

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



# **Corporate Performance Panel**

## **Agenda**

Wednesday, 15th April, 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**

7<sup>th</sup> April 2026

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 15th April, 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 4 - 9)**

To approve the minutes from the Corporate Performance Panel held on 25<sup>th</sup> February 2026.

**3. Declarations of Interest (Page 10)**

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 Budget Monitoring** (Pages 11 - 44)

9. **Panel Work Programme** (Pages 45 - 52)

10. **Cabinet Forward Decisions List** (Pages 53 - 60)

11. **Shareholder Committee Work Programme** (Pages 61 - 68)

12. **Date of Next Meeting**

To note that the next meeting of the Corporate Performance Panel is scheduled to take place on 3<sup>rd</sup> June 2026 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 C Morley – Portfolio Holder for Finance

**Officers**

Carl Holland, Assistant Director, Finance and Deputy Section 151 Officer

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

**Minutes from the Meeting of the Corporate Performance Panel held on Wednesday, 25th February, 2026 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillors B Long (Chair), A Beales, S Bearshaw, J Bhondi, R Blunt, B Jones, J Osborne, A Ryves, D Sayers and Mrs V Spikings

**PRESENT UNDER STANDING ORDER 34 ON TEAMS:**

Councillor S Bearshaw and D Sayers

**PORTFOLIO HOLDERS:**

Councillor Beales – Leader of the Council

**OFFICERS:**

Kate Blakemore – Chief Executive

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

Siobhan Cleeve – Assistant Director, Leisure and Culture

Stuart Ashworth – Assistant Director, Environment and Planning

Debbie Ess – Senior Corporate Governance Office

Jason Birch – Assistant Director for Property

Nikki Patton – Housing Services Manager

Charlotte Marriott – Interim Corporate Governance Manager

**CP92            APOLOGIES**

Apologies for absence were received from Councillor Kirk and Dickinson.

**CP93            MINUTES**

**RESOLVED:** The minutes from the previous meeting held on the 7<sup>th</sup> January and 9<sup>th</sup> February 2026 were agreed as a correct record and signed by the Chair.

**CP94            DECLARATIONS OF INTEREST**

There were no declarations of Interest.

**CP95            URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

CP96            **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There was none.

CP97            **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

CP98            **CALL INS (IF ANY)**

There were no call-ins to consider.

CP99            **CABINET REPORT - QUARTER 3 PERFORMANCE  
MANAGEMENT REPORT**

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

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 and invited questions and comments from the Panel. The relevant Assistant Directors were present at the meeting to provide information on targets as required.

Councillor Jones queried the reduction in outreach activities.

The Assistant Director for Leisure and Culture explained that budget constraints and seasonal attendance dips, particularly over the Christmas period, led to streamlined sessions. She noted plans to adjust profiling of outreach activities in future quarters to better reflect seasonal trends and maximise resource use.

In response to a question from the Chair, the Assistant Director for Leisure and Culture clarified that the cost recovery KPI aims for 100% cost neutrality, with current figures impacted by high utility costs and ageing buildings. The energy usage target was set with expectations from the REFIT programme, but the anticipated benefits have not fully materialised, prompting ongoing work with property services to optimise equipment and improve outcomes.

The Assistant Director for Finance and Deputy Section 151 Officer updated the Panel on efforts to improve purchase order compliance,

outlining the introduction of stricter enforcement from April and the establishment of a finance task group. Internal communications are underway to ensure spending departments understand and comply with the new requirements. He emphasised that the changes are not intended to harm supplier relationships or delay payments, particularly for local organisations, and that prompt payment remains a priority.

In response to questions from Councillor Ryves, the Assistant Director for Finance and Deputy Section 151 Officer explained that while the target was to minimise non-compliance, certain exceptions such as utility bills and professional subscriptions are unavoidable. The task group would clarify and communicate these exceptions, aiming for a realistic target that accounts for legitimate cases.

Councillor Spikings requested an update on the progress of the building condition surveys. The Assistant Director for Property explained the delays in the building condition survey due to software issues, with a new solution pending IT approval. The technical team and inspection programme are ready, and surveys would commence once the software was operational.

In response to a further question from Councillor Spikings, the Assistant Director for Property confirmed there are 81 unregistered land interests, which have caused delays in property transactions. He has proposed hiring a paralegal to address the backlog, particularly in preparation for Local Government Reorganisation.

The Assistant Director for Environment and Planning highlighted that major planning applications with extensions of time have improved from red to green status, though results may fluctuate due to low application volumes. The team was focusing on further speeding up both major and non-major applications.

The Chair, Councillor Long asked for clarification regarding planning fees being returned. The Assistant Director for Environment and Planning explained that if applications exceed statutory timeframes without agreed extensions, fees must be returned, which has financial implications. The team now monitors applications weekly to avoid missing deadlines and incurring penalties.

The Assistant Director for Regeneration, Housing and Place reported that the Hunstanton and Kings Lynn Masterplans are scheduled for cabinet consideration in June and July, respectively, though election-related uncertainties may affect these dates.

The Housing Services Manager confirmed that all major agreements for the West Winch project, including the master plan, infrastructure delivery plan, section 106, and collaboration agreement, are now complete. The final business case was being prepared for submission to the Department for Transport, targeting a 2027 start for road works.

The Assistant Director for Health, Wellbeing and Public Protection updated the Panel on Corporate Health and Safety and explained that delays in contractor availability had temporarily affected the status of corporate health and safety governance, but all work was now complete and recommendations are being actioned.

The Assistant Director for Transformation and Change provided an update to the Panel on the transformation programme, which has been integrated with LGR readiness efforts, with ongoing work and coordination with Norfolk Leaders and Chief Executives. She confirmed future reports would provide more detailed update.

The Chair and Panel requested an update in six months on the unregistered properties. The Monitoring Officer and Chief of Staff agreed to prioritise registrations, especially for properties likely to be sold or developed, and to provide an assurance update to the committee in six months, acknowledging that full registration would take longer due to Land Registry processing times.

In response to a question from Councillor Ryves, it was clarified that the 81 unregistered interests represent a significant portion of the land portfolio by area, even though the total number of land assets was much higher, as many are small items like lamp posts.

**RESOLVED** : The Panel supported the onward recommendation of the Performance Management Report to Cabinet.

Cabinet Recommendation: To review the Performance Management Report and comment on the delivery against the Corporate Strategy.

CP100

### **ANNUAL COMPLAINTS, FOI AND DATA PROTECTION MONITORING REPORT**

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

The Interim Corporate Governance Manager gave a presentation detailing historic FOI compliance rates, actions taken to improve performance, and forthcoming changes to complaints and data protection processes. A copy of the presentation is attached.

The Portfolio Holder, Councillor Beales highlighted some of the FOI requests included data which was available to the public via the website and commented on the importance of directing customer to the Council's website.

The Chair invited questions and comments from the Panel.

Councillor Jones questioned if the use of AI had been considered and commented on educating the users to find the information being requested.

The Interim Corporate Governance Manager commented the use of AI would be explored and highlighted a FOI library to include frequently asked questions was being developed to provide further information to the public.

In response to Councillor Spikings, the Interim Corporate Governance Manager explained some FOI requests are received following a Complaint and Officers had a duty to respond unless an exemption can be applied depending on specific circumstances.

Under Standing Order 34, Councillor Sayers thanked the Interim Corporate Governance Manager for the report, presentation and for responding to additional questions he had asked prior to the meeting.

**RESOLVED:** The Panel noted the contents of the report.

CP101

**REPORT FROM THE CONSTITUTION INFORMAL WORKING GROUP - UPDATE TO SCRUTINY INFORMATION AND GUIDANCE**

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

The Democratic Services Officer presented the report which included updated documents including protocols, guides, work programming advice, and role profiles, aiming to clarify expectations and improve scrutiny effectiveness, especially for new councillors. Scrutiny training sessions are scheduled to support the rollout of the new guidance and Members attendance was encouraged.

The Chair invited questions and comments from the Panel.

Councillor Beales as Portfolio Holder commented these documents encouraged scrutiny and highlighted the reference to the scrutiny and executive protocol on page 65 of the agenda to be removed to avoid confusion before publication.

Councillor Bhondi commented these documents were useful for all Members, current and new.

**RESOLVED:** The Panel commented on and endorsed the following documents;

- 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.

**CP102            PANEL WORK PROGRAMME**

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

The Chair asked for an update on the recent Motion from Council on Lynnsport. The Assistant Director for Transformation and Change explained the notice of motion referred from Council is targeted for the April or June meeting, depending on preparation time.

**RESOLVED:** The Panel Work Programme was noted.

**CP103            CABINET FORWARD DECISIONS LIST**

**RESOLVED:** The Cabinet Forward Decisions List was noted.

**CP104            SHAREHOLDER COMMITTEE WORK PROGRAMME**

**RESOLVED:** The Shareholder Committee Work Programme was noted.

**CP105            DATE OF NEXT MEETING**

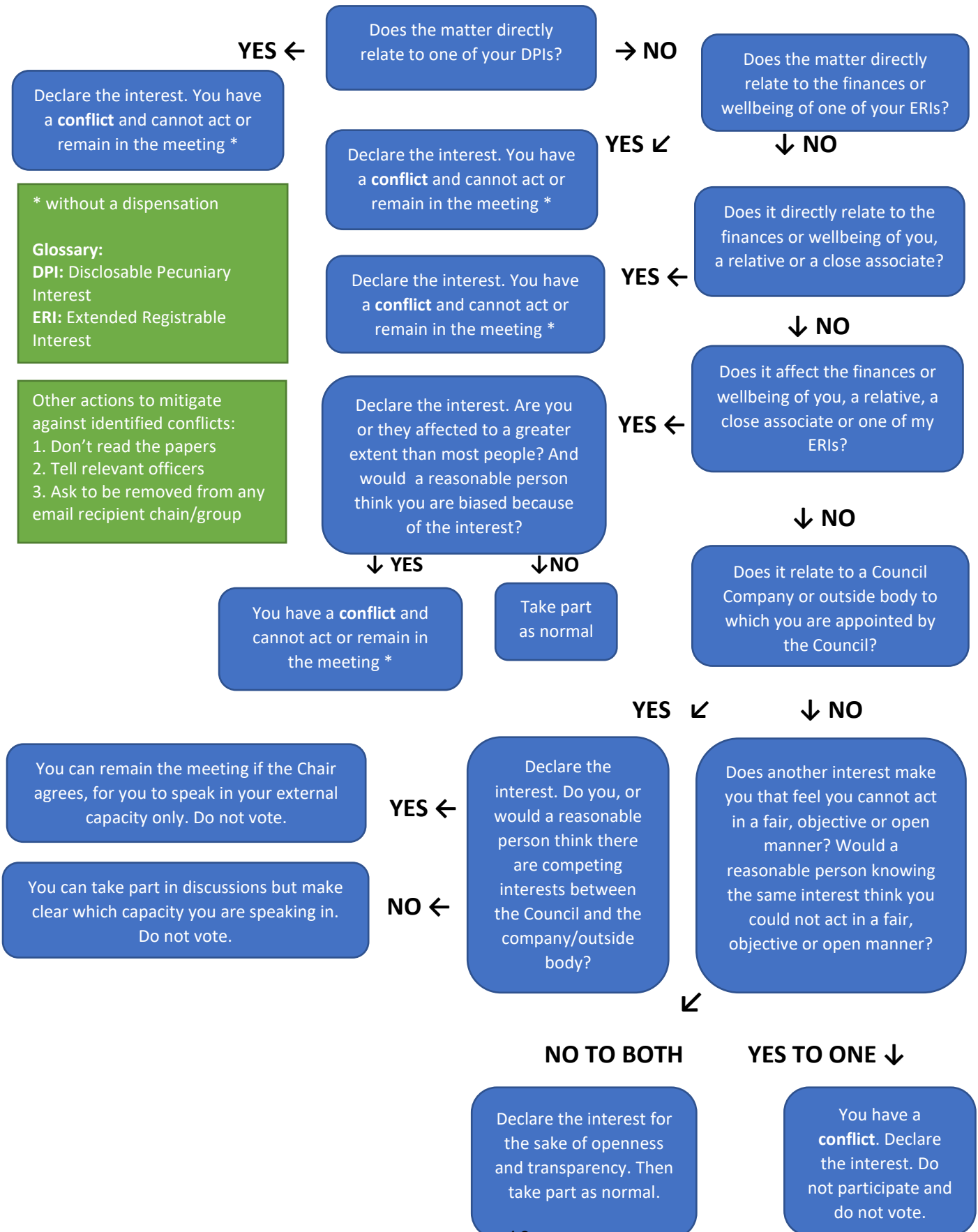
The next meeting of the Corporate Performance Panel was scheduled to take place on 15<sup>th</sup> April 2026 at 4:30pm in the Town Hall, Saturday Market Place.

**The meeting closed at 5.41 pm**

**DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART**



**START**



**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	15 <sup>th</sup> April 2026		
TITLE:	Cabinet Report – Quarter 3 Budget Monitoring		
TYPE OF REPORT:	Cabinet		
PORTFOLIO(S):	Finance, Councillor Morley		
REPORT AUTHOR:	Carl Holland, Assistant Director for Finance and Deputy Section 151 Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
Members are directed to the attached report for the purpose and summary of the report.
<b>KEY ISSUES:</b>
Members are directed to the attached report for full details of the key issues.
<b>OPTIONS CONSIDERED:</b>
Members are directed to the attached report for full details of the options.
<b>RECOMMENDATIONS:</b>
To consider the report and make any appropriate recommendations to Cabinet.
<b>REASONS FOR RECOMMENDATIONS:</b>
To scrutinise recommendations being made for an executive decision.

## REPORT TO CABINET

<b>Open</b>		Would any decisions proposed:		
<b>Any especially affected Wards</b>	Mandatory/	(a) Be entirely within Cabinet's powers to decide	YES	
	Operational	(b) Need to be recommendations to Council	NO	
		(c) Be partly for recommendations to Council and partly within Cabinet's powers –	NO	
Lead Member: Councillor Chris Morley E-mail: cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet		
		Other Members consulted:		
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616432		Other Officers consulted: Senior Leadership Team, Service Managers.		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications (incl S.17) YES	Equal Opportunities Implications NO	Risk Management Implications YES
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)				

**Cabinet Date: 9 June 2026**

## BUDGET MONITORING QUARTER 3 2025/2026

### Summary

This report provides an assessment of the council's financial performance against its 2025/2026 approved budget, incorporating key financial risks, issues, and opportunities since 1 April 2025 for revenue and capital items. The year-end forecasts take into consideration emerging data from service managers along with actual income and expenditure from 1 April 2025 to 31 December 2025.

Revenue	Approved Budget 2025/2026	Forecast Position 2025/2026	Forecast Variance 2025/2026
	£	£	£
Borough Spend	26,128,470	26,054,806	(73,664)
Financing	(26,128,470)	(26,640,470)	(512,000)
Contributions to/(from) General Fund Reserve	0	585,664	585,664

The current forecast position is estimating a £585,664 transfer to the General Fund Reserve. This is a favourable movement against the original budget which will result in an increased balance in the General Fund Reserve as at 31<sup>st</sup> March 2026 of £10,604,234.

The forecast has moved favourably from Quarter 2 by £202,294 to a favourable position of £585,664 compared to the original balanced budget.

Appendix A to the report includes detailed key changes to the forecast. Summary key movements to the forecast include:

<b>Forecast Variances</b>	<b>2025/2026 £</b>
Members allowances and National Insurance	136,000
Development Control income forecast to be higher than plan	(210,900)
External Legal fees provision increased	125,000
Crematorium fees lower than expected	200,000
Refuse - Chargeable Disposals Costs grant lower than planned	417,800
Forecast over achievement of turnover target savings	(1,362,730)
Unbudgeted level of discretionary benefit payments to those in temporary and supported accommodation	670,600
Additional revenue from Council Tax and Drainage Board Levy Grant	(512,000)
Other	86,566
<b>Grand Total</b>	<b>(585,664)</b>

### **Recommendation**

It is recommended that Cabinet:

1. Note the forecast outturn for Revenue and Capital monitoring position as at 31<sup>st</sup> December 2025 for 2025/2026.
2. Agree to update the Capital Programme as set out in section 3 of the report.

### **Reason for Decision**

To keep Cabinet informed of performance against budget for Capital and Revenue 2025/2026 based on Quarter 3 data.



# The Budget 2025/2026

Monitoring Report

31 December 2025 – Quarter 3

Carl Holland  
Assistant Director Finance  
Deputy Section 151 Officer

# The Budget Monitoring Report 2025/2026: Quarter 3 – 31 December 2025

## 1. Introduction and Summary

This report provides an assessment of the council's financial performance against its 2025/2026 approved budget, incorporating key financial risks, issues, and opportunities since 1 April 2025 for revenue and capital items. The year-end forecasts take into consideration emerging data from service managers along with actual income and expenditure for the period 1 April 2025 to 31 December 2025.

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

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

### Risks and Key Items

Following Norfolk being accepted onto the Governments Devolution Priority Programme, Council Leaders and Officers from across the Norfolk councils are working together on Local Government Reorganisation proposals. This continues to progress at pace to achieve the requirements and timeframe outlined by MHCLG. Full proposals have been submitted. Final outcomes are expected to be announced in March 2026, meaning there is ongoing uncertainty surrounding the impact this may have on the authority.

As at December 2025, inflation is at 3.5%, a reduction from 3.8% in September 2025. This is still above the 2% target level set by Government. The lasting effect from inflation on individuals and businesses is being monitored in terms of impacts:

- from increasing revenue costs and demand for the Council's services
- risk to recovery of monies collected by the Council
- risk that could delay and/or increase the cost of capital projects
- slow sales from the housing development programme, increases pressure on the Council's cashflows

At the end of Quarter 3, the Bank of England base rate was lowered to 3.75%, from 4.00% in September 2025.

The Council set its original budget for Revenue and Capital at its meeting on 27 February 2025. The following table shows a summary of the forecast revenue position for the year based on information arising from the period 1 April 2025 to 31 December 2025.

**Table 1**

<b>Revenue</b>	<b>Approved Budget 2025/2026</b>	<b>Forecast Position 2025/2026</b>	<b>Forecast Variance 2025/2026</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Borough Spend	26,128,470	26,054,806	(73,664)
Financing	(26,128,470)	(26,640,470)	(512,000)
Contributions to/(from) General Fund Reserve	0	585,664	585,664

The Council approved a balanced budget for the 2025/2026 financial year. As a result, there was no budget requirement for a contribution to/from the General Fund Reserve for the financial year. However, the current forecast position is estimating a £585,664 transfer to the General Fund Reserve. This is a favourable movement of £585,664 against the original budget which will result in an increased balance in the General Fund Reserve of £10,604,234 at 31 March 2026.

Table 2 below shows a summary of the forecast capital position for the year based on information arising from the period 1 April 2025 to 31 December 2025.

**Table 2**

Capital	Approved Budget Adjusted for Rephasing 2025/2026	Updated Budget to Q2 Monitoring Report	Forecast Q3 2025/2026	Actual as at 31 December 2025
	£	£	£	£
Tier 1: Major Projects	41,321,250	35,889,970	32,376,940	22,322,436
Tier 2: Operational Schemes	7,077,410	7,132,410	5,853,970	3,061,008
<b>Subtotal</b>	<b>48,398,660</b>	<b>43,022,380</b>	<b>38,230,910</b>	<b>25,383,444</b>
Tier 3: Pipeline Schemes	2,129,030	2,129,030	2,106,980	0
<b>Total Including Exempt</b>	<b>50,527,690</b>	<b>45,151,410</b>	<b>40,337,890</b>	<b>25,383,444</b>

Proposed amendments can be found in Table 4 of this report and in Appendix B.

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

## 2. Revenue Budget 2025/2026

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

A summary of the revenue budget position as at 31 December 2025 is shown below in Table 3. Further detail of the movements can be seen in Appendix A.

**Table 3**

<b>Forecast Outturn Position</b>	<b>Approved Budget 2025/2026</b>	<b>Forecast Position 2025/2026</b>	<b>Forecast Variance 2025/2026</b>
<b>Service</b>	<b>£</b>	<b>£</b>	<b>£</b>
Corporate Services	4,334,330	4,473,060	138,730
Chief Executive	55,000	55,000	0
Environment and Planning	2,618,640	2,324,660	(293,980)
Health Wellbeing and Public Protection	489,400	541,500	52,100
Legal, Governance and Licensing	2,286,990	2,418,890	131,900
Leisure and Community Facilities	1,805,420	1,844,520	39,100
Operations and Commercial	454,880	1,073,453	618,573
Programme and Project Delivery	(579,290)	(629,290)	(50,000)
Property and Projects	(1,395,780)	(1,357,580)	38,200
Regeneration Housing & Place	1,560,320	1,550,320	(10,000)
Resources	8,226,140	7,487,853	(738,287)
Financing Adjustment	2,542,640	2,542,640	0
Internal Drainage Boards	3,729,780	3,729,780	0
<b>Borough Spend</b>	<b>26,128,470</b>	<b>26,054,806</b>	<b>(73,664)</b>
Contributions to/(from) General Fund Balance	0	585,664	585,664
<b>Borough Requirement</b>	<b>26,128,470</b>	<b>26,640,470</b>	<b>512,000</b>
<b>Funding</b>			
Revenue Support Grant	(1,052,270)	(1,052,270)	0
New Homes Bonus	(293,360)	(293,360)	0
Other Government Grants	(1,147,680)	(1,496,680)	(349,000)
Business Rates	(14,971,290)	(14,971,290)	0
Council Tax	(8,663,870)	(8,826,870)	(163,000)
<b>Total Funding</b>	<b>(26,128,470)</b>	<b>(26,640,470)</b>	<b>(512,000)</b>
<b>Funding Position</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 3. Capital Budget 2025/2026

A summary of the position as at 31 December 2025 for the capital programme is shown below in Table 4. A further breakdown of the capital programme is included at Appendix B.

**Table 4**

Capital	Approved Budget Adjusted for Rephasing 2025/2026	Updated Budget to Q2 Monitoring Report	Forecast Q3 2025/2026	Actual as at 31 December 2025
	£	£	£	£
<b>Tier 1 Major projects</b>				
Enterprise Zone (Property and Projects):	448,460	448,460	116,250	116,246
Major Housing Development (Companies and Housing):	23,983,370	23,983,370	23,971,750	18,817,449
Other Major Projects	16,889,420	11,458,140	8,288,940	3,388,741
<b>Total Tier 1</b>	<b>41,321,250</b>	<b>35,889,970</b>	<b>32,376,940</b>	<b>22,322,436</b>
<b>Tier 2 Operational Schemes</b>				
Corporate	807,940	807,940	947,940	162,417
Health, Wellbeing & Public Protection	2,620,160	2,620,160	2,707,010	1,605,073
Leisure and Community Facilities:	267,480	267,480	280,000	225,175
Operational and Commercial:	3,275,450	3,305,450	1,676,950	992,948
Property and Projects:	89,730	114,730	225,420	75,395
Finance:	16,650	16,650	16,650	0
<b>Total Tier 2</b>	<b>7,077,410</b>	<b>7,132,410</b>	<b>5,853,970</b>	<b>3,061,008</b>
<b>Tier 3 Operational Schemes</b>				
Corporate	300,000	300,000	0	0
Health, Wellbeing & Public Protection	86,850	86,850	0	0
Leisure and Community Facilities:	403,000	403,000	0	0
Operational and Commercial:	494,150	494,150	286,480	0
Property and Projects:	406,970	406,970	280,500	0
Regeneration, Housing & Place:	241,060	241,060	0	0
<i>Subtotal</i>	<i>1,932,030</i>	<i>1,932,030</i>	<i>566,980</i>	<i>0</i>
<b>Tier 3 Exempt Schemes</b>				
Exempt Schemes	197,000	197,000	1,540,000	0
<i>Subtotal</i>	<i>197,000</i>	<i>197,000</i>	<i>1,540,000</i>	<i>0</i>
<b>Total Tier 3</b>	<b>2,129,030</b>	<b>2,129,030</b>	<b>2,106,980</b>	<b>0</b>
<b>Total Capital Programme (Tiers 1, 2, 3)</b>	<b>50,527,690</b>	<b>45,151,410</b>	<b>40,337,890</b>	<b>25,383,444</b>

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

The finance process involves requesting approval to implement the capital project by completing the Request to Proceed with the Capital Project form and submitting it to Finance where this will then be subject to approval by the Chief Finance Officer under the Scheme of Delegation. This is Cabinet, where it is a key decision or Council if amendments are required to the approved Capital Programme. Once

approved the project will be promoted to Tier 1 or 2 of the Capital Programme depending on whether the project is classed as a major project or not.

#### 4. Reserves

The main reasons the Council holds reserves are to:

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

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

**Table 5**

Revenue	Approved Budget 2025/2026	Forecast Position 2025/2026	Forecast Variance 2025/2026
	£	£	£
Borough Spend	26,128,470	26,054,806	(73,664)
Financing	(26,128,470)	(26,640,470)	(512,000)
Contributions to/(from) General Fund Reserve	0	585,664	585,664

The General Fund Reserve Balance is used to support the revenue budget as set out in the Medium-Term Financial Strategy. However, the council also holds a number of earmarked reserves which are held for specific purposes. Table 6 shows the budgeted movements to/(from) earmarked reserves and provides notes in respect of any in year movements against these reserves for the period 1 April 2025 to 31 December 2025.

**Table 6**

<b>Reserves</b>	<b>Opening balance 1 April 2025</b>	<b>Budgeted movement to/(From) Revenue</b>	<b>Transfers</b>	<b>In year movement to/(From) Revenue</b>	<b>Note</b>	<b>Forecast Outturn Balance 31 March 2026</b>
<b>Ring Fenced Reserves</b>						
Amenity Areas	(52,195)	0	0	0		(52,195)
Capital Programme Resources	(825,857)	520	53,598	0		(771,739)
Collection Fund Adjustment Reserve	(4,153,779)	0	0	0		(4,153,779)
Grants Reserves	(1,803,500)	45,010	0	0		(1,758,490)
Holding Accounts	(374,296)	0	300,000	0		(74,296)
Other	(144,025)	(57,240)	0	0		(201,265)
Planning Reserves	(183,972)	(22,390)	37,056	0		(169,306)
Repairs and Renewal Reserves	(662,242)	(50,640)	49,149	0		(663,733)
Ring Fenced Reserves	(7,332,432)	(1,035,720)	1,250,391	304,900	1	(6,812,861)
Educational Skills Attainment	(187,902)	80,000	0	0		(107,902)
<b>Sub Total</b>	<b>(15,720,200)</b>	<b>(1,040,460)</b>	<b>1,690,194</b>	<b>304,900</b>		<b>(14,765,566)</b>
<b>Risk Management</b>						
Capital Programme	(64,413)	0	0	0		(64,413)
Holding Accounts	(30,003)	0	30,003	0		0
Insurance	(204,908)	(79,080)	0	0		(283,988)
Planning Reserves	(22,947)	0	0	0		(22,947)
Ring Fenced Reserves	(45,155)	0	0	0		(45,155)
<b>Sub Total</b>	<b>(367,426)</b>	<b>(79,080)</b>	<b>30,003</b>	<b>0</b>		<b>(416,503)</b>
<b>Service Delivery</b>						
Capital Programme Resources	(3,746,036)	(2,412,380)	(3,777,556)	103,465	2	(9,832,507)
Climate Change Strategy	(679,276)	334,350	0	0		(344,926)
Grants Reserves	(1,779,422)	(100,000)	0	56,184	3	(1,823,238)
Holding Accounts	(2,221,598)	(53,000)	1,047,207	40,080	4	(1,187,311)
Planning Reserves	0	0	0	(526,366)	5	(526,366)
Project Reserves	(4,128,674)	205,000	400,000	339,301	6	(3,184,373)
Repairs and Renewal Reserves	(1,249,601)	7,870	395,842	0		(845,889)
Restructuring Reserve	(120,049)	0	120,049	0		0
Ring Fenced Reserves	(138,674)	21,000	94,261	0		(23,413)
<b>Sub Total</b>	<b>(14,063,330)</b>	<b>(1,997,160)</b>	<b>(1,720,197)</b>	<b>12,664</b>		<b>(17,768,023)</b>
<b>Grand Total</b>	<b>(30,150,956)</b>	<b>(3,116,700)</b>	<b>0</b>	<b>317,564</b>		<b>(32,950,092)</b>

The above table shows movements to the reserves in year.

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

**Transfers total £0:** Following a review and challenge of commitments from Earmarked Reserves £3.777m has been identified as non-contractual and un-ringfenced. This amount has therefore been transferred to a “Capital Programme” reserve, to help fund the Capital Programme, and has not yet been allocated.

**In year movements to/from revenue total £317,564:** This balance accounts for other movements to and from reserves during the year of £843,930, as well as the additional transfer to reserves of (£526,366), following the presentation and approval of the outturn report for 2024/2025 to Cabinet on 24<sup>th</sup> July 2025.

## **Notes to Reserves movements**

### **Note 1: Ring fenced Reserves**

£297,900 transfer from reserves for CIL project funding  
£5,000 transfer from lottery reserve for funding to Hardings Pits  
£2,000 transfer from reserves toward cost of RAF Marham Tea Party  
**£304,900 Total**

### **Note 2: Capital Programme Resources**

£8,507 transfer to cover the cost of coastal repair works and floodgates  
£32,980 for the provision of CCTV Software licensing upgrade  
£16,500 for one-off car park sign repair  
£1,850 forecast change to budgeted transfer of sinking fund contributions  
£43,628 Promenade repair fund instalment 3 – concept re: Geotechnical  
**£103,465 Total**

### **Note 3: Grants Reserves**

£12,500 transfer to cover the cost of Civica TDE Encryption  
£8,495 transfer from reserves to cover the cost of the Collection Fund Suite subscription for 2025/2026  
£9,200 to cover Ascendant software renewal for 2025/2026  
£1,199 transfer to cover cost of desk divider screens for Revenues team  
£20,000 forecast reduction to budgeted transfer to reserves for Neighbourhood planning as only 5 plans expected to come forward this financial year  
£1,695 funding for IRRV Forum Service 2026  
£1,560 IRRV Transitional Relief Course  
£1,535 SSBR & RHL Upskilling Sessions  
**£56,184 Total**

### **Note 4: Holding Accounts**

£5,000 transfer from reserves to fund one off MoonCup project  
£31,080 to cover contribution to West Norfolk Property set up costs  
£4,000 to cover the cost of sponsorship for the Local Hero Awards  
**£40,080 Total**

### **Note 5: Planning Reserves**

£526,366 transfer to reserves towards the local plan cost following 2024/2025 Outturn report

### **Note 6: Project Reserves**

£339,301 transfer from reserve to fund Leisure swimming pool review

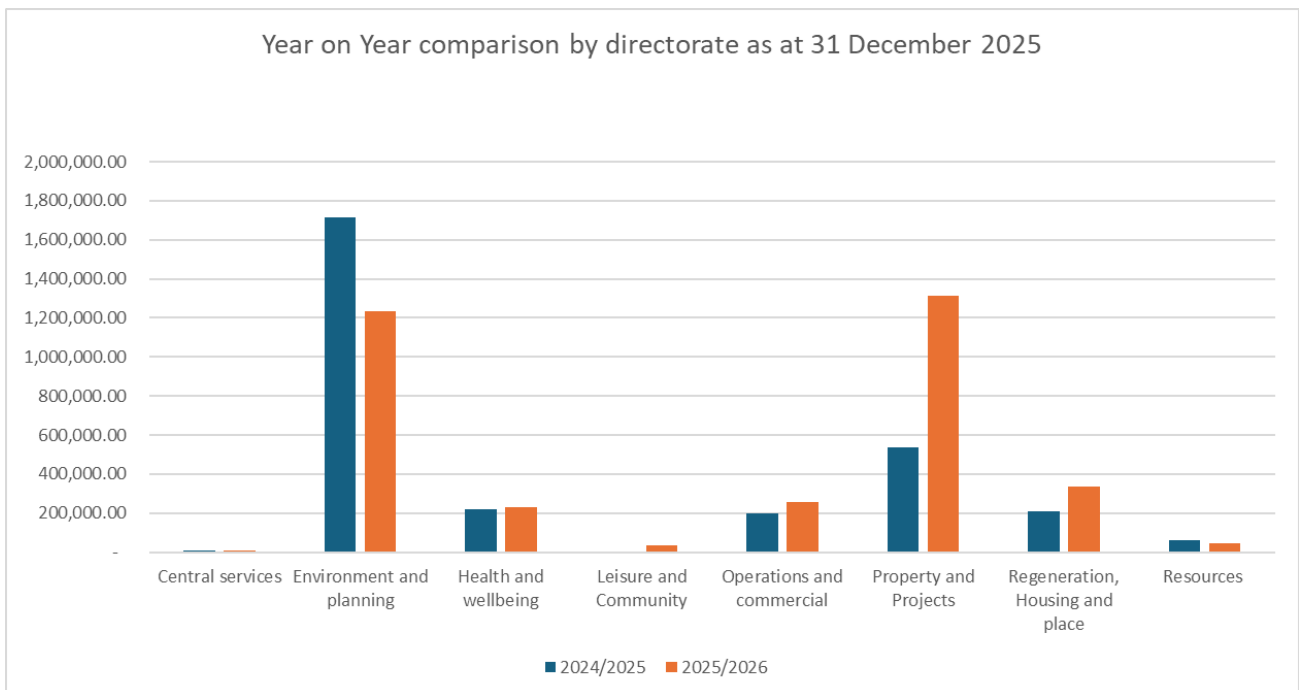
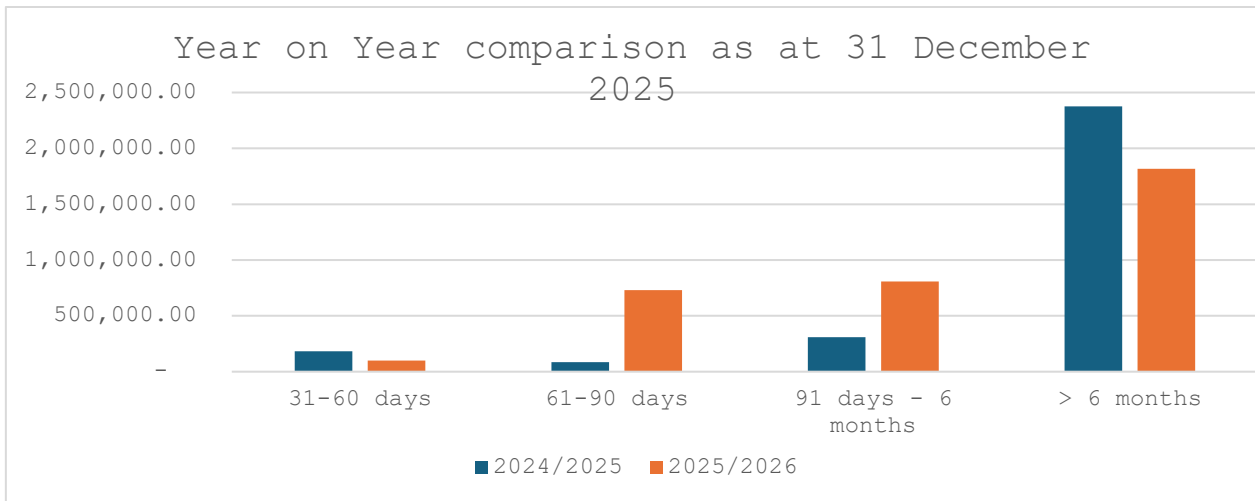
## 5. Age Debt Analysis

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

### Sundry Debtors Arrears Monitoring

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

The first table below shows the comparison of overdue debt between 2024-25 and 2025-26 as at 31 December in each year based on age. The second table shows the comparison at directorate level.

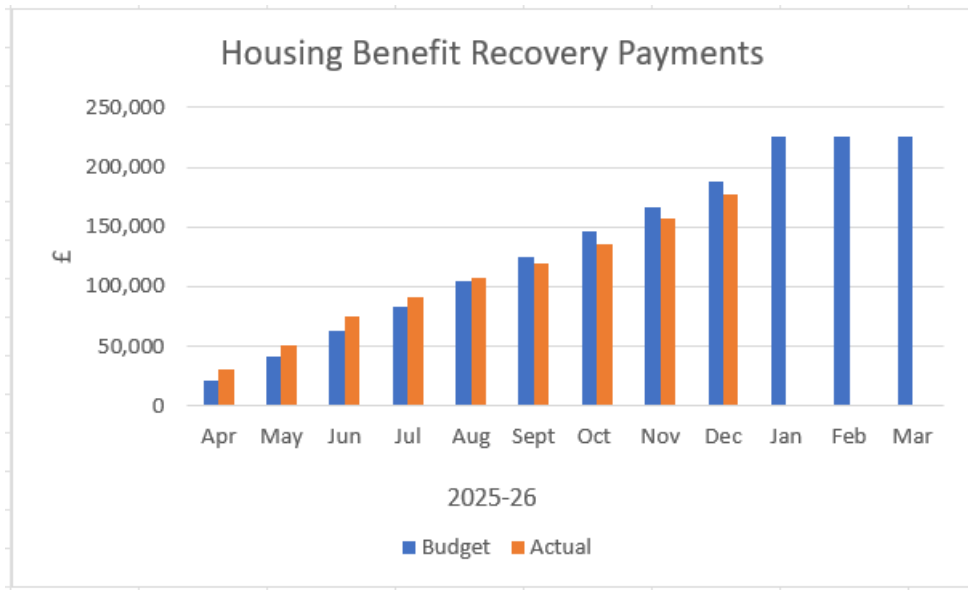


In summary, robust reminder and targeted recovery processes are maintained. Monitoring is not indicating a material concern for debts in arrears.

## Housing Benefit Overpayment Recovery Monitoring

In relation to Housing benefits overpayment recovery, the target as of 31 December 2025 is £187,470 and £177,544 has been raised in invoices.

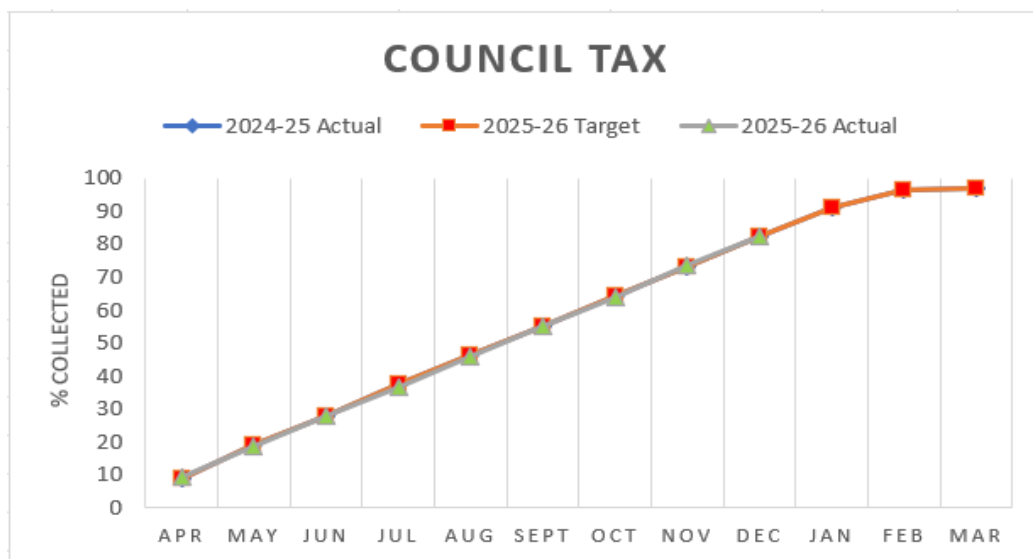
See table below showing monthly performance against budget for 2025/2026.



## 6. Council Tax and Business Rates

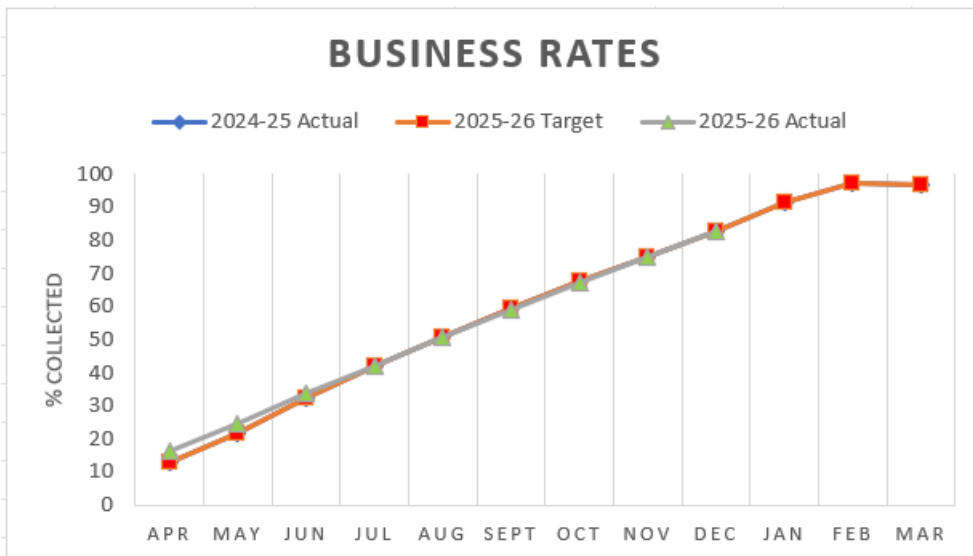
As of 31 December 2025, 82.48% of council tax has been collected against the target of 82.29% which was the percentage the same time last year. See chart below with comparison.

Table 7



82.75% of business rates has been collected against the target of 82.85%, which was the percentage the same time last year. See chart below with comparison.

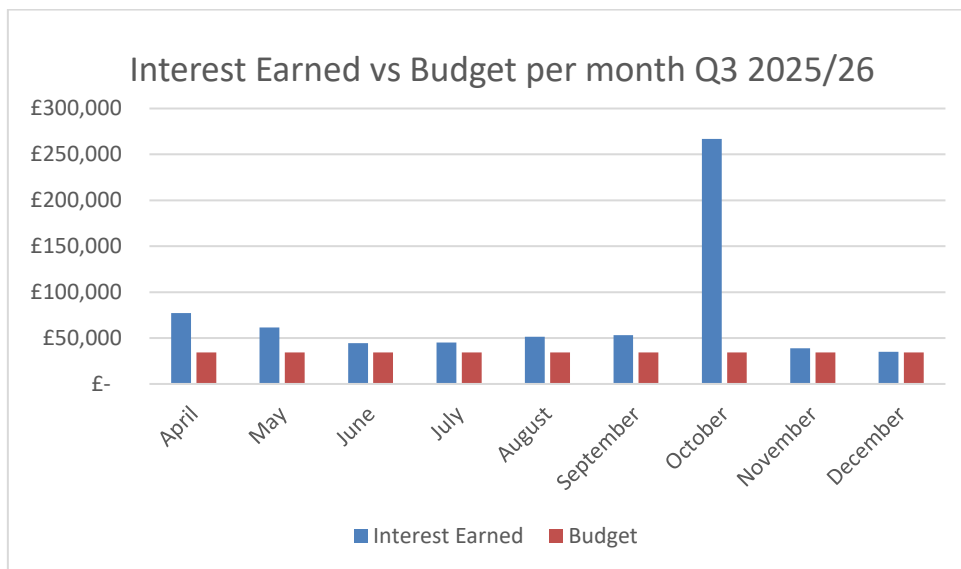
**Table 8**



## 7. Treasury management 2025/2026

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

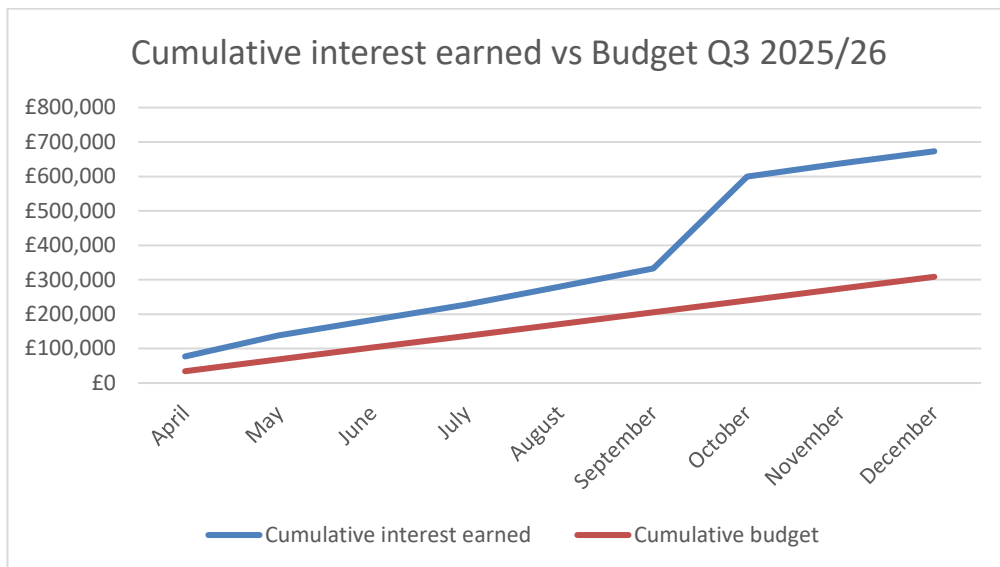
The graph below compares the interest earned each month to the forecast budget:



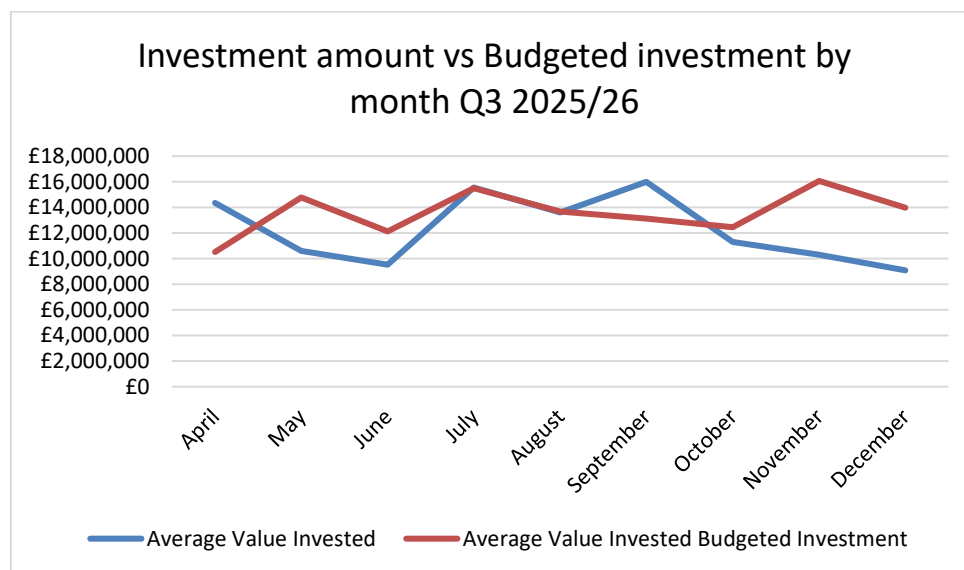
Note: The peak in October is mostly due to the yield from a maturing investment.

In the period banking institutes are paying a higher rate of return than originally estimated. The Bank of England base rate has remained above where economists predicted it to be, (the council builds its investment income estimate around this core data). Coupled with a maturing investment in October, quarter 3 income generated from investments is higher than originally expected.

The graph below compares the cumulative interest earned and forecast budget.



The graph below compares the average value invested each month to the forecast budget.



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

## Loans

Institution	Principal £	Rate %
Public Works Loan Board	20,000,000	4.860%
West Midlands Combined Authority	5,000,000	4.150%
<b>Total Short Term</b>	<b>25,000,000</b>	
Barclays	5,000,000	3.810%
Barclays	5,000,000	3.810%
<b>Total Long Term</b>	<b>10,000,000</b>	
<b>Total Borrowing</b>	<b>35,000,000</b>	

## Investments

Institution	Principal £	Rate %
BNP (Banque Nationale de Paris) – MMF	1,340,000	3.847%
HSBC Sterling – MMF	700,000	3.197%
LGIM - MMF	4,000,000	3.975%
<b>Total Money Market Fund Investment</b>	<b>6,040,000</b>	
Bank of Scotland	4,000,000	3.770%
Barclays FIBCA	2,170,000	3.250%
Handlesbanken	1,260,000	3.450%
<b>Total Other Investments</b>	<b>7,430,000</b>	
<b>Overall Investments</b>	<b>13,470,000</b>	

## Credit Ratings

The Council uses independent ratings (Fitch) to derive part of its counterparty criteria, in accordance with the currently adopted Treasury Management Practices.

The BCKLWN minimum ratings for banks are:

Short term Rating	Viability Rating	Support Rating	Long Term Rating
F1	BB+	3	A

F1 = Highest credit quality. Indicates the strongest capacity for timely payment of financial commitments.

Have an added "+" to denote any exceptionally strong credit feature.

B = A strong bank. There are no major concerns regarding the bank. Characteristics may include strong profitability and balance sheet integrity, franchise, management, operating environment or prospects.

3 = A bank, for which support from a state or from an institutional owner is likely but not certain.

A = A low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. There may be some vulnerability to changes in circumstances or in economic conditions than is the case for higher ratings.

### **Rating Changes**

There are no rating changes for the counterparties currently used by the Council.

## **8. Conclusion**

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

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

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



## Stage 1 - Pre-Screening Equality Impact Assessment

For equalities profile information please visit [Norfolk Insight - Demographics and Statistics - Data Observatory](#)

Name of policy/service/function	Quarterly Budget Monitoring reports to Cabinet				
Is this a new or existing policy/service/function? ( <i>tick as appropriate</i> )	New		Existing	Y	
Brief summary/description of the main aims of the policy/service/function being screened.  Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	The report provides a forecast of spend and income against budget for Revenue and Capital.				
Who has been consulted as part of the development of the policy/service/function? – new only ( <i>identify stakeholders consulted with</i> )	TheCorporate Leadership Team, Portfolio Holders.				
<b>Question</b>	<b>Answer</b>				
<p><b>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</b></p> <p>Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group.</p> <p><b><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></b></p> <p><i>*For more information on health inequalities please visit <a href="#">The King's Fund</a></i></p>		Positive	Negative	Neutral	Unsure
	Age			√	
	Disability			√	
	Sex			√	
	Gender Re-assignment			√	
	Marriage/civil partnership			√	
	Pregnancy & maternity			√	
	Race			√	
	Religion or belief			√	
	Sexual orientation			√	
	Armed forces community			√	
	Care leavers			√	
	Health inequalities*			√	
Other (eg low income, caring responsibilities)			√		
<p><b>Please provide a brief explanation of the answers above: The report states factual data based on actual spend and income of the Borough Council, it is not a policy.</b></p>					



Question	Answer	Comments
<p><b>2.</b> Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</p>	<p>Yes / No</p>	<p>It reports estimated data for spend and income without prejudice</p>
<p><b>3.</b> Could this policy/service be perceived as impacting on communities differently?</p>	<p>Yes / No</p>	<p>It reports estimated data for spend and income without prejudice</p>
<p><b>4.</b> Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?                       If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	<p>Yes / No</p>	<p><b>Actions: No impacts identified.</b></p> <hr/> <p><b>Actions agreed by EWG member:</b>                      .....</p>
<p><b>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</b></p>          <p><b>Decision agreed by EWG member: .....</b></p>		
<p><b>5.</b> Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	<p>Yes / No</p>	<p><b>Please provide brief summary:</b></p>
<p><b>Assessment completed by:</b>  <b>Name</b></p>	<p><b>Carl Holland</b></p>	
<p><b>Job title</b></p>	<p><b>Assistant Director - Finance</b></p>	
<p><b>Date completed</b></p>	<p><b>3 November 2025</b></p>	
<p><b>Reviewed by EWG member</b></p>	<p><b>Date</b></p>	



✓ Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy ([corporate.policy@west-norfolk.gov.uk](mailto:corporate.policy@west-norfolk.gov.uk))

**Appendix A**

Month 9 - 2025/26	Year to Date Position			Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £		

**Corporate Services:**

<b>Communications:</b>							
Corporate Communications	275,830	202,690	179,054	(23,636)	275,830	0	
Graphics	38,180	70,520	78,903	8,383	38,180	0	
Printing & Copying	14,790	11,340	10,388	(952)	14,790	0	
Printroom	131,750	108,930	90,050	(18,880)	131,750	0	
<b>Corporate Initiatives:</b>							
One Vu Project	45,000	0	0	0	45,000	0	
<b>Councillors:</b>							
Allowances & Expenses	731,600	536,760	654,045	117,285	867,600	136,000	Y Based on year to date costs, the members basic allowances are forecast to be higher than plan by £79,000 and national insurance for members allowances £57,000 higher than plan.
<b>Customer Information Centre:</b>							
Customer information Centre	750,150	614,570	583,668	(30,902)	750,150	0	
<b>ICT:</b>							
ICT	1,642,490	1,736,760	1,845,071	108,311	1,642,490	0	
<b>Mayoral Allowances:</b>							
Mayoral Allowance & Expenses	13,110	9,810	9,978	168	13,110	0	
Mayoral Transport	35,290	26,460	26,115	(345)	35,290	0	
<b>Personnel Services:</b>							
Personnel Services	324,340	246,030	334,015	87,985	324,340	0	
Personnel Welfare	95,330	72,350	67,291	(5,059)	95,330	0	
R & D Holding Account	7,270	5,320	0	(5,320)	0	(7,270)	Y There are no costs expected in this financial year.
Recruitment Portal	250	190	0	(190)	250	0	
Training Holding Account	228,950	171,630	209,664	38,034	228,950	0	
Vivup Salary Sacrifice schemes	0	0	10,028	10,028	10,000	10,000	Y Year to date costs are £10,000. The costs will be recoverable across accounting years, from salary sacrifice scheme.
<b>Total</b>	<b>4,334,330</b>	<b>3,813,360</b>	<b>4,098,271</b>	<b>284,911</b>	<b>4,473,060</b>	<b>138,730</b>	

**Chief Executive:**

Councillor Community Grant	55,000	41,220	17,945	(23,275)	55,000	0	
<b>Total</b>	<b>55,000</b>	<b>41,220</b>	<b>17,945</b>	<b>(23,275)</b>	<b>55,000</b>	<b>0</b>	

**Environment and Planning:**

<b>Back Office:</b>							
Corporate Scanning Team	261,230	204,470	203,010	(1,460)	261,230	0	
Postage Services Kings Court	5,750	4,310	7,544	3,234	5,750	0	
<b>Community Infrastructure Levy:</b>							
Community Infrastructure Levy	0	(754,710)	(1,328,724)	(574,014)	0	0	
<b>Development Control:</b>							
Building Control Non Fee	56,570	48,450	45,954	(2,496)	56,570	0	
Development Control	267,520	200,550	(364,346)	(564,896)	100,120	(167,400)	Y Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.
Enforcement	249,790	186,990	146,802	(40,188)	241,890	(7,900)	Y Based on the year to date position income is forecast to be higher than plan.
Extra planning Income - 20%	31,300	(22,210)	204,636	226,846	(4,300)	(35,600)	Y Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.
Major Planning Appeals	87,220	65,430	33,085	(32,345)	87,220	0	
Planning Control	207,870	101,340	150,124	48,784	207,870	0	
Section 106 Contributions	0	(11,730)	(4,584)	7,146	0	0	
<b>Emergency Planning:</b>							
Emergency Planning	34,300	25,660	25,892	232	34,300	0	
Home Defence	78,520	57,870	54,957	(2,913)	78,520	0	

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Radio Phones	10,440	7,580	(4,116)	(11,696)	10,440	0		
<b>Flood Defence:</b>								
Coast Defence/Protection	145,480	109,740	204,175	94,435	145,480	0		
Wash East Coast - CIC	5,000	4,250	(975)	(5,225)	5,000	0		
<b>Local Land Charges:</b>								
Local Land Charges	(144,830)	(35,860)	(146,619)	(110,759)	(214,830)	(70,000)	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target by £160,000. The £90,000 grant for transition to Land Registry is not expected to be received in the current financial year.
<b>Planning Policy:</b>								
Conservation & Heritage	319,090	239,220	151,106	(88,114)	274,910	(44,180)	N	The Defra grant income of £42,800 contributes towards Ecology responsibilities. This is a benefit, as the associated costs were already in the budget.
Habitat Regulations	0	(52,270)	(73,406)	(21,136)	0	0		
Neighbourhood Planning Grant	0	14,220	(2,079)	(16,299)	0	0		
Local Plan	175,000	153,480	31,147	(122,333)	175,000	0		
Planning Policy - Support	304,620	217,240	256,545	39,305	304,620	0		
<b>Pollution Monitoring:</b>								
Air Quality	83,510	66,390	11,483	(54,907)	83,510	0		
Coastal Pollution Cost Recovery	0	0	13,851	13,851	11,100	11,100	Y	The compensation estimate of £11,100 provided for in 2024/25 may not be fully received, in respect of beach pollution clean-up work.
Contaminated Land Act	194,320	145,640	141,229	(4,411)	194,320	0		
Climate Change	127,510	95,580	234,669	139,089	127,510	0		
Enviro Quality - Water Mg	79,560	59,670	61,155	1,485	79,560	0		
Pollution Montr Sals/Sup	0	0	234	234	0	0		
<b>Street Naming &amp; Numbering:</b>								
Local Land and Property Gazetteer	18,620	13,920	17,541	3,621	18,620	0		
Street Naming & Numbering	20,250	15,290	25,325	10,035	40,250	20,000	N	Reduction in applications received to date, the income is not expected to meet the full year budget.
<b>Total</b>	<b>2,618,640</b>	<b>1,160,510</b>	<b>95,617</b>	<b>(1,064,893)</b>	<b>2,324,660</b>	<b>(293,980)</b>		

Financing requirement:							
Interest Payable on Balances	10,000	0	0	0	10,000	0	
Interest Payable on Borrowing	382,000	0	792,003	792,003	382,000	0	
Interest Receivable - Capital Loans	(176,080)	0	(87,412)	(87,412)	(176,080)	0	
Interest Receivable - Other	(8,350)	0	(3,291)	(3,291)	(8,350)	0	
Interest Receivable -Treasury Investments	(411,280)	0	(273,040)	(273,040)	(411,280)	0	
Minimum Revenue Provision	844,880	0	0	0	844,880	0	
REFCUS	2,212,170	0	0	0	2,212,170	0	
Unsupported Borrowing	(310,700)	0	0	0	(310,700)	0	
<b>Total</b>	<b>2,542,640</b>	<b>0</b>	<b>428,259</b>	<b>428,259</b>	<b>2,542,640</b>	<b>0</b>	

Health, Wellbeing and Public Protection:								
<b>Care &amp; Repair:</b>								
Handyperson Scheme Kings Lynn	(32,610)	150,150	72,327	(77,823)	7,390	40,000	Y	The Handyman scheme proposal was built into the budget via the Savings and Efficiencies plan. Following a review, the cost of implementation makes this additional non-statutory service unviable. Therefore, there is no additional income being generated.
Home Improvements Agency	438,030	315,175	97,881	(217,294)	438,030	0		
Housing Grants REFCUS	(2,212,170)	(1,658,430)	(2,422,530)	(764,100)	(2,212,170)	0		
<b>Careline:</b>								
Assistive Technology	13,190	9,900	(5,664)	(15,564)	13,190	0		
Careline	(70,720)	(287,280)	(283,102)	4,178	(70,720)	0		
Homes for Ukraine	0	27,270	(61,890)	(89,160)	0	0		

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
LILY 5	0	(16,420)	(3,267)	13,153	0	0		
<b>Community Safety &amp; Nuisance:</b>								
Community Safety	103,680	70,200	71,670	1,470	103,680	0		
Environmental Protection	677,720	500,530	484,647	(15,883)	677,720	0		
Health & Wellbeing Fund	50,800	38,070	(265,613)	(303,683)	50,800	0		
MARMOT Initiative	10,000	7,470	(104,045)	(111,515)	10,000	0		
Noise Control	7,950	5,300	4,768	(532)	7,950	0		
Out of Hours payments	54,340	40,770	32,239	(8,531)	54,340	0		
<b>Community Transport:</b>								
Community Transport	115,180	108,280	108,313	33	115,180	0		
<b>Corporate Health &amp; Safety:</b>								
Corporate Health & Safety	4,620	3,340	5,165	1,825	4,620	0		
<b>Food Hygiene:</b>								
Chrg Priv Water Supplies	0	0	(5,346)	(5,346)	0	0		
Food Hygiene General	5,400	5,470	3,537	(1,933)	17,500	12,100	Y	
Food Hygiene & Health and Safety - Support	722,680	541,650	492,533	(49,117)	722,680	0	Testing and calibration equipment required - £4,700. Increase in external test and sampling costs - £2,400. Reduced export licence fee income following changes to client's procedures - £5,000.	
Occupational Health & Safety	(1,900)	(1,440)	(3,618)	(2,178)	(1,900)	0		
Port Health - Environmental Protection	160	20	11	(9)	160	0		
<b>Housing Standards:</b>								
Housing standards	603,050	450,130	296,420	(153,710)	603,050	0		
<b>Total</b>	<b>489,400</b>	<b>310,155</b>	<b>(1,485,564)</b>	<b>(1,795,719)</b>	<b>541,500</b>	<b>52,100</b>		

Internal Drainage Boards:							
Drainage Boards	3,729,780	2,796,210	2,796,210	0	3,729,780	0	
<b>Total</b>	<b>3,729,780</b>	<b>2,796,210</b>	<b>2,796,210</b>	<b>0</b>	<b>3,729,780</b>	<b>0</b>	

Legal, Governance and Licensing:							
<b>Corporate Policy:</b>							
Apprenticeship Scheme	257,710	193,230	127,702	(65,528)	257,710	0	
Community Information Points	0	0	806	806	0	0	
Corporate Policy	98,660	133,700	93,396	(40,304)	98,660	0	
Equal Opportunities	4,660	3,510	2,545	(965)	4,660	0	
Improving Attainment	0	0	6,892	6,892	6,900	6,900	Y
Policy & Partnership Support Service	9,170	7,000	7,000	0	9,170	0	Heacham Junior School and Dersingham Primary School grants.
<b>Democratic Process &amp; Events:</b>							
Adv Comm	1,300	900	0	(900)	1,300	0	
At Homes	1,450	1,080	1,809	729	1,450	0	
Chief Executive - Member services	36,010	17,900	16,962	(938)	36,010	0	
Civic Function Expenses	77,700	61,920	57,972	(3,948)	77,700	0	
Democratic Process Support	320,890	240,570	202,068	(38,502)	320,890	0	
Design Awards	590	450	826	376	590	0	
Festival	250	180	88	(92)	250	0	
Freedom of the Borough	1,970	1,440	0	(1,440)	1,970	0	
Honorary Alderman	0	0	1,157	1,157	0	0	
Mart	690	540	0	(540)	690	0	
Mayor making	1,500	1,170	1,387	217	1,500	0	
Remembrance Day	1,500	1,080	2,843	1,763	1,500	0	
Special Events	3,380	2,520	(671)	(3,191)	3,380	0	
<b>Elections:</b>							
County Council Elections	0	0	29,411	29,411	0	0	
Elections	0	0	95,145	95,145	0	0	
Electoral Integrity Programme	0	0	(96,020)	(96,020)	0	0	

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Parish and Borough Council Elections	149,660	54,490	31,341	(23,149)	149,660	0		
Register of Electors	305,830	226,460	208,875	(17,585)	305,830	0		
<b>Legal Services:</b>								
Corporate Governance	260,670	195,460	188,951	(6,509)	260,670	0		
Head of Legal Services	516,750	394,630	457,357	62,727	641,750	125,000	Y	
Procurement	155,390	116,410	103,691	(12,719)	155,390	0		
<b>Licensing:</b>								
Licensing	81,260	10,230	(2,293)	(12,523)	81,260	0		
<b>Total</b>	<b>2,286,990</b>	<b>1,664,870</b>	<b>1,539,241</b>	<b>(125,629)</b>	<b>2,418,890</b>	<b>131,900</b>		

Leisure and Community Facilities:							
<b>Community Centres:</b>							
Fairstead Community Centre	(19,210)	(13,880)	(26,586)	(12,706)	(19,210)	0	
Highgate Community Centre	710	530	662	132	710	0	
South Lynn Community Centre	(690)	41,340	13,789	(27,551)	(690)	0	
<b>Community and Sports Development:</b>							
Active Schools	(22,170)	(12,330)	(26,255)	(13,925)	(22,170)	0	
Community and Sports Development	23,690	1,050	28,428	27,378	58,690	35,000	Y
Elite Football	(21,440)	(13,040)	(12,351)	689	(21,440)	0	
<b>KL Arts Centre:</b>							
KL Arts Centre	96,020	78,340	158,786	80,446	96,020	0	
<b>Leisure and Culture:</b>							
Alive Card	133,490	100,080	95,076	(5,004)	133,490	0	
Alive Corn Exchange	(72,890)	(36,210)	(145,064)	(108,854)	(72,890)	0	
Alive Corn Exchange Catering	(100,160)	(73,850)	(76,491)	(2,641)	(100,160)	0	
Alive Downham Market	(68,410)	(55,880)	31,091	86,971	(68,410)	0	
Alive Downham Market Catering	(6,480)	(4,880)	(3,397)	1,483	(6,480)	0	
Alive Lynnsport	24,030	24,440	222,621	198,181	24,030	0	
Alive Lynnsport Catering	(44,470)	(35,180)	(19,052)	16,128	(44,470)	0	
Alive Oasis	238,880	188,190	240,054	51,864	238,880	0	
Alive Oasis Catering	(11,950)	(16,210)	(668)	15,542	(11,950)	0	
Alive St James	101,680	87,060	48,619	(38,441)	101,680	0	
Alive St James Catering	(11,520)	(9,100)	(8,581)	519	(11,520)	0	
Lynnsport Pelicans	300	210	559	349	300	0	
<b>Leisure and Culture Management:</b>							
Advertising and Marketing	206,150	154,620	170,714	16,094	206,150	0	
Leisure and Culture Management Costs	935,190	588,510	1,930,364	1,341,854	935,190	0	
<b>Pavilions &amp; Grounds:</b>							
Dutton Sports Pavillion	(400)	22,420	16,367	(6,053)	(400)	0	
Kingsway Sports Pavillion	(280)	11,050	13,657	2,607	(280)	0	
River Lane Bowls Club	1,190	900	5,259	4,359	5,290	4,100	Y
West Lynn Sports Pavillion	310	210	453	243	310	0	
<b>Town Hall, Stories of Lynn and Custom House:</b>							
Custom House	31,580	21,100	20,968	(132)	31,580	0	
Kings Lynn Gaol House	10	0	0	0	10	0	
Stories of Lynn	99,420	74,280	6,277	(68,003)	99,420	0	
Town Hall Kings Lynn	292,840	219,380	110,485	(108,895)	292,840	0	
<b>Total</b>	<b>1,805,420</b>	<b>1,343,150</b>	<b>2,795,785</b>	<b>1,452,635</b>	<b>1,844,520</b>	<b>39,100</b>	

Appendix A		Year to Date Position			Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
Month 9 - 2025/26	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		

Operations and Commercial:								
<b>Allotments:</b>								
Allotments	(2,230)	(1,600)	(1,390)	210	(2,230)	0		
Allotments Directly Managed	(6,840)	3,290	(11,417)	(14,707)	(6,840)	0		
<b>Carparking King's Lynn &amp; West Norfolk:</b>								
Ad hoc Events	0	0	14,084	14,084	14,100	14,100	Y	Year to date costs are £14,100, with budgets distributed across other lines, specific to each event.
Burnham Market Car Park	(62,900)	(53,830)	(19,896)	33,934	(89,400)	(26,500)	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.
Bus Shelters	0	13,830	5,947	(7,883)	0	0		
Car Parks Excess Charges	0	0	(522,961)	(522,961)	0	0		
Car Park Promotions Hunstanton	35,000	26,280	36,451	10,171	35,000	0		
Car Park Promotions KL	104,000	77,940	35	(77,905)	104,000	0		
Car Parks - BCKLWN	(930)	(700)	(3,983)	(3,283)	(930)	0		
Cashless Pk KZ (KLWN Carparks)	0	12,750	(2,785)	(15,535)	0	0		
21880 - Classic Car Show	0	0	4,301	4,301	0	0		
Event / Trailer / Stage / Gen Equip	0	0	24,580	24,580	24,600	24,600	Y	Year to date actuals are £24,600. Events Budgets are centralised and redistributed to cover spend during the year.
Festival Too -Sunday	0	0	1,673	1,673	0	0		
Folk Festival	0	0	5,257	5,257	5,300	5,300	Y	Year to date actuals are £5,300. Events Budgets are centralised and redistributed to cover spend during the year.
Hanse	0	0	3,989	3,989	0	0		
Kings Lynn Bus Station	108,190	85,730	63,403	(22,327)	108,190	0		
Kings Lynn Christmas Lights	0	0	6,848	6,848	6,900	6,900	Y	Year to date actuals are £6,900. Events Budgets are centralised and redistributed to cover spend during the year.
Kings Lynn Mart	(19,600)	(14,820)	2,722	17,542	(19,600)	0		
London Bridge Operations	0	0	583	583	0	0		
Miscellaneous (SMP Bench)	0	0	11	11	0	0		
Mods and Rockers	0	0	2,690	2,690	0	0		
Parking Operations - Borough	(2,885,690)	(2,735,000)	(2,523,285)	211,715	(2,897,390)	(11,700)	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.
Projections	0	0	2,710	2,710	0	0		
Special Events / Bowls Tournaments	27,990	21,060	0	(21,060)	0	(27,990)	Y	No year to date costs.
Urban Open Spaces	10,000	10,000	9,490	(510)	10,000	0		
VJ Day	0	0	4,050	4,050	0	0		
Water Ski	0	0	17,780	17,780	17,800	17,800	Y	Year to date costs are £17,800. Events Budgets are centralised and redistributed to cover spend during the year.
<b>Carparking Shared Services:</b>								
Breckland Carpark operation	0	0	2,508	2,508	0	0		
Car Park - Great Yarmouth	(16,000)	(11,570)	(21,184)	(9,614)	(16,000)	0		
Car Parks - South Norfolk	(6,600)	(4,870)	(26,565)	(21,695)	(6,600)	0		
Car Parks - Norwich City (Off Street)	(50,000)	(25,500)	(99,812)	(74,312)	(50,000)	0		
Car Parks - Norwich City (on street)	(100,000)	(88,000)	(1,096,377)	(1,008,377)	(100,000)	0		
Cashless Pk JE (NN Carparks)	(6,000)	2,370	(51,848)	(54,218)	(6,000)	0		
Cashless Pk JE (NN on street)	(350)	(360)	(5,228)	(4,868)	(350)	0		
Cashless Pk JC (SN Carparks)	0	0	(26,450)	(26,450)	0	0		
Cashless Pk JC (SN on street)	0	0	(1,271)	(1,271)	0	0		
Cashless Pk JG (Bk on street)	(600)	(450)	(740)	(290)	(600)	0		
Cashless Pk JI (GY Carparks)	0	2,370	(27,654)	(30,024)	0	0		
Cashless Pk JI (GY on street)	(500)	36,450	(398,676)	(435,126)	(500)	0		
Cashless Pk JT (Brd on street)	(2,000)	(1,530)	(28)	(28)	1,502	(2,000)	0	
Cashless Pk KZ (KLWN on street)	(7,300)	(3,120)	(54,597)	(51,477)	(7,300)	0		
Decrim - Operational	(142,520)	33,630	(319,510)	(353,140)	(142,520)	0		
Decrim - Other	0	3,910	(609,823)	(613,733)	0	0		

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Hospital Parking- Agency	(10,000)	(5,100)	(78,117)	(73,017)	(10,000)	0		
Hospital Parking- Operational	0	0	388	388	0	0		
NNDC Carpark Operation	(32,580)	(54,000)	23,949	77,949	(32,580)	0		
NNDC Penalty Notice	(40,000)	(29,060)	(88,633)	(59,573)	(40,000)	0		
On Street Pay and Display	0	3,600	(15,004)	(18,604)	0	0		
Resident Parking Permits	0	1,650	(23,793)	(25,443)	0	0		
<b>CCTV:</b>								
CCTV	(303,680)	(247,160)	(291,348)	(44,188)	(303,680)	0		
CCTV Breckland	(67,400)	(50,160)	(63,911)	(13,751)	(67,400)	0		
Network Hardware holding	138,000	76,840	43,237	(33,603)	138,000	0		
Radios	(3,570)	(6,840)	(6,140)	700	(3,570)	0		
<b>Cleansing &amp; Street Sweeping:</b>								
Disposal of Abandoned Vehicles	860	630	86	(544)	860	0		
Dog Warden and Services	22,050	3,970	19,923	15,953	22,050	0		
Neighbourhood Teams	426,860	324,880	329,558	4,678	426,860	0		
Public Cleansing & Street Sweeping - Support	42,760	30,240	21,791	(8,449)	42,760	0		
Public Cleansing	424,580	221,920	(3,821)	(225,741)	424,580	0		
Street Sweeping	1,229,660	921,420	975,462	54,042	1,229,660	0		
Tech/Officers/Repairs	122,670	83,120	85,919	2,799	122,670	0		
Vehicle Recharge on account	0	0	15,467	15,467	15,500	15,500	Y	Year to date costs are £15,500, and will be recharged to specific budgets at year end.
<b>Crematorium &amp; Cemeteries:</b>								
Closed Churchyards	20,090	40,700	28,130	(12,570)	20,090	0		
Crematorium Trading Account	0	(97,470)	(109,872)	(12,402)	0	0		
Mintlyn Crematorium	(1,395,630)	(940,310)	(341,702)	598,608	(1,195,630)	200,000	Y	Cremation fees were budgeted at the standard rate of VAT. The income forecast has been revised down by £200,000 to show the income level net of VAT.
National Assistance Act - Burials	10,000	7,470	5,396	(2,074)	10,000	0		
Open Cemeteries	37,620	27,120	37,947	10,827	37,620	0		
Public Health Act	2,760	2,070	0	(2,070)	2,760	0		
St Edmunds, Downham Market	1,500	1,170	0	(1,170)	1,500	0		
<b>Depots:</b>								
Heacham Depot	2,130	2,920	2,301	(619)	2,130	0		
NEWS Depot	115,530	111,700	81,035	(30,665)	115,530	0		
<b>Events:</b>								
Plant Fair	0	0	1,225	1,225	0	0		
Forties Event	0	0	1,090	1,090	0	0		
Halloween Town Centre Event	0	0	2,041	2,041	0	0		
<b>General Markets:</b>								
Kings Lynn Market - Support costs	1,400	1,080	1,080	0	1,400	0		
Kings Lynn Saturday Market	(700)	(540)	0	540	(700)	0		
Markets	(11,050)	(8,280)	(3,759)	4,521	(11,050)	0		
Sunday Market	3,790	2,880	4,950	2,070	3,790	0		
<b>Parks, Sport Grounds &amp; Open Spaces:</b>								
Boston Square	12,950	9,680	9,056	(624)	12,950	0		
Cafe in the Park	(3,720)	(3,250)	2,441	5,691	(3,720)	0		
DSO Grounds Maint Support	23,090	15,030	15,158	128	23,090	0		
GM Central Area	159,700	43,370	(86,886)	(130,256)	159,700	0		
Grounds Northern Area	19,040	11,470	55,090	43,620	19,040	0		
Grounds Southern Area	24,050	13,880	7,764	(6,116)	24,050	0		
Public & Open Spaces	71,910	53,820	3,335	(50,485)	71,910	0		
North Sea Haven	19,750	14,450	8,805	(5,645)	19,750	0		
Nursery	53,110	52,780	63,845	11,065	53,110	0		
Parks - Other Support	74,800	55,170	55,309	139	74,800	0		

Appendix A								
Month 9 - 2025/26	Full Year Approved Budget £	Year to Date Position			Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
		Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Parks & Open Spaces	331,700	761,160	781,673	20,513	331,700	0		
Public Clocks	6,990	5,310	3,177	(2,133)	6,990	0		
Sports Grounds - Support Costs	3,860	15,210	15,254	44	3,860	0		
Sports Grounds Central	39,270	41,760	32,127	(9,633)	39,270	0		
Sports Grounds South	35,240	36,960	38,802	1,842	35,240	0		
The Walks	285,540	223,680	223,767	87	285,540	0		
Willows Park & Nature Reserve	3,840	2,880	7,204	4,324	3,840	0		
<b>Play Areas:</b>								
Play Areas	(13,020)	40,750	24,102	(16,648)	(13,020)	0		
Playareas Downham Market	0	60	(825)	(885)	0	0		
Playareas Hunstanton Town	0	30	(230)	(260)	0	0		
Playareas Kings Lynn	0	(10)	0	10	0	0		
Playareas Snettisham	0	0	0	0	0	0		
Play Areas - Support Services	17,310	12,960	9,310	(3,650)	17,310	0		
<b>Pontoons:</b>								
Pontoons at South Quay	26,340	22,660	27,729	5,069	26,340	0		
West Lynn Ferry Remediation	0	0	79,364	79,364	79,364	79,364	Y	Ferry landing repairs £79,364.
<b>Public Conveniences:</b>								
Public conveniences	379,400	308,750	373,261	64,511	379,400	0		
The Walks Public Convenience	830	580	584	4	830	0		
<b>Refuse &amp; Recycling:</b>								
Commercial Food Waste	111,500	38,540	33,024	(5,516)	111,500	0		
Domestic Refuse	1,360,350	973,808	1,011,226	37,418	1,406,950	46,600	Y	Estimates to March 2026 calculated based on contract costs year to date.
Dry Box Collection Scheme	1,568,370	1,100,435	917,134	(183,301)	1,448,370	(120,000)	Y	Estimates to March 2026 calculated based on year to date costs.
Fly Tipping	194,880	146,070	63,857	(82,213)	194,880	0		
Food Waste	821,360	615,753	595,909	(19,844)	806,760	(14,600)	Y	Estimates to March 2026 calculated based on year to date costs.
Recycling - Clothing Bank	(13,000)	(9,720)	(17,941)	(8,221)	(43,000)	(30,000)	Y	An estimate of £30,000 for recycling credits has been included in the forecast for the period September 2025 - March 2026.
Recycling - Commercial	(262,470)	(263,039)	(281,742)	(18,703)	(266,070)	(3,600)	Y	Estimates to March 2026 calculated based on year to date costs.
Recycling - Composting	(1,746,760)	(1,597,392)	(2,745,428)	(1,148,036)	(1,724,760)	22,000	Y	Estimates to March 2026 calculated based on year to date costs.
Recycling Paper	(830)	(710)	8	718	(830)	0		
Refuse & Recycling Management	(544,460)	(177,985)	(268,070)	(90,085)	(126,660)	417,800	Y	The annual grant for chargeable disposal costs has been confirmed at £1,865,200. This is £417,800 less than planned.
Trade Refuse	(501,440)	(584,045)	(111,611)	472,434	(498,440)	3,000	N	The internal recharge for waste collection no longer transferred to service charge account - offset in the Property and Projects budgets. No overall impact on position. The year to date actuals include prior year costs of £481,400.
<b>Resort:</b>								
Caravan Park & Beach Huts	(69,720)	(63,710)	(50,311)	13,399	(69,720)	0		
Heacham Beach	(67,200)	(67,880)	(64,719)	3,161	(67,200)	0		
Resort Seafront	176,570	129,230	190,833	61,603	176,570	0		
Resort Trading Operations	(11,850)	(14,780)	(33,476)	(18,696)	(11,850)	0		
Resorts - Support	5,290	3,960	3,960	0	5,290	0		
Sports Grounds North	63,870	56,530	67,045	10,515	63,870	0		
<b>Resort Investment Properties:</b>								
Investment Properties Resort	(6,700)	(6,180)	(5,894)	286	(6,700)	0		
<b>Section 106:</b>								
Beechy Close, Denver 22-23	0	(30)	0	30	0	0		
Bishops Park, Fairstead 26-27	0	(6,660)	0	6,660	0	0		
Civray Ave DMkt C D & E 26-27	0	(5,490)	0	5,490	0	0		
Coriander Rd DMkt 25-26	0	40	0	(40)	0	0		
Gap Farm, Sth Wootton 20-21	0	30	0	(30)	0	0		
Kings Chase A&B DMkt 23-24	0	(3,020)	0	3,020	0	0		
King's Reach, Fairstead	0	(10,080)	0	10,080	0	0		
Land at Lynn Rd/Bexwell Rd DMK	0	40	0	(40)	0	0		

Appendix A								
Month 9 - 2025/26	Full Year Approved Budget £	Year to Date Position			Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
		Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Lette Way, West Winch	0	40	0	(40)	0	0		
Micklefields, Stoke Ferry 22-23	0	50	0	(50)	0	0		
Nursery Drive, Hunst 24-25	0	(10)	0	10	0	0		
Park/Meadowfields DMkt 24-25	0	(5,130)	0	5,130	0	0		
Springfields, DMkt 23-24	0	10	0	(10)	0	0		
Strickland Ave, Snettisham 25-26	0	(5,850)	0	5,850	0	0		
Templemead, Reffley 24-25	0	40	0	(40)	0	0		
The Howards, S Wootton 24-25	0	(30)	0	30	0	0		
The Willows Gayton 22-23	0	(10)	0	10	0	0		
Wheatfields, Watlington 19-20	0	50	0	(50)	0	0		
<b>Town Centre Operations:</b>								
Purfleet Retail Pods	0	0	3,728	3,728	0	0		
Town Centre Manager	92,370	76,410	50,023	(26,388)	92,370	0		
<b>Total</b>	<b>454,880</b>	<b>(126,855)</b>	<b>(3,854,723)</b>	<b>(3,727,868)</b>	<b>1,073,453</b>	<b>618,573</b>		

Programme and Project Delivery:								
<b>Corporate Projects:</b>								
Corporate Project Manager	183,570	136,920	375,062	238,142	133,570	(50,000)	Y	Staff time that can be capitalised against projects is expected to exceed the full year plan by £50,000.
Project Management Officers	134,110	100,530	141,790	41,260	134,110	0		
Active & Clean Connectivity	0	0	(22,760)	(22,760)	0	0		
<b>Housing Subsidiaries:</b>								
West Norfolk Housing Co Ltd	(50,000)	11,930	11,608	(322)	(50,000)	0		
West Norfolk Property Ltd	(846,970)	0	10,603	10,603	(846,970)	0		
<b>Total</b>	<b>(579,290)</b>	<b>249,380</b>	<b>516,303</b>	<b>266,923</b>	<b>(629,290)</b>	<b>(50,000)</b>		

Property and Projects:								
<b>General Properties:</b>								
General Property	(209,850)	(156,300)	(193,826)	(37,526)	(139,050)	70,800	Y	Urgent and unplanned repairs to roadway and footways at Downham Market and King's Lynn and maintenance for southern promenade drainage.
Marriotts Warehouse	(4,690)	(4,820)	467	5,287	(4,690)	0		
Mintlyn Bungalow	(3,130)	(2,310)	(2,625)	(315)	(3,130)	0		
Princess Theatre Main	6,520	4,950	(2,000)	(6,950)	6,520	0		
Sewerage	8,180	7,390	5,914	(1,476)	8,180	0		
Upwell Community Carpark	0	(970)	(2,597)	(1,627)	0	0		
<b>General Properties Investments:</b>								
General Properties Investment	(3,800)	(2,750)	(3,600)	(850)	(28,800)	(25,000)	Y	A net increase of £25,000 in rental income from properties within the portfolio at Southgates.
<b>Industrial Units:</b>								
Austin Fields Industrial Estate	(8,780)	(6,330)	(5,993)	337	(8,780)	0		
Fliatham Workshops	(15,190)	(11,460)	(7,835)	3,625	(15,190)	0		
Hardwick Industrial Estate	(717,620)	(523,980)	(541,475)	(17,495)	(717,620)	0		
Hardwick Narrows Industrial Estate	(116,940)	(84,840)	(112,940)	(28,100)	(116,940)	0		
Heacham Depot	(14,700)	(10,980)	100	11,080	(14,700)	0		
Heacham Workshops	(19,400)	(13,760)	(31,708)	(17,948)	(19,400)	0		
Horsleys Fields Industrial Estate	620	450	(2,500)	(3,000)	620	0		
Industrial Estates- General	52,810	52,810	68,215	15,405	68,210	15,400	Y	Year to date costs are £68,200.
Lower Canada Industrial Estate	(6,750)	(4,950)	(5,938)	(988)	(6,750)	0		
Nar Ouse Business Park	16,640	11,660	(32,422)	(44,082)	16,640	0		
North Lynn Industrial Estate	(394,180)	(288,560)	(246,097)	42,463	(394,180)	0		
North Lynn Managed Workshops	28,050	26,820	33,171	6,351	28,050	0		
Regis Place	1,790	1,300	7,433	6,133	1,790	0		
Regis Place Unit 2	(11,350)	(7,930)	(8,853)	(923)	(11,350)	0		

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Regis Place Unit1	(2,670)	600	18,973	18,373	(2,670)	0		
Saddlebow Industrial Estate	(47,730)	(34,790)	(35,970)	(1,180)	(47,730)	0		
Saddlebow Waste Disposal Site	(34,970)	(25,540)	(30,263)	(4,723)	(34,970)	0		
St Johns Business Park	(46,630)	(34,940)	(51,253)	(16,313)	(59,630)	(13,000)	N	
Trafalgar Industrial Estate	(72,960)	(53,240)	(42,948)	10,292	(72,960)	0		
<b>KLAC Rentals:</b>								
KLAC Complex Rentals	10,990	7,850	5,804	(2,046)	10,990	0		
<b>KLIC:</b>								
KL Innovation Centre	(207,900)	(154,800)	(155,100)	(300)	(207,900)	0		
<b>Offices:</b>								
KC Office accom rental	(166,370)	(149,410)	(123,421)	25,989	(166,370)	0		
Kings Court Kings Lynn	(100,340)	(72,470)	(168,990)	(96,520)	(110,340)	(10,000)	Y	
Kings Court Service Charges	620	420	103,152	102,732	620	0		
Offices - Support Service	3,670	2,770	2,770	0	3,670	0		
Priory Road D Market	(210)	(470)	(10,288)	(9,818)	(210)	0		
Valentine Road Hunstanton	59,900	48,750	48,062	(688)	59,900	0		
<b>Property Services:</b>								
Property Services	703,720	526,510	585,345	58,835	703,720	0		
<b>Shops and Offices:</b>								
Phase 5 Town Centre KL	(196,020)	(151,880)	(159,392)	(7,512)	(196,020)	0		
Town Centre Development	(9,150)	(4,870)	43,130	48,000	(9,150)	0		
<b>Street Lighting:</b>								
Street Lighting	122,040	81,190	75,721	(5,469)	122,040	0		
<b>Total</b>	<b>(1,395,780)</b>	<b>(1,028,880)</b>	<b>(979,827)</b>	<b>49,053</b>	<b>(1,357,580)</b>	<b>38,200</b>		

Regeneration, Housing and Place:							
<b>Conservation &amp; Heritage:</b>							
Greyfriars Tower	21,080	10,440	8,662	(1,778)	21,080	0	
Red Mount Chapel	3,500	2,630	243	(2,387)	3,500	0	
<b>Economic Regeneration:</b>							
Economic Development - Operational	203,730	152,660	84,933	(67,727)	203,730	0	
Economic Partnership Working	14,350	11,200	29,947	18,747	34,350	20,000	Y
Investment & Place	10,250	7,620	2,701	(4,919)	10,250	0	
Shared Prosperity Grant Fund	5,140	44,370	44,625	255	5,140	0	
<b>Guildhall &amp; Arts</b>							
Arts Initiatives	25,910	19,350	350	(19,000)	25,910	0	
Guildhall and Arts - Support	87,570	69,140	33,864	(35,276)	87,570	0	
<b>Housing Options:</b>							
Homechoice	96,760	70,350	75,591	5,241	66,760	(30,000)	Y
Housing Options Programme	524,070	392,980	358,236	(34,744)	524,070	0	
<b>Housing Strategy:</b>							
Domestic Abuse Funding	35,800	26,820	8,894	(17,926)	35,800	0	
Enabler Role	268,530	201,290	129,698	(71,592)	268,530	0	
Rough Sleeper Fund	60	(13,970)	40,814	54,784	60	0	
West Winch Growth Area	0	0	80,329	80,329	0	0	
<b>King's Lynn &amp; Downham Market:</b>							
Custom House & Tourist information centre	10	0	0	0	10	0	
<b>Museums:</b>							
Museums	36,490	27,360	0	(27,360)	36,490	0	
Trues Yard	390	270	0	(270)	390	0	

Following the incorporation of the Local Enterprise Partnership into the County Council, the administration charges for the Enterprise Zone have increased beyond the budget based on previous costs.

Forecast increase of £30,000 to advertising income on the Homechoice website.

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
<b>Regeneration Projects:</b>								
Regeneration Projects	86,200	66,350	117,797	51,447	86,200	0		
<b>Tourism:</b>								
Brochure and lead generation	14,610	10,980	665	(10,315)	14,610	0		
Communications	2,000	1,530	0	(1,530)	2,000	0		
Day visitor awareness	21,500	15,860	15,593	(267)	21,500	0		
Discover KL Distribution	22,300	16,740	18,652	1,912	22,300	0		
Downham Market	1,340	990	0	(990)	1,340	0		
Explore West Norfolk	6,000	4,500	0	(4,500)	6,000	0		
Hunstanton Marketing	2,540	1,890	0	(1,890)	2,540	0		
Hunstanton TIC	20	0	0	0	20	0		
KL Maritime Trail	10	0	(88)	(88)	10	0		
Signposting maintenance	1,500	1,080	14	(1,066)	1,500	0		
Tourism Salaries and support	59,160	40,800	52,883	12,083	59,160	0		
Special Events	3,000	2,340	0	(2,340)	3,000	0		
Website & Social Media marketing	6,500	4,860	5,565	705	6,500	0		
<b>Total</b>	<b>1,560,320</b>	<b>1,190,430</b>	<b>1,109,969</b>	<b>(80,461)</b>	<b>1,550,320</b>	<b>(10,000)</b>		

Resources:								
<b>Corporate Costs &amp; Provisions:</b>								
Subscriptions	36,070	13,700	26,697	12,997	36,070	0		
General Fund write offs	0	0	198,643	198,643	198,643	198,643	Y	Year to date costs are £198,643, this results from a focus on effective debt management and appropriate utilisation of the Council's Provision for Bad Debt.
<b>Corporate Insurance:</b>								
Corporate Insurance	209,630	295,000	530,853	235,853	209,630	0		
<b>Corporate Management Team:</b>								
Assistant Directors	1,271,700	1,028,410	1,196,034	167,624	1,271,700	0		
Chief Executive & Secretary	240,670	180,230	213,821	33,591	240,670	0		
Commercial Services	0	0	13	13	0	0		
Assistant Directors	0	0	500	500	0	0		
Corporate	3,002,460	737,890	(722,162)	(1,460,052)	1,394,930	(1,607,530)	Y	Pay turnover savings are forecast to exceed the original plan by £1,362,730. In year monitoring indicates an increase in NNDR business rates retention of £28,700.
<b>Financial Assistance:</b>								
Community Projects	42,000	31,500	26,000	(5,500)	42,000	0		
Community Projects CRS	155,290	116,370	106,548	(9,822)	155,290	0		
Community Projects CS	115,000	86,220	56,553	(29,667)	115,000	0		
Westnorfolkwins	3,960	(8,710)	(1,095)	7,615	3,960	0		
<b>Financial Services:</b>								
Financial Services	1,094,120	791,880	876,698	84,818	1,094,120	0		
<b>Internal Audit &amp; Fraud:</b>								
Internal Audit	164,100	98,150	96,691	(1,459)	164,100	0		
<b>Revenues &amp; Benefits:</b>								
Benefit Administration	499,600	308,840	383,498	74,658	499,600	0		
Benefit Payments	500,000	191,560	(179,768)	(371,328)	1,170,600	670,600	Y	The level of Housing Benefits paid out in respect of Temporary and Supported Accommodation that is not eligible for subsidy from the DWP is forecast to be higher than planned.
Cost of Collection - Council Tax	869,610	628,580	948,749	320,169	869,610	0		
Cost of Collection - Non Domestic Rates	61,660	22,830	0	(22,830)	61,660	0		
Council Tax Support Admin	57,630	26,760	500	(26,260)	57,630	0		
Covid 19 Grants	0	0	3,267	3,267	0	0		
Housing Benefit Overpayments	(225,000)	(187,470)	0	187,470	(225,000)	0		
Kings Lynn Bid	0	26,170	56,967	30,797	0	0		

Appendix A								
Month 9 - 2025/26	Year to Date Position				Forecast Position		Impact on Financial Planning Y/N	Reason for Forecast Movement
	Full Year Approved Budget £	Budget £	Actual £	Variance Adverse/(Favourable) £	Actual £	Variance Adverse/(Favourable) £		
Welfare Reform Funding	0	(9,450)	(9,235)	215	0	0		
<b>Special Expenses:</b>								
Parish Council Recharges - Special Expenses	115,830	1,520	0	(1,520)	115,830	0		
<b>Treasury Management:</b>								
Treasury Management	11,810	8,820	1,845	(6,975)	11,810	0		
<b>Total</b>	<b>8,226,140</b>	<b>4,388,800</b>	<b>3,811,616</b>	<b>(577,184)</b>	<b>7,487,853</b>	<b>(738,287)</b>		
<b>Total Cost of Services</b>	<b>26,128,470</b>	<b>15,802,350</b>	<b>10,889,100</b>	<b>(4,913,250)</b>	<b>26,054,806</b>	<b>(73,664)</b>		
<b>Funding</b>								
Revenue Support Grant	(1,052,270)	0	0	0	(1,052,270)	0		
New Homes Bonus	(293,360)	0	(220,027)	(220,027)	(293,360)	0		
Other Government Grants	(1,147,680)	0	(1,256,213)	(1,256,213)	(1,496,680)	(349,000)	N	Internal Drainage Board Levy Grant of (£499,000) has been awarded to the Council. This is an increase of (£349,000) above plan.
Business Rates	(14,971,290)	0	0	0	(14,971,290)	0		
Council Tax	(8,663,870)	0	0	0	(8,826,870)	(163,000)	N	Forecast growth in Council tax from new premium is (£163,000).
<b>Total Funding</b>	<b>(26,128,470)</b>	<b>0</b>	<b>(1,476,240)</b>	<b>(1,476,240)</b>	<b>(26,640,470)</b>	<b>(512,000)</b>		
<b>Impact on Financial Planning</b>								
Yes						(39,484)		
No						(546,180)		

AD	Project	Budget to Q2 monitoring 2025/2026	Revised Budget 2025/2026	Actuals to 31 December 2025
Property and Projects	Enterprise Zone	448,460	116,250	116,246
<b>Tier 1</b>	<b>Property and Projects</b>	<b>448,460</b>	<b>116,250</b>	<b>116,246</b>
Regeneration, Housing and Place	Florence Fields	15,600,230	15,600,230	12,401,311
Regeneration, Housing and Place	Hunstanton Southend Road	0	0	168,463
Regeneration, Housing and Place	Major Housing Projects Unallocated Budget	27,770	16,150	19,933
Regeneration, Housing and Place	Nora Phase 4	99,570	99,570	2,825
Regeneration, Housing and Place	Phase 3-Lynnsport 1	7,719,070	7,719,070	5,979,407
Regeneration, Housing and Place	Salters Road	536,730	536,730	245,510
<b>Tier 1</b>	<b>Regeneration, Housing and Place</b>	<b>23,983,370</b>	<b>23,971,750</b>	<b>18,817,449</b>
Regeneration, Housing and Place	Southgate Regen Area Business Rate Pool Contribution	167,780	167,780	67,319
Regeneration, Housing and Place	Local Authority Housing Fund	1,861,990	1,861,990	6,498
Regeneration, Housing and Place	Active and Clean Connectivity	1,846,200	1,416,000	506,226
Regeneration, Housing and Place	Multi User Community Hub	2,581,450	2,581,450	1,843,667
Regeneration, Housing and Place	Programme Management	45,880	100,000	32,430
Regeneration, Housing and Place	Rail to River	62,000	62,000	(8,530)
Regeneration, Housing and Place	Riverfront Regeneration	3,340,030	546,910	243,411
Regeneration, Housing and Place	St Georges Guildhall Complex	1,552,810	1,552,810	697,720
<b>Tier 1</b>	<b>Regeneration, Housing and Place</b>	<b>11,458,140</b>	<b>8,288,940</b>	<b>3,388,741</b>
Corporate Services	ICT Upgrade Roadmap	1,107,940	947,940	162,417
<b>Tier 2</b>	<b>Corporate Services</b>	<b>1,107,940</b>	<b>947,940</b>	<b>162,417</b>
Health Wellbeing and Public Protection	Adapt Grant	1,691,960	1,691,960	868,404
Health Wellbeing and Public Protection	Careline - Replacement Vehicles	56,850	56,850	0
Health Wellbeing and Public Protection	Careline Grant	25,000	25,000	10,337
Health Wellbeing and Public Protection	Careline-Replacement Alarm Units	60,000	60,000	0
Health Wellbeing and Public Protection	Community Safety Vehicle	30,000	30,000	0
Health Wellbeing and Public Protection	Disabled Facilities Grant	618,200	618,200	616,670
Health Wellbeing and Public Protection	Low Level Prevention Fund	225,000	225,000	109,662
<b>Tier 2</b>	<b>Health Wellbeing and Public Protection</b>	<b>2,707,010</b>	<b>2,707,010</b>	<b>1,605,073</b>
Leisure And Culture	Corn Exchange -Refurbish Seating	15,000	15,000	3,738
Leisure And Culture	DMLC - Changing room refurb	30,000	0	0
Leisure And Culture	DMLC - Replacement Distribution Boards	25,000	0	0
Leisure And Culture	DMLC - Window Replacement (dryside)	20,000	0	0
Leisure And Culture	L/Sport Gymnastics - Acro Floor and Tumble Track replacement	20,000	20,000	0
Leisure And Culture	L/Sport Toilets & Changing Room	52,480	65,000	52,480
Leisure And Culture	L/Sport Track and Barn Line marking	15,000	0	0
Leisure And Culture	L/Sport Window replacement	40,000	0	0
Leisure And Culture	Lynnsport Drainage Pipeline Enhancement	165,000	165,000	168,957
Leisure And Culture	Oasis - Lockers	30,000	0	0
Leisure And Culture	St James Flooring (reception/corridors/viewing)	15,000	15,000	0
Leisure And Culture	Town Hall Electrical Switch Replacement	40,000	0	0
Leisure And Culture	Town Hall Prep Kitchen	20,000	0	0
Leisure And Culture	Town Hall Redecoration	15,000	0	0
Leisure And Culture	Town Hall Replacement flooring/stairs	10,000	0	0
Leisure And Culture	Town Hall Roofing	50,000	0	0
Leisure And Culture	Town Hall Stone Mason external works	20,000	0	0
<b>Tier 2</b>	<b>Leisure And Culture</b>	<b>582,480</b>	<b>280,000</b>	<b>225,175</b>
Operations and Community Services	Bandstand Roof Replacement - Hunstanton	30,000	30,000	0
Operations and Community Services	Brown Bins/Compost	40,000	40,000	17,934
Operations and Community Services	Car Parks Pay & Display Machine Replacement	41,080	0	0
Operations and Community Services	CCTV Facilities and Circuit Upgrade	360,190	0	0
Operations and Community Services	Decrim Car Park - County funded Equipment	49,150	0	0

AD	Project	Budget to Q2 monitoring 2025/2026	Revised Budget 2025/2026	Actuals to 31 December 2025
Operations and Commercial	Emergency Plan - Replace Radios	30,000	0	0
Operations and Commercial	Green Bins/Recycling	40,000	40,000	24,533
Operations and Commercial	Grounds Maintenance Equipment	711,620	711,620	801,991
Operations and Commercial	Grounds Maintenance Vehicles	436,730	436,730	15,500
Operations and Commercial	Heacham North Beach Pay & Display Infrastructure	23,000	0	0
Operations and Commercial	Mintlyn Crem - Memorial Gardens - Drainage for paths	50,000	20,000	0
Operations and Commercial	Mintlyn Cremator 1 - Refactory reline	100,000	100,000	0
Operations and Commercial	Mintlyn Crematorium - Customer Toilets Refurb	40,000	0	0
Operations and Commercial	Mintlyn Crematorium - redecoration	30,000	0	0
Operations and Commercial	Play Area Equipment - King's Lynn (KLACC)	8,000	0	0
Operations and Commercial	Public Cleansing Vehicles	156,800	156,800	0
Operations and Commercial	Public Conveniences	366,000	0	0
Operations and Commercial	Refuse - Black Bins	40,000	40,000	29,816
Operations and Commercial	Replacement Play Area Equipment	155,000	0	0
Operations and Commercial	Resurfacing (various car parks)	61,800	61,800	0
Operations and Commercial	Trade Bins	40,000	40,000	6,391
Operations and Commercial	Replacement Play Area Equipment S106	95,880	95,880	96,782
<b>Tier 2</b>	<b>Operations and Commercial</b>	<b>2,905,250</b>	<b>1,772,830</b>	<b>992,948</b>
Property and Projects	Bus Stops	0	80,390	0
Property and Projects	Changing Places Toilet - St James's	2,050	2,050	8,142
Property and Projects	Downham Market Public Conveniences	34,250	34,250	28,267
Property and Projects	Old Meadow Road Deport EV Chargers	0	39,000	0
Property and Projects	Re:Fit Project	143,200	16,730	12,388
Property and Projects	Sewage Treatment Works Refurb/Connect Public Sewer	28,000	28,000	26,598
Property and Projects	Van for King's Court	25,000	25,000	0
<b>Tier 2</b>	<b>Property and Projects</b>	<b>232,500</b>	<b>225,420</b>	<b>75,395</b>
Finance	Community Projects	16,650	16,650	0
<b>Tier 2</b>	<b>Finance</b>	<b>16,650</b>	<b>16,650</b>	<b>0</b>
Leisure And Culture	DMLC - Replacement Pool Lighting	13,000	0	0
Leisure And Culture	Oasis Cubicles replacement	50,000	0	0
Leisure And Culture	Oasis Fitness Flooring bowls hall/fitness stairs	10,000	0	0
Leisure And Culture	Oasis Pool Hall lighting	15,000	0	0
<b>Tier 3</b>	<b>Leisure And Culture</b>	<b>88,000</b>	<b>0</b>	<b>0</b>
Operations and Commercial	Car Pk Multi-storey Barrier Ticket Machine	38,130	38,130	0
Operations and Commercial	Car Prk Multi-storey Lighting + Controls	102,470	102,470	0
Operations and Commercial	Christmas Lights Replacement	187,550	0	0
Operations and Commercial	Digital Signage Installation - NTP	43,000	0	0
Operations and Commercial	Hunstanton Public Realm	100,000	0	0
Operations and Commercial	NSF Events Equipment	5,170	0	0
Operations and Commercial	Parking/Gladstone Server Upgrade	12,030	0	0
Operations and Commercial	Resort - Beach Safety Signage	15,000	0	0
Operations and Commercial	Resort - Visitor Digital Sign	50,000	50,000	0
Operations and Commercial	Resurfacing (various car parks)	200,000	0	0
Operations and Commercial	The Walks Accessible play Area	120,000	0	0
Operations and Commercial	Replacement Dog Bins	21,000	0	0
<b>Tier 3</b>	<b>Operations and Commercial</b>	<b>894,350</b>	<b>190,600</b>	<b>0</b>
Property and Projects	Bergen Way Industrial Estate Roof Replacement	250,000	250,000	0
Property and Projects	E-Energy Solar Project	8,700	0	0
Property and Projects	Estate Roads - Resurfacing	30,500	30,500	0
<b>Tier 3</b>	<b>Property and Projects</b>	<b>289,200</b>	<b>280,500</b>	<b>0</b>
Regeneration, Housing and Community	ICI/Active Travel Hub (KLIC2)	121,060	0	0

		Budget to Q2 monitoring 2025/2026	Revised Budget 2025/2026	Actuals to 31 December 2025
<b>AD</b>	<b>Project</b>			
Regeneration, Housing	South Quay Stage 3	120,000	0	0
<b>Tier 3</b>	<b>Regeneration, Housing and Place</b>	<b>241,060</b>	<b>0</b>	<b>0</b>
	<b>Exempt Schemes</b>	<b>197,000</b>	<b>1,540,000</b>	<b>0</b>
<b>Total Capital Programme (Tiers 1 2 3)</b>		<b>45,151,410</b>	<b>40,337,890</b>	<b>25,383,444</b>

**CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2025/26**

<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
<b>21<sup>st</sup> May 2025 at 4.30pm</b>	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.
<b>17th June 2025 at 4:30pm</b>	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.

45

<b>2<sup>nd</sup> July 2025 at 4.30pm</b>	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.
<b>3<sup>rd</sup> September 2025 at 4.30pm</b>	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.
<b>22<sup>nd</sup> October 2025 at 4.30pm</b>	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		
<b>7<sup>th</sup> January 2026 at 4.30pm</b>	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.
<b>9<sup>th</sup> February 2026</b>	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

<b>25<sup>th</sup> February 2026 at 4.30pm</b>	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.
<b>15<sup>th</sup> April 2026 at 4.30pm</b>	Call-ins (if any)	Standing Item		
	Cabinet Report – Quarter 3 Budget Monitoring	Cabinet Report	Assistant Director Finance	To consider the report and make any appropriate recommendations to Cabinet.
	Review of Consultant Expenditure Relating to the Lynnsport Proposal	Report	Assistant Director for Transformation and Change	Response to Notice of Motion (2/26) Submitted by Councillor Moore (considered at Full Council on 29 <sup>th</sup> January 2026)
	Cabinet Forward Decisions List, Shareholder Committee	Standing Item		

	Forward Plan and Work Programme.			
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**Forthcoming Items to be scheduled**

Report of the Informal Working Group – Constitution – Ongoing

Assurance and Update Report on Unregistered Titles – September/October 2026

**DRAFT - CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2026/2027**

<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
<b>3<sup>rd</sup> June 2026 at 4.30pm</b>	Call-ins (if any)	Standing Item		
	Chairs Signing of the Scrutiny and Executive Protocol	Operational		To promote the relationship between the Panel and the Executive.
	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		
	Membership and status of Task Groups and Informal Working Groups	Operational	Democratic Services	
	Nominations to any Appointments to Outside Bodies	Operational	Democratic Services	
	CNC Building Control	Update	Stuart Ashworth	In response to Councillor de Winton request. To inform the Panel
<b>8<sup>th</sup> July 2026 at 4.30pm</b>	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		

<b>2<sup>nd</sup> September 2026 at 4.30pm</b>	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		
<b>6<sup>th</sup> October 2026 at 4.30pm</b>	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		
<b>12<sup>th</sup> January 2027 at 4.30pm</b>	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		
<b>10<sup>th</sup> March 2027 at 4.30pm</b>	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 29<sup>th</sup> January 2026) – Review of Consultant Expenditure Relating to the Lynnsport Proposal – to be scheduled

Assurance and Update Report on Unregistered Titles – September/October 2026



## **Forward Decisions List**

The Forward Decision List outlines the Cabinet's upcoming decisions over the next few months. It specifies which decisions are considered significant and indicates those that may lead to portions of the meeting being conducted in private. In addition, the list highlights the responsible Lead Officer and Portfolio Holder.

This document will be updated and republished on the Council's website each month. Any queries relating to the Forward Decision List should be forwarded to Democratic Services: [Democratic.Services@West-Norfolk.gov.uk](mailto:Democratic.Services@West-Norfolk.gov.uk)

## **What is a Key Decision?**

*Key decisions are defined as an executive decision which is likely:*

- (a) To result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or (significant relates to £500,000 or more)*
- (b) To be significant in terms of its effect on communities living or working in the area comprising two or more wards and electoral divisions in the Council's areas. (significant relates to one third of the population in a ward).*

*The key decision and non-key decision process is only for decisions made by the Executive, i.e. not those made at Planning, Council, Licensing etc. When assessing whether or not a decision is a key decision the decision maker must consider all the circumstances of the case. However, a decision which results in a significant amount spent or saved will generally be considered to be a key decision.*

## **Why might a decision be made in private?**

Members of the public may be excluded from a meeting or information if the nature of the business to be discussed is likely to involve the disclosure of exempt information such as details that could identify an individual or pertain to the financial or commercial interests of a person or organisation. Such information should only be made exempt, if it is in the public interest to do so under Schedule 12A of the Local Government Act 1972.



### **Cabinet Members:**

Councillor Alistair Beales: Leader  
Councillor Simon Ring: Deputy Leader and Portfolio Holder for Business  
Councillor Jim Moriarty: Portfolio Holder for Planning and Licensing  
Councillor Sandra Squire: Portfolio Holder for Environmental and Coastal  
Councillor Michale de Whalley: Portfolio Holder for Climate Change and Biodiversity  
Councillor Chris Morely: Portfolio Holder for Finance  
Councillor Jo Rust: Portfolio Holder for People and Communities  
Councillor Sue Lintern: Portfolio Holder for Culture and Events

Cabinet Members can be contacted directly and their contact details can be found via our website: [Committee details - Cabinet](#)

### **Senior Management**

Kate Blakemore: Chief Executive  
Michelle Drewery: Deputy Chief Executive and Section 151 Officer  
Mark Parkinson: Chief Operating Officer  
Emma Hodds: Chief of Staff and Monitoring Officer  
Siobhan Cleeve: Interim Assistant Director Leisure and Culture  
Stuart Ashworth: Assistant Director Environment and Planning  
Jason Birch: Assistant Director Property & Projects  
Martin Chisholm: Assistant Director Operations & Commercial  
Duncan Hall: Assistant Director Regeneration, Housing & Place  
Carl Holland: Assistant Director for Finance and Deputy Section 151 Officer  
Honor Howell: Assistant Director Transformation and Change  
Paul Lowes: Assistant Director Corporate Services  
Mark Whitmore: Assistant Director, Health, Wellbeing and Public Protection

Members of the Senior Management team can be contacted directly via [esteam@west-norfolk.gov.uk](mailto:esteam@west-norfolk.gov.uk)



**APRIL 2026**

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non-Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member/Portfolio</b>	<b>Lead Officer</b>	<b>Open or Exempt</b>
23 April 2026	South Lynn Community Centre	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property & Projects (Jason Birch)	Open
23 April 2026	Railway Road Extended Air Quality Management Area Revocation	Non	Cabinet	Cabinet Member for Climate Change and Biodiversity	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
23 April 2026	Custom House Refurbishment	Non	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Part exempt 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)
23 April 2026	Changes to Local Plan Task Group Terms of Reference	Non	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open

55



23 April 2026	Quarter 3 Budget Monitoring	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
23 April 2026	High Street Rental Auctions	Non	Cabinet	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
23 April 2026	Climate Change Policy and Strategy Review	Key	Cabinet	Cabinet Member for Climate Change and Biodiversity	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
23 April 2026	Changes to the existing Corporate Enforcement Policy and Financial Penalties Policy as a Result of the Renters Rights Act 2025	Non	Cabinet	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
14 May 2026	Audit Committee Annual Report from the Chair	Non	Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open

56



**JUNE 2026**

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non-Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member/Portfolio</b>	<b>Lead Officer</b>	<b>Open or Exempt</b>
09 June 2026	King's Lynn and West Norfolk new Local Plan - Governance arrangements for the plan-making process	Key	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open

**JULY 2026**

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non-Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member/Portfolio</b>	<b>Lead Officer</b>	<b>Open or Exempt</b>
14 July 2026	Local Plan Scoping Consultation Documents	Key	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
29 July 2026	Lynnsport Proposals	Key	Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Transformation and Change (Honor Howell)	Open



**SEPTEMBER 2026**

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
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**OCTOBER 2026**

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
29 October 2026	King's Lynn Masterplan and Parking Strategy	Key	Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
29 October 2026	Hunstanton Masterplan and Parking Strategy	Key	Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open

**TO BE SCHEDULED**

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
	Overnight Campervan	Non	Cabinet	Leader of the Council	Assistant Director, Operations &	Open



	Parking in Hunstanton				Commercial (Martin Chisholm)	
	Empty Homes Strategy Review	Key	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
	King's Lynn Town Football Club	Non	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property & Projects (Jason Birch)	Fully exempt 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)
	Housing Assurance Strategy	Non	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	Cabinet Member for People and Communities	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
	IT Hardware Refresh	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Corporate Services (Paul Lowes)	Fully exempt



	Local Government Reorganisation Consultation Response	Key	Council	Leader of the Council	Chief Executive (Kate Blakemore)	Open
	Heacham Beach Huts	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property & Projects (Jason Birch)	Part exempt 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)

# 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	
March 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	Exempt  Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Mid-year update from WNHC on performance	Karl Patterson - Housing Development Manager	Shareholder Committee	Open

# SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	against current Business Plan WNHC 6 monthly governance assurance Report (incl financial, risk, internal audit, etc)	Other invitees: Directors of Boards incl Duncan Hall/ Company Secretary provision		
	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	Open
	WNHC Board Membership	Carl Holland – Assistant Director for Finance		Open
	AWN Board Membership	Carl Holland – Assistant Director for Finance		Open
	Standing item for any Reserved Matters		Shareholder Committee	
June 2026	WNPL Accounts	Karl Patterson		Public
	Annual Review of Governance Documents for WNHC and WNPL	Charlotte Marriott – Corporate Governance Manager	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to

# SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

		Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision		the business affairs of any person (including the authority)
	Status of Alive West Norfolk	James Arrandale – Deputy Monitoring Officer  Other invitees: Directors of Board/Company Secretary provision	Shareholder Committee	Public
	Reserved Matter: Loan Facility WNPL	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)
	WNHC Draft Business Plan for 2026/2027	Charlotte Marriott – Corporate Governance Manager	Shareholder Committee	Private – Contains exempt information under para 3 – information relating to the business affairs of

# SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

		Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision		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)
	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	Charlotte Marriott – Corporate Governance Manager	Shareholder Committee	Public

# SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	Report (incl financial, risk, audit, policy)	Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision		
	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
	Standing item for any Reserved Matters			

65

September 2026	WNHC Report on Performance against Business Plan during 2025/2026	Charlotte Marriott – Corporate Governance Manager	Shareholder Committee	Partially Exempt  Contains exempt information under para 3 – information
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# SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

		Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision		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)
	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	Shareholder Committee	Private – Contains exempt information under para 3 –

# SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

		Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision		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 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

# SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	Standing item for any Reserved Matters		Shareholder Committee	
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To be scheduled :

Shareholder Terms of Reference to be review annually.

Annual Report to Audit Committee on Wholly Owned Companies