions, with the exception of those that are required to be made by the Council as a whole, are made by the Executive (also known as the Cabinet).

It is therefore important that these decisions are checked and the Executive is held to account. This is where the Scrutiny and Overview comes into play. It works to check that decisions made, or forthcoming decisions are made properly and that all options have been considered. Scrutiny Panels do not have the power to make decisions but they have the power of influence and can work to shape and develop

council policy, review decisions and challenge the performance of Cabinet and the council.

Scrutiny can examine decisions at any point; they can monitor decisions which have been made to ensure that they are working properly and make recommendations if they are not.

Scrutiny and Overview provides a forum where issues and policies can be debated fully and where Councillors can have a say on issues that affect them and their wards.

3. How does Scrutiny and Overview work in West Norfolk?

Meeting Structure

At the Borough Council there are currently three Policy Review and Development Panels:

Corporate Performance Panel

This Panel monitors performance of the council. It also undertakes post implementation reviews and deals with any matters which have been called in (more information on the call in process is set out below and available in the borough councils Constitution).

Environment and Community Panel Regeneration and Development Panel

The Environment and Community Panel and Regeneration and Development Panels Terms of Reference are the same. As well as carrying out Scrutiny, both of these Panels carry out Policy Development and Reviews.

The remit of the Panels are aligned with the Portfolio and Service areas of the Council.

Panels are made up of 12 Members and are politically proportional. The Chair is nominated by the Leader and then appointed by Full Council on an annual basis and the Panels appoint their own Vice Chairs.

The Panels meet on approximately a six weekly basis. Special meetings and Joint Meetings to consider issues that cut across the remit of all Panels, such as the Budget can also be called if required.

The Policy Review and Development Panels represent both the proactive and reactive sides of scrutiny and overview.

Call in process

The call in process enables a group of Councillors to 'call in' an Executive decision once it has been taken. It must be called in by 12 noon on the fifth working day after the decision has been published and must be supported by four Councillors. Reasons for the call in must be given, as set out in the councils Standing Order 12. The Chief Executive of the Council will then check the reasons given against the

criteria in Standing Orders and determine if the call in is valid. If the call in is valid it will be considered by the Corporate Performance Panel who will determine the course of action to be taken.

Work Programmes

Scrutiny Panels are responsible for setting their own Work programme, but should take into account:

- Information from officers and Cabinet Members relating to forthcoming plans and policies
- The Cabinet's Forward Plan of Key Decisions
- High impact items which the Panels can positively contribute towards
- Items and decisions coming forward which relate to the Corporate Business Plan and Corporate Priorities of the Council.
- High profile issues affecting the residents of West Norfolk that the Panel can influence and scrutinise
- Scrutiny of external organisations.

They should work to examine key issues which will have an impact on the residents of West Norfolk.

At each meeting the Panels will review their Work Programme and suggest additional items for possible consideration. They will also review the Cabinet's Forward Plan and can identify issues which should be brought before the Panel for consideration prior to them being taken to Cabinet. Recommendations from the Panel can then be presented to the Cabinet meeting.

4. Scrutiny Meetings

The Policy Review and Development Panels at King's Lynn and West Norfolk deal with Scrutiny and Overview. They can look at decisions before they have been taken, monitor decisions which have been taken and get involved in policy development.

The Panels also receive updates and information to assist them in their work, this can be carried out in formal meetings, informal briefing sessions or update notes.

They can invite external organisations and individuals to meetings to receive information and scrutinise their performance.

The Panels can make recommendations to the Cabinet on items that they have considered. It is encouraged that when the Panel make a recommendation to Cabinet that the Chair, Vice Chair or a representative of the Panel attend the Cabinet Meeting to present the Panel recommendations.

The role of the Chair

The Chair should ensure that the meeting runs smoothly and efficiently by:

- Preparing prior to the meeting, reading all paperwork and asking for clarification if required.
- Meeting in advance with Members of the Panel to co-ordinate their line of questioning or encouraging Members to provide questions in advance of the meeting, so that full answers can be provided at the meeting.
- Ensuring that the meeting is not unnecessary and agenda items/discussions focus on high profile items and do not revolve around trivial issues or issues which Members have no influence.
- Outlining the purpose of the meeting and remind members why they are there.
- Controlling the meeting and ensuring that all business is discussed and everyone's views are heard, whilst avoiding repetition.
- Summarise and wrap up the discussion once all Members have had the opportunity to put forward their views. Review what has been proposed and take a vote if required. Ensure that what has been agreed is clear to all present.

At the beginning of the municipal year the Chair and the Panel should look to set their work programme for the year by drawing on information from officers and Cabinet Members so that high profile items and policy development can be undertaken in detail by the Panel, and officers and Cabinet Members have sufficient notice of items requested for consideration by the Panel so that they can adequately prepare.

The role of Members

Members can suggest items for inclusion on the Work Programme. They do not have to be a Member of the Panel to do this. Members can do this by raising the item under the Work Programme Agenda item at the meeting. The Chair may ask the Member to provide further detail on how the Council can influence the issue and how the matter links to the Corporate Priorities of the Council.

The Chair and Vice Chair of the Panel will then look at the suggestions and decide if they contribute towards the Corporate Priorities of the Council, are issues that the Panels can influence or are matters that affect the residents of the Borough and schedule these on the Work Programme as appropriate.

The Chair may suggest that items put forward by Members which are purely for noting or information purposes be provided to Members by other means. For example a briefing note could be prepared and circulated, or information could be provided via the Members Bulletin. Time at meetings is precious and Members should prioritise items which the Council can influence or that have a wider impact.

Further information on how Councillors can add items to Work Programmes is set out in the Constitution at Article 6.01.

To ensure an effective meeting all Members should:

- Prepare prior to the meeting, reading all paperwork and seek further information if required.

- Submit complex questions in advance, so that a full response can be provided at the meeting.
- Keep an open mind and listen to the opinions of others.
- Avoid dominating the proceedings and avoid conflict.
- Avoid side conversations which can be distracting to others.
- Ask probing questions, questions to clarify understanding and challenge the decision makers and positively contribute to policy development

The role of officers

Officers play an important role at the Panel meetings and in the scrutiny and overview process. They may be required to present information and reports to the Panel to inform Member discussions and can explain why a course of action was taken. They can also play a consultative role, especially in policy development, by providing information to the Panel.

Officers can also suggest that a Panel should scrutinise a specific matter on their behalf to assist them in reviewing or creating policy.

Officers should consider the importance of making the Panels aware of forthcoming decisions, projects or policies of importance so that they can be looked at by the relevant Panel. The Panel Chair and Vice Chair meet in advance of meetings to look at forthcoming items, identify items for consideration and receive briefings from officers.

Each Panel has a Senior Officer representative, who works with the Panel and the Democratic Services Team to assist with identifying issues for consideration. The Senior Officer is the lead officer at the meeting.

The role of Cabinet Members

Portfolio Holders are invited to attend any Scrutiny Meeting where a decision or proposed decision falling within their Portfolio is to be considered.

Portfolio Holders should be prepared to present their report to the Panel and be prepared to be questioned and held accountable for their decision or proposed decision.

Cabinet Members should not be taking part in the Scrutiny process at Panel meetings when Executive decisions are being scrutinised, other than to present their report and respond to questions from the Panel. They can however play an important role at the meeting by explaining why a certain decision was made and answering questions from the Panel Members

Cabinet Members should be prepared for constructive challenge at the meeting as to why a particular decision has been made or proposed, providing reasoning for why a proposal has been put forward and answer questions.

Cabinet members can also work with Chairs to bring forward items that the Panel may like to consider, ask them to scrutinise a certain policy or assist them with policy development.

In terms of Policy Development, it is important for the Cabinet Member to be involved in the process, so that they are fully aware of how the Panel wants to shape the policy and can also provide expert advice in their portfolio area.

Further information on Cabinet Members involvement in Panel meetings is available in the Scrutiny and Executive Protocol.

The role of the Democratic Services team

Officers from the Democratic Services team administer the Panels. Their role includes keeping the Chair and Vice Chair up to date with the status of reviews and reports, informing officers of what might be expected of them, preparing reports and agendas, ensuring that the relevant people are invited to each meeting, undertaking investigatory work on behalf of the Panel and ensuring that recommendations from the Panel are taken forward to Cabinet.

Task Groups and Informal Working Groups

The Panels can set up Task Groups or Informal Working Groups so that detailed work can be carried out by a small group of Councillors. Their findings will then be reported back to the Panel and a course of action will be determined which could include making recommendations to the Cabinet or working with the Portfolio Holder to implement certain things.

The benefit of these groups is that it frees up time at main Panel meetings and affords the opportunity for subjects to be investigated in depth.

Task Groups and Informal Working Groups are two separate things. A Task Group is required to be politically balanced and group leaders appoint Members to the Task Group. An Informal Working Group is more informal, does not have to be politically balanced and is usually made up of a small group of members who have a particular interest in the subject being considered.

Terms of reference for Task Groups and Informal Working Groups will usually be agreed by the Panel and the Panel can ask for regular updates on the work of the group.

5. How the meetings work

Agendas for meetings are published on the borough council's website five clear days in advance of the meeting. The agenda will list the items to be considered at the meeting and include copies of reports if required.

Meetings are open to the public, unless the Panel is considering confidential information.

There is no provision for public speaking or asking questions at the meetings. The opportunity for the public to ask questions is provided at full council meetings. Members of the public can, however, send correspondence to the Chair if they have

comments to make on a particular item which is due to be considered at a meeting, or if they have a specific issue that they think the Panel should look at.

The Chair and Vice Chair of the Panel will meet with officers in advance of the meeting to discuss the Panel's Work Programme and identify items for consideration at the Meeting.

Members of the Panel are encouraged to contact the Chair of the Panel and the Democratic Services Officer if they have an item which they feel should be considered by the Panel. The Opposition has a right to place one item on an agenda for discussion.

At the meeting items will usually be considered by way of a presentation by the Portfolio Holder, then a debate by Members, including the opportunity to question the relevant Portfolio Holder and officers. Members will be required to come up with recommendations which can be taken forward to Cabinet.

Following the meeting a set of minutes will be produced which will set out a summary of debate and detail any recommendations or actions which have been agreed by the Panels. Recommendations will usually then be submitted to the next Cabinet or full Council meeting for consideration.

6. How Members of the Public can get involved

The public can be involved in the scrutiny and overview process in several different ways including:

- Attending a meeting or viewing the meetings via the live stream to YouTube to hear Members debate topics.
- Lobbying their ward Member.
- Submitting correspondence to the Chair of the relevant Panel.
- Responding to questionnaires or other requests for information to assist Members in their reviews.

If required, the Chair of the relevant Panel can call in experts, third parties, witnesses and members of the public to address the Panel and answer questions from the Panel where it may assist them with Scrutiny and Policy Development.

7. Good Scrutiny

Scrutiny should:

- Act as a critical friend – question how decisions have been made and provide a 'check and balance' to the decision makers
- Scrutinise the impact of decisions.
- Ensure that Cabinet Members and officers perform properly and that the council is delivering high quality services.
- Develop and review policy to see if it is fit for purpose and meets the public needs.
- Monitor the performance of the Council to ensure that it is delivering its objectives and that risks are being managed.

- Scrutinise the budget and monitor spending.
- Conduct independent inquiries
- Make clear recommendations.

8. Bad Scrutiny

- Political opposition
- Adversarial challenge
- Interrogating officers
- Conducting a witch hunt
- Championing a personal agenda
- Involving itself in minor issues or ward related problems that should be dealt with by other means.

9. External Scrutiny

Scrutiny and overview does not have to concern itself solely with the actions of the Council. There are a range of organisations which can be scrutinised if they are offering a public service and their actions would have an impact on the residents of West Norfolk.

The Scrutiny of Health Services is the responsibility of Norfolk County Council as the Social Services provider. There is a representative from West Norfolk on the County Committees. You can find out more about Health Scrutiny on Norfolk County Councils website.

10. Further Resources

Borough Council Constitution - <https://democracy.west-norfolk.gov.uk/ieListDocuments.aspx?CId=429&Mid=2220&Ver=4&bcr=1&info=1>

Scrutiny and Executive Guide – add link

Centre for Public Scrutiny – www.cfps.org.uk

Local Government Association - www.local.gov.uk

Local Government Information Unit – www.lgiu.org.uk

Practical Public Governance - <https://www.publicgov.co.uk/>

11. Contact Information

Contact details for the Chair and Vice Chair of each Panel is available on the borough council's website.

Democratic Services can be contacted at democratic.services@west-norfolk.gov.uk



A GUIDE FOR COUNCILLORS ON SCRUTINY WORK PROGRAMMING

This guide is designed to support the development of the Scrutiny Work Programme.

1. The role of Scrutiny and Overview

Scrutiny and overview allows Councillors and the public to contribute to how things are done in West Norfolk. It enables them to hold the Executive and other organisations to account and ensure that decisions taken are well informed and transparent.

Councillors should refer to the Overview and Scrutiny Statutory Guidance, the Scrutiny Guide and the Scrutiny and the Executive Protocol for further information.

Effective Scrutiny should:

- Provide constructive 'critical friend' challenge.
- Drive improvement in public services and strategic decision making.
- Hold the Executive to account for their decisions.
- Review Council policy, the way policies are implemented and their impact on local people.
- Contribute towards the Corporate Priorities of the Council.

Scrutiny Work Programmes should be designed around the above.

Scrutiny Work Programmes should not be a generalised oversight of the Council and its partners or mirror other agendas, it should focus on high impact items.

2. What topics are suitable for Scrutiny?

The Statutory Scrutiny Guidance sets out that Scrutiny has the power to look at anything which affects the area or the area's inhabitants. This means that scrutiny is not limited to reviewing Council Services. Topics that Scrutiny could consider are:

- High profile issues in the borough and high-profile national issues impacting the borough, including issues on which people hold strong views and areas of local community concern.
- Scrutiny of organisations that receive public funding to deliver services in the borough.
- High impact decisions to be made by the Cabinet and Council.

3. Deciding Scrutiny Topics: Work Programming

The Statutory Scrutiny Guidance states that “Effective work programming is the bedrock of the scrutiny function. Done well it lays the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal”

The Scrutiny Panels will decide their work programmes at the beginning of the year. When selecting items for inclusion on the Work Programme, Members should:

- Prioritise topics where scrutiny can make an impact, add value or contribute to policy development.
- Achieve a balanced spread of items over the year.
- Incorporate a range of methods and tools to carry out scrutiny work, this could include establishing an Informal Working Group, arranging briefing sessions with officers, or meeting as a Panel to formulate their line of questioning prior to a Panel Meeting.
- Leave some space for the unknown items which could crop up during the year.
- Aim for one or two substantive items at each meeting. Programme these at the beginning of the year so that officers have plenty of lead in time to prepare reports for scrutiny.

Work Programmes should not include items that are for noting or information only. Relevant background information can be made available to Scrutiny Councillors, but should not take up time at Panel Meetings.

Members should consider the following when considering items for the Work Programme:

- Is the proposed item for information or noting, if so it can be provided to Members outside of meetings?
- Does the issue affect a significant number of borough residents?
- Is the issue strategic and significant?
- How can scrutiny add value?
- Will scrutiny be duplicating the work of others?

The Scrutiny Statutory Guidance states that “Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective there might well be issues that they want to look at that nonetheless are not selected”.

Members need to ensure that the very best, high impact topics are chosen and that they are not duplicating the work of others.

4. Methods and techniques available for Scrutiny Work

In programming items, Members may like to consider how they will prepare for items to be scrutinised at meetings. They can gather evidence, seek external expertise and

look at practice elsewhere. Some of these tasks can be carried out in advance of the item being considered by using the following methods:

- Establish an Informal Working Group or Task Group to investigate a topic in more depth and report back to the formal meeting.
- Focus groups, workshops or surveys.
- Briefing sessions and requesting background information.
- Investigation, reading and research.

5. Formulation of the Work Programme

Scrutiny Panels are encouraged to hold a roundtable event at the beginning of the Municipal Year to agree their Work Programme. This event could include:

- Inviting Portfolio Holders to provide an overview of their work for the year.
- Presentation from officers on high profile/impact projects coming forward.
- Receiving information from external partners.
- Prioritising items for the Work Programme, whilst leaving space to be reactive to ad hoc items coming forward throughout the year.
- Production of a finalised Work Programme so that officers and Members have plenty of time to prepare for items coming forward.

6. How to add an item to the Work Programme

All Members can suggest items for consideration by the Panels. The opportunities to do this include:

- Get involved in work programming sessions at the beginning of the Municipal Year.
- Raise an item under the Work Programme Agenda Item at the Meeting.
- Submit details of your request to the Chair, outlining how the Council can shape, influence the decisions and how the item relates to the Corporate Priorities of the Council.

The Chair of the relevant Panel will then discuss the item and will arrange for it to be scheduled onto an Agenda as required, being mindful of relevance, the resources required to bring the item forward and timescales.

For further information please contact democratic.services@west-norfolk.gov.uk

Terms of Reference

Sifting / Pre-Meetings for Committees/Scrutiny Panels /Joint Panels

1. Purpose

The purpose of sifting or pre-meetings is to ensure that formal meetings are efficient, focused, and informed.

These preparatory sessions allow officers and Members to:

- Review and prioritise agenda items
- Clarify complex or contentious issues
- Identify items requiring further information or deferral
- Ensure alignment with strategic objectives and statutory responsibilities
- Confirm arrangements for the formal meeting

2. Membership

Sifting/Pre meetings will typically include:

- Chair and Vice-Chair of the relevant committee/panel.
- Lead officers or Senior Officers responsible for agenda items
- Democratic Services representative
- Cabinet Member(s) (where appropriate)
- Monitoring Officer and Finance officers (as required)

3. Frequency and Timing of Meetings

- Sifting/Pre-meetings will be scheduled approximately 7–14 working days prior to the formal meeting and can be held remotely as required.
- Additional sifting meetings may be convened at the discretion of the Chair or Monitoring Officer as required.

4. Scope of Discussion

Sifting/Pre-meetings will focus on:

- Reviewing the draft agenda and supporting reports
- Identifying if further information needs to be included in the reports.
- Identifying items for deferral, withdrawal, or urgent inclusion
- Clarifying officer recommendations and legal implications
- Assessing public interest, media sensitivity, or reputational risk

- Ensuring completeness and accuracy of documentation
- Identifying future items and determining the work programme.
- Consider extending invite to other members (e.g other Panel Members and Portfolio Holders.)
- Determine if any communication/pre-briefing with other Council bodies or elected Members is needed before the meeting.

5. Outcomes

- Finalisation of the agenda for the formal meeting
- Clear guidance to officers on any required amendments or supplementary information and deadlines for submission of final reports.
- Identification and determination of items requiring special handling (e.g., exempt reports, public speakers, urgent items)
- Confirmation of any declarations of interest or potential conflicts

6. Confidentiality

- Discussions in pre-meetings are informal and not part of the public record.
- All participants must respect confidentiality, especially regarding exempt or sensitive items.

7. Record Keeping

- Democratic Services will maintain a summary of actions arising from the pre-meeting.
- These notes are for internal use and will not be published.

8. Governance and Compliance

- Pre-meetings are advisory and do not replace formal decision-making processes.
- All decisions must be made in accordance with the Council's Constitution, Standing Orders, and relevant legislation

9. Access to documents

- Agendas for formal meetings will be published 5 clear days before the date of the meeting
- Agendas will be available to the public via the website and exempt documents will be available internally via the Intranet.
- Members can access the agenda through Modern.gov including exempt reports.

- Democratic Services will update the meeting request with a copy or link for the agenda.

BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK

ROLE PROFILE

SCRUTINY REVIEW AND POLICY DEVELOPMENT CHAIRS

**Corporate Performance Panel
Environment and Community Panel
Regeneration and Development Panel**

Key Points

1. To provide leadership of and direction to their particular Panel to fulfil the following roles:
 - a. Holding the Cabinet to account;
 - b. Policy development;
 - c. Performance and policy review; and
 - d. Scrutiny of public services delivered in West Norfolk by external organisations with their agreement.
2. To chair Panel meetings effectively (see Briefing note issued re Chairing of meeting in Members Mod Gov Library)
3. To understand the role of the Panel, and other Bodies their Terms of Reference and other aspects

Duties and Responsibilities

1. To lead on the development of an effective work programme, prioritising whenever necessary, to ensure that the work of the Panel has direction and focus and delivers effective outcomes, through the attendance of sifting meetings with officers.
2. To encourage and, where possible, ensure that Panel members obtain the necessary skills to carry out the scrutiny role
3. To work with officers in identifying training opportunities
4. To encourage all Non Executive members to engage with the scrutiny process
5. To meet and co-ordinate work with other scrutiny review and development Chairmen, sharing learning experiences where appropriate
6. To develop a constructive "critical friend" relationship with the Cabinet, especially with relevant portfolio holders
7. To develop a constructive relationship with the Chief Executive, Directors and Service Managers
8. To scrutinise, where appropriate, services and policies of the authority to ensure strategic objectives are met
9. To attend relevant Cabinet Meetings and present scrutiny recommendations from the Panel/Committee to the Meetings
10. To develop and maintain a working knowledge of the organisations, services, activities and other matters which affect and impact on the local community

11. For the Chairman of CPP – to manage the “Call In” process for any Cabinet decisions called in.
12. To promote and support good governance of the Council.

Skills Required

1. Good communication and interpersonal skills
2. Leadership and chairmanship skills
3. Project and time management skills
4. Ability to analyse complex information
5. Listening, Questioning and summarising skills
6. Clear understanding of the Council’s budget and policies
7. Clear understanding of the Council’s Call In process.
8. Ability to influence and work constructively with members, officers, the public and outside organisations
9. Ability to work as part of a team

Summary of Call in Procedure

Borough Council of
King's Lynn &
West Norfolk



Introduction

Under Executive Arrangements operated by the Borough Council of King's Lynn and West Norfolk most decisions are made by Cabinet. In order to bring scrutiny and accountability to Cabinet decisions, Councillors are able to call-in Cabinet decisions, Member Delegated Decisions, and certain Officer delegated decisions.

Call-in provides a way for Councillors to ask that particular decisions are reconsidered by the Cabinet or Portfolio Holder.

The call-in process cannot overturn a decision, but can result in a recommendation that the decision be amended, reconsidered or withdrawn.

Detail of what can be called-in

Any Cabinet decision, or Cabinet recommendation to the Council, delegated Cabinet Member's decision or officer delegated decision, may be called in.

Urgent decisions cannot be called-in. However, agreement must be sought from the Chair of the Corporate Performance Panel that the decision must be acted on urgently without the availability of call-in. There needs to be genuine reasons for this, which will be communicated to all Councillors as part of the Agenda for the meeting where the decision is being taken.

What to do if you are considering calling in an item.

When the Cabinet Decision Sheet, or a Delegated Decision is published, detail of the timescale for call-in will also be published. No decision can be acted upon until the expiry of the call-in period.

Standing Order 12 provides more detail of the call-in process, which is also summarised below.

To be valid, the call-in must be supported by at least four Members of the Council. All supporters need to give notice in writing to the Chief Executive before the call-in deadline. Supporters of the call-in need to set out:

- The recommendation, decision, or part thereof, which they would like to call-in.
- The grounds for call-in, considering the following:
 - o Is the decision against a declared policy or budget provision of the Council?
 - o Is the decision contrary to the views of a key partner authority to the Borough?

- Has a relevant, material matter been overlooked or not considered in reaching the decision?
- Have the views of members requesting the call-in been fairly taken into account in arriving at the decision, so making a call-in unnecessary?
- Is the decision likely to cause distress, harm or significant concern to a local community or to prejudice individuals within it?
- Is the matter one which has already been subject to consultation or debate with relevant interested parties, so making further debate through Scrutiny unnecessary.
- Is the advice contrary to the advice of the relevant professional institution?
- Is there clear evidence of a breach of procedure?

The Chief Executive will then assess the call-in request against the criteria set out in the Constitution and determine if it is valid. The Chief Executive will inform the proposer and supporters of the call-in of their decision and the reasons for it.

Dealing with a valid call-in

If the Chief Executive determines that the call-in is valid, Members will be notified of this and it will be passed onto the Corporate Performance Panel for consideration.

The Chair of the Corporate Performance Panel will be notified and the item will be added onto the Agenda for the next meeting of the Panel, or an additional meeting will be called to deal with the call-in. The call-in needs to be considered by the Panel within 30 days of notification that the call-in is valid.

The Chair of the Corporate Performance Panel can request additional information be collated so that the matter can be fully considered by the Panel and this information will be included in the Agenda.

Process at the Corporate Performance Panel

Standing Order 15 sets out the call-in debating procedure, which is summarised below.

The Agenda will be published containing details of the call-in, the original report and any other information requested by the Chair of the Panel.

1. At the meeting the Proposer and Supporters of the call-in will be invited to address the Panel on why the call-in should be upheld.
2. The relevant Portfolio Holder will make a submission on why the decision was taken.
3. Officers will make a submission to the Panel.
4. The Chair can invite other Members or interested parties to make a submission if appropriate.
5. The panel will debate the call-in and can question any of the other parties present.
6. The original Proposer of the call-in has a right of reply at the end of the debate.

Following the debate the Panel will then decide either to:

- Support the original decision, in which case it can proceed as it originally stood and no further action is required from the Panel.
- Uphold the Call-in.

If the Panel decide to uphold the call-in they will need to decide on one of the below courses of action:

1. Request a report be presented to Cabinet, Council or a delegated decision to amend or substitute the recommendations/decisions.
2. If the issue is considered straightforward the Panel can formulate a counter-recommendation or amendment to the decision.
3. Investigate the matter further and repeat the call-in process. Please note that the matter still needs to be dealt with within thirty days of notification of the original call-in.

For further information please contact democratic.services@west-norfolk.gov.uk

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.

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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.
22nd October 2025 at 4.30pm	Call-ins (if any)	Standing Item		
	Cabinet Report – Council Tax Support Scheme 2026/2027	Cabinet Report	Jo Stanton	To consider the report and make any appropriate recommendations to Cabinet.
	Florence Fields – Review of Tenure Mix	Scrutiny	James Grant	To scrutinise and make comments on proposals to review the Tenure Mix at Florence Fields.
	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		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
	Q2 2025-2026 Performance Management	Cabinet Report	Debbie Ess	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Report – Transformation Programme – LGR Readiness	Cabinet Report	Honor Howell	To consider the report and make any appropriate recommendations to Cabinet.
9th February 2026	Additional meeting to deal with Call-in of Cabinet Recommendation – Asset Disposal Policy	Call In Meeting	Jason Birch	To deal with and dispose of the Call-in, in accordance with Standing Orders

25th February 2026 at 4.30pm	Call-ins (if any)	Standing Item		
	Annual Complaints, FOI and Data Protection Monitoring Report.	Update & to provide detail in response to a request from a Councillor.	Charlotte Marriott	To receive annually a report on Complaints made to BCKLWN. To respond to a request for information from Councillor Sayers in relation to Section 103 of the Data Use and Access Act 2025.
	Q3 2025-2026 Performance Management Report	Cabinet Report	Debbie Ess	To consider the report and make any appropriate recommendations to Cabinet
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		
	Update from the Constitution Informal Working Group – Scrutiny Guidance and Information	Informal Working Group Report		To receive a report from the Informal Working Group and comment on revised Scrutiny Guidance and Information.
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

Notice of Motion (2/26) Submitted by Councillor Moore (considered at Full Council on 29th January 2026) – Review of Consultant Expenditure Relating to the Lynnsport Proposal – to be scheduled

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
3 rd March 2026	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
	Housing Policies: Temporary Accommodation; Private Rented Sector	Non	Council	People and Communities Asst Dir – D Hall		Public
	King's Lynn Enterprise Park	Non	Cabinet	Business and Culture Asst Dir – D Hall		Public

<u>Date of meeting</u>	<u>Report title</u>	<u>Key or Non Key Decision</u>	<u>Decision Maker</u>	<u>Cabinet Member and Lead Officer</u>	<u>List of Background Papers</u>	<u>Public or Private Meeting</u>
23 rd April 2026	South Lynn Community Centre	Key	Cabinet	Business and Culture. Assistant Director – Property and Projects		Public
	Climate Change Policy and Strategy Review	Key	Council	Climate Change and Biodiversity Assistant Director – Planning		Public
	Air Quality Action Plan	Non	Council	Climate Change and Biodiversity Assistant Director – Planning		Public
	High Street Rental Auction	Non	Cabinet	Business and Culture Assistant Director – Regeneration, Housing and Place		Public
	Creation of Dedicated Empty Property Service and Post	Non	Cabinet	People and Communities Assistant Director – Health, Wellbeing and Public Protection		Public

11-Feb-26

	Riverfront Regeneration, Custom House Contract and Business plan	Non	Cabinet	Business Assistant Director – Regeneration, Housing and Place		Public
	Local Plan Task Group Terms of Reference Review	Non	Cabinet	Planning & Licensing Assistant Director – Planning		Public
	Audit Committee Annual Report from the Chair	Non Key	Council	Finance Asst Dir Finance and Deputy S151		Public
	Adoption of a revised Statement of Principles relating to civil penalties and offences under the Renters Rights Act 2025	Non	Council	People and Communities Asst Dir – D Hall		Public

<u>Date of meeting</u>	<u>Report title</u>	<u>Key or Non Key Decision</u>	<u>Decision Maker</u>	<u>Cabinet Member and Lead Officer</u>	<u>List of Background Papers</u>	<u>Public or Private Meeting</u>
9 th June 2026	King's Lynn Masterplan and Parking Strategy	Key	Council	Business Assistant Director – Regeneration, Housing and Place		Public
	Hunstanton Masterplan and Parking Strategy	Key	Council	Business Assistant Director – Regeneration, Housing and Place		Public
	Lynnsport Proposals	Key	Council	Business and Culture Assistant Director, Transformation and Change		Public

<u>Date of meeting</u>	<u>Report title</u>	<u>Key or Non Key Decision</u>	<u>Decision Maker</u>	<u>Cabinet Member and Lead Officer</u>	<u>List of Background Papers</u>	<u>Public or Private Meeting</u>
14th July 2026						

11-Feb-26

<u>Date of meeting</u>	<u>Report title</u>	<u>Key or Non Key Decision</u>	<u>Decision Maker</u>	<u>Cabinet Member and Lead Officer</u>	<u>List of Background Papers</u>	<u>Public or Private Meeting</u>
8 th September 2026						

<u>Date of meeting</u>	<u>Report title</u>	<u>Key or Non Key Decision</u>	<u>Decision Maker</u>	<u>Cabinet Member and Lead Officer</u>	<u>List of Background Papers</u>	<u>Public or Private Meeting</u>
13 th October 2026						

Items to be scheduled

08	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director – Regeneration, Housing and Place		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – Commercial Services		Public
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – Environment and Planning		Public
	Empty Homes Strategy Review	Key	Council	People and Communities Assistant Director – Regeneration, Housing and Place		Public
	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)

11-Feb-26

	Housing Assurance Strategy	Non	Council	People and Communities Assistant Director – Health, Wellbeing and Public Protection		Public
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	People and Communities Assistant Director – Health, Wellbeing and Public Protection		Public
	IT Hardware Refresh	Key	Cabinet	Finance Assistant Director - Corporate Services		Private
	Local Government Reorganisation Consultation Response	Key	Council	Leader Chief Executive		Public
	Heacham Beach Huts	Key	Cabinet	Business Asst Director – Property		Exempt

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

WeDate of Meeting	Title	Leader Officer	Decision Maker	Public or Private
30 October 2025	Report on WNHC Financial Performance during 2024/2025	Carl Holland – Assistant Director for Finance Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Public
	Annual Assurance Report to the Audit Committee	Alexa Baker – Assistant Director for Governance and Monitoring Officer	Shareholder Committee	Public
	Standing item for any Reserved Matters		Shareholder Committee	
February 2026	Reserved Matter: Loan Facility WNHC	Carl Holland – Assistant Director for Finance Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Partially Exempt Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Loan Facility Update for WNPL	Carl Holland – Assistant Director for Finance	Shareholder Committee	Private – Contains exempt information

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

		Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision		under para 3 – information relating to the business affairs of any person (including the authority)
	Mid-year update from WNHC on performance against current Business Plan WNHC 6 monthly governance assurance Report (incl financial, risk, internal audit, etc)	Karl Patterson - Housing Development Manager Other invitees: Directors of Boards incl Duncan Hall/ Company Secretary provision	Shareholder Committee	Partially Exempt 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 WNPL 6 monthly governance assurance Report (incl financial, risk, audit, policy)	Karl Patterson - Housing Development Manager Other invitees: Directors of Boards incl Duncan Hall/ Company Secretary provision	Shareholder Committee	Partially Exempt Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	WNHC Board Membership	Karl Patterson - Housing Development Manager Consultation with Duncan Hall		Partially Exempt Contains exempt information under para 3 – information relating to the

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

				business affairs of any person (including the authority)
	Standing item for any Reserved Matters		Shareholder Committee	
April 2026	WNPL Accounts	Karl Patterson		Public
	Annual Review of Governance Documents for WNHC and WNPL	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Status of Alive West Norfolk	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Board/Company Secretary provision	Shareholder Committee	Public
	Reserved Matter: Loan Facility WNPL	Carl Holland – Assistant Director for Finance	Shareholder Committee	Partially Exempt

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

		Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision		Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	WNHC Draft Business Plan for 2026/2027	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	WNPL Draft Business Plan for 2026/2027	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	WNHC 6 monthly governance assurance Report (incl financial, risk, internal audit, etc)	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Public
	WNPL 6 monthly governance assurance Report (incl financial, risk, audit, policy)	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Public
	Report on WNPL Financial Performance during 2024/2025	Carl Holland – Assistant Director for Finance Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Public

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	Standing item for any Reserved Matters			

June 2026	WNHC Report on Performance against Business Plan during 2025/2026	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Partially Exempt Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	WNHC Final Business Plan for 2026/2027	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	WNPL Report on Performance against Business Plan during 2025/2026	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Partially Exempt 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	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	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)	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl	Shareholder Committee	Public

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

		Patterson/Company Secretary provision		
	WNPL 6 monthly governance assurance Report (incl financial, risk, audit, policy)	Charlotte Marriott – Corporate Governance Manager Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision	Shareholder Committee	Public
	Standing item for any Reserved Matters		Shareholder Committee	