Borough Council of
King's Lynn &
West Norfolk

Corporate Performance Panel

Agenda

Monday, 20th July, 2026
at 5.00 pm

in the

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

Borough Council of
King's Lynn &
West Norfolk

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

Friday 10th July 2026

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 20th July, 2026 at 5.00 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. **Apologies**

2. **Minutes** (Pages 5 - 11)

To approve the minutes from the Corporate Performance Panel held on

3. **Declarations of Interest** (Page 12)

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

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

4. **Urgent Business Under Standing Order 7**

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

5. **Members Present Pursuant to Standing Order 34**

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

6. **Chair's Correspondence (if any)**

7. **Call Ins (if any)**

8. **Cabinet Report - Full Year Performance Management Report** (Pages 13 - 42)

9. **Corporate Performance Monitoring 2026/2027 Target Setting** (Pages 43 - 50)

10. **Notice of Motion (2/26) Review of Consultant Expenditure relating to the Lynnsport Proposal** (Pages 51 - 58)

11. **Cabinet Report - Revenue Outturn Report 2025/2026** (Pages 59 - 78)

12. **Cabinet Report - Capital Outturn Report 2025/2026** (Pages 79 - 113)

13. **Panel Work Programme, Cabinet Forward Decisions List and Shareholder Committee Work Programme** (Pages 114 - 131)

14. **Date of Next Meeting**

To note that the next meeting of the Corporate Performance Panel is scheduled to take place on 2nd September 2026 at 4:30pm.

15. **Exclusion of the Press and Public**

To consider passing the following resolution:

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

16. **Exempt - Cabinet Report - Capital Outturn Report 2025/2026** (Pages 132 - 134)

To:

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

Portfolio Holders:

Councillor A Beales, Leader
Councillor S Ring, Deputy Leader and Portfolio Holder for Business
Councillor C Morley, Portfolio Holder for Finance

Officers

Debbie Ess, Senior Corporate Governance Officer
Honor Howell, Strategic Advisor to the Chief Executive and Leader
Carl Holland, Assistant Director for Finance and Deputy Section 151 Officer
Siobhan Cleeve, Interim Assistant Director of Leisure and Culture
Emma Hodds, Chief of Staff and Monitoring Officer

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

Minutes from the Meeting of the Corporate Performance Panel held on Wednesday, 3rd June, 2026 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors R Blunt (Chair)
Councillors S Bearshaw, P Bland, B Jones, J Kirk, B Long, S Nash and D Sayers

An apology for absence was received from Councillor J Bhondi and Mrs V Spikings

CP1 **APPOINTMENT OF VICE - CHAIR FOR MUNICIPAL YEAR**

RESOLVED: Councillor Long was appointed as Vice – Chair for the Municipal Year 2026 – 2027.

CP2 **APOLOGIES**

Apologies were received from Councillors Dickinson, Spikings and Bhondi.

CP3 **MINUTES**

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

CP4 **DECLARATIONS OF INTEREST**

There were no declarations of Interest.

CP5 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

CP6 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Bone was present under Standing Order 34b on Teams.

CP7 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

CP8 **CALL INS (IF ANY)**

There were no call-ins to consider.

CP9 **SIGNING OF THE SCRUTINY AND EXECUTIVE PROTOCOL**

The Chair of the Corporate Performance Panel signed the Scrutiny and Executive Protocol.

CP10 **MEMBERSHIP AND STATUS OF TASK GROUPS AND INFORMAL WORKING GROUPS FOR 2026/2027**

Click here to view the recording of this item on YouTube

The Democratic Services Officer presented the report and outline the only established Informal Working Group of the Panel was the Constitution Informal Working Group.

The Panel appointed the following Members to the Constitution Informal Working Group: Councillors Osborne, Bearshaw, Dickinson, Ware, Blunt and Nash and Cabinet Members, Councillor Beales and Lintern.

The Democratic Services Officer was asked to contact Group Leaders to obtain an additional nomination for the Constitution Informal Working Group.

RESOLVED: The Constitution Informal Working Group remain established and the Panel confirmed the Membership of the Group

CP11 **ANNUAL COMPLAINTS AND DATA PROTECTION MONITORING REPORT**

Click here to view the recording of this item on YouTube

The Interim Corporate Governance Manager presented the annual monitoring report for 2025-2026. She reported a 46% increase in MP inquiries a 47% increase in corporate complaints, and a rise in FOI compliance from 61% to 91.2%. The report also covered the number and outcomes of complaints at various stages, the volume of FOI and data subject access requests, and the handling of data breaches.

The team will be implementing a revised data protection policy, have delivered staff training, and established a network of 40-45 information governance leads. A new corporate management system is being introduced to automate and improve the tracking and reporting of complaints, FOIs, and data protection matters.

Councillor Jones question if a data mapping process had been considered. The Interim Corporate Governance Manager explained this had been partly implemented with the focus more on personal data. She added there was a programme running in parallel on data governance and this will require an audit of data including data mapping.

In response to a question from Councillor Sayers, the Interim Corporate Governance Manager explained the increase in MP inquiries were predominantly from James Wild's office and focused on housing. She provided assurance FOI requests were given an earlier deadline than 20 days to improve compliance.

The Vice – Chair, Councillor Long questioned the reason for an increase in the number of complaints received and if a theme or trend had been identified.

The Interim Corporate Governance Manager advised, common complaint themes identified included customer service, complaint handling and trust, perceived unfairness or bias, and dissatisfaction with operational services.

The panel discussed the need for better learning mechanisms and process improvements to address recurring issues and to clarify what constitutes a valid complaint.

The Chief of Staff and Monitoring Officer provided further assurance to the Panel all stage two complaints were overseen by the Executive Leadership Team therefore trends could be identified along with service errors.

In response to Councillor Crofts, the Interim Corporate Governance Officer explained ICO stood for Information Commissioner's Office which is the supervisory authority for Data Protection matters.

The Chair Councillor Blunt questioned what the trend was prior to the last two years and if this was benchmarked against other Local Authorities. The Chief of Staff and Monitoring advised complaints data previously was held inconsistently therefore unable to report on. The Interim Corporate Governance Manager advised data from other Local Authorities was not known however could be looked at for benchmarking.

The Leader, Councillor Beales, commented the Governance Team had brought clarity to the process and identifying trends of complaints. He highlighted there was further resource needed within the team and performance was improving.

In response to Councillor Nash question on the unreasonable complainer's policy and the ombudsman, the Interim Corporate Governance Manager explained there are currently two people on the unreasonable complainers policy and provided assurance these figures would be included in future reports. She provided assurance that all complaints were handled with the aim of achieving early resolution rather than being escalated through our internal processes or to the ombudsman.

RESOLVED: Members of the Corporate Performance Panel scrutinised the content of the report.

CP12 **CABINET REPORT - DATA PROTECTION POLICY 2026**

Click here to view the recording of this item on YouTube

The Interim Corporate Governance Manager presented the revised Data Protection Policy, highlighting statutory changes from the Data (Use and Access) Act 2025, new requirements for data protection complaints procedures, expanded definitions, and the introduction of training and transparency measures, with the panel agreeing to recommend its approval and ongoing monitoring.

The revised policy incorporates changes from the Data (Use and Access) Act 2025, including the statutory requirement for a published data protection complaints process by 19 June 2026, updates to the legal framework, and clearer definitions of roles and responsibilities, especially for elected members.

The policy sets out four SMART objectives: establishing a clear complaints process, improving information governance performance, increasing competence and awareness through training, and enhancing transparency and record keeping. Training for both staff and elected members is planned, along with the publication of performance data.

The Vice – Chair, Councillor Long requested guidance from the Monitoring Officer if this policy was to be approved by Full Council and not only Cabinet. The Chief of Staff and Monitoring Officer referred to the Constitution and confirmed the policy was to be agreed by Cabinet not Full Council.

The Vice – Chair, Councillor Long questioned what steps were being taken to achieve 100% compliance and further questioned if it was known of any Council's that had been fined.

The Interim Corporate Governance Manager confirmed she was unaware of any Council's which had been fined. She added the ICO considers complaints on case-by-case basis and the enforcement actions and notices were published on the website of the ICO.

Councillor Sayers requested that future reports to the panel include detailed statistics on data protection complaints, compliance with statutory timeframes, and outcomes. The panel agreed to monitor these metrics annually, with the Interim Corporate Governance Manager confirming that service-specific KPIs would be developed.

The Leader, Councillor Beales endorsed the request of future reports to the Panel to monitor data protection complaints, compliance with statutory timeframes, and outcomes

Councillor Nash raised concerns about Councillors being directed to use FOI requests instead of their rights of access to information. The Chief of Staff and Monitoring Officer clarified that member inquiries should be handled through the appropriate channels and announced upcoming training to clarify access rights.

Councillor Morley referred to Local Government Reorganisation and recognised the importance of data and included in the capital programme was funds for a hardware refresh. He highlighted the importance of having a common platform in preparation to migrate systems.

The Interim Corporate Governance Manager confirmed the system used was the same as Breckland District Council and further enquires would be made with Norfolk County Council in preparation.

The panel agreed to recommend the policy for cabinet approval, noted the statutory publication deadline, and authorised the Data Protection Officer to update the policy as required by changes in ICO guidance or legislation, with updates to be reported to cabinet.

RESOLVED: The Panel supported the recommendations to Cabinet

Cabinet Recommendation:

1. Approve the Data Protection Policy 2026 at Appendix A, to take effect from the date of this meeting.

2. Note that the data protection complaints procedure required under section 103 of the Data (Use and Access) Act 2025 (inserting section 164A into the Data Protection Act 2018) will be published on the Council's website by 19 June 2026 in accordance with the statutory deadline.

3. Authorise the Data Protection Officer, in consultation with the Leader of the Council, to update the Policy between formal review cycles where required by changes to ICO guidance or legislation, subject to those updates being reported to the next available Cabinet meeting.

CP13 **CABINET REPORT - HEALTH AND SAFETY POLICY AND STATEMENT OF INTENT**

Click here to view the recording of this item on YouTube

The Assistant Director for Health, Wellbeing and Public Protection presented the updated Health and Safety and Welfare Policy, outlining it's structure, legal obligations, and the responsibilities of staff and members, with the Panel discussing the application of case law, support for members under stress, and the separation of internal and regulatory health and safety duties before agreeing to recommend the policy for adoption.

The policy was divided into three parts: a statement of intent, governance arrangements and responsibilities, and further organisational arrangements. It clarified that wholly owned companies must have their own policies and that the policy was concise to allow for easier updates, with supporting guidance to be made available separately.

In response to a query from Councillor Nash on the Women for Scotland Supreme Court hearing and case law; the Chief of Staff and Monitoring Officer explained the need to respond to new guidance on equality and diversity. She explained that the council would review its facilities and policies in light of new guidance and case law, with scrutiny committees involved in the process.

In response to a question from the Vice – Chair, Councillor Long, the Assistant Director for Health, Wellbeing and Public Protection clarified that the policy covers the council's internal health and safety obligations, while statutory regulatory duties (such as food premises inspections) are managed separately.

Members' roles in both areas were discussed, with emphasis on their inclusion in the internal policy as Members were not employees of the Borough Council however Members used the facilities and engage with residents therefore Members had responsibility. He referred members to page 87 where this was outlined and the Panel were advised guidance and training was to be provided as Members role in this policy was important to be clarified.

Councillor Nash questioned what support was available for Members under stress. The Chief of Staff and Monitoring Officer explained support was to be considered on a case to case basis and the Local Government Association provides training on civility in public life and safeguarding for Councillors. The Leader endorsed the Chief of Staff and Monitoring Officer comments and advised it may not be formal support but assistance to Councillors was to be provided. He commented in relation to the policy there was a need for an overarching policy as there was good culture however it was not formalised into a policy. He added Officers and Members were all responsible for Health and Safety.

The panel agreed to recommend the adoption of the policy, delegate responsibility for annual administrative reviews to the Chief of Staff, and require significant changes to be brought back to Council for approval.

RESOLVED: The Panel supported the Recommendation to Council:

Council Recommendation:

To approve the adoption of the Health, Safety & Welfare Policy.

2. To delegate responsibility for approving annual administrative reviews to the Chief of Staff.

3. To note that the policy where significant changes to the policy are made that these will be brought back to council for approval.

CP14 **PANEL WORK PROGRAMME**

RESOLVED: The Panel Forward Decision List was noted.

The panel reviewed the schedule for upcoming meetings, noting a busy agenda for the next month and discussing the inclusion of budget monitoring for quarter one, with adjustments to be made as necessary to manage the workload.

CP15 **CABINET FORWARD DECISIONS LIST**

RESOLVED: The Cabinet Forward Decision List was noted.

CP16 **SHAREHOLDER COMMITTEE WORK PROGRAMME**

RESOLVED: The Shareholder Committee Work Programme was noted.

CP17 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel was scheduled to take place on 8th July 2026 at 4:30pm in the Town Hall, Saturday Market Place.

The meeting closed at 5.54 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART

Borough Council of King's Lynn & West Norfolk

START

Does the matter directly relate to one of your DPIs?

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

→ NO

Does the matter directly relate to the finances or wellbeing of one of your ERIs?

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

↓ NO

Does it directly relate to the finances or wellbeing of you, a relative or a close associate?

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

↓ NO

Does it affect the finances or wellbeing of you, a relative, a close associate or one of my ERIs?

YES ← Declare the interest. Are you or they affected to a greater extent than most people? And would a reasonable person think you are biased because of the interest?

↓ YES You have a **conflict** and cannot act or remain in the meeting *

↓NO Take part as normal

↓ NO

Does it relate to a Council Company or outside body to which you are appointed by the Council?

YES ↙ Declare the interest. Do you, or would a reasonable person think there are competing interests between the Council and the company/outside body?

YES ← You can remain the meeting if the Chair agrees, for you to speak in your external capacity only. Do not vote.

NO ← You can take part in discussions but make clear which capacity you are speaking in. Do not vote.

↓ NO

Does another interest make you that feel you cannot act in a fair, objective or open manner? Would a reasonable person knowing the same interest think you could not act in a fair, objective or open manner?

↙ NO TO BOTH

Declare the interest for the sake of openness and transparency. Then take part as normal.

YES TO ONE ↓

You have a **conflict**. Declare the interest. Do not participate and do not vote.

* without a dispensation

Glossary:
DPI: Disclosable Pecuniary Interest
ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:
1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	20th July 2026		
TITLE:	Cabinet Report – Full Year Performance Management		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Councillor Alistair Beales - Leader		
REPORT AUTHOR:	Debbie Ess		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

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

Borough Council of King's Lynn & West Norfolk

REPORT TO CABINET

DATE OF MEETING	23rd July 2026
REPORT TITLE	2025-2026 Performance Management Report
LEAD MEMBER	Cllr Alistair Beales, Leader
LEAD OFFICER	Debbie Ess, Senior Corporate Governance Officer
CONSULTEES	Corporate Performance Panel, Executive Leadership Team, Corporate Leadership Team
WARDS AFFECTED	None

KEY DECISION	No
DECISION MAKER	Cabinet
IS THE REPORT OPEN OR EXEMPT	Open

FINANCIAL IMPLICATIONS	No
HR IMPLICATIONS	No
POLICY IMPLICATIONS	No
STATUTORY IMPLICATIONS	No
RISK MANAGEMENT IMPLICATIONS	No
ENVIRONMENTAL IMPLICATIONS	No
EQUALITY IMPACT ASSESSMENT COMPLETED	N/A

SUMMARY OF REPORT

The Performance Management Report provides Cabinet with an update on progress against the Council's Corporate Strategy, including delivery against key actions and indicators for 2025–2026.

Corporate Strategy update

Overall performance:
- 78% of the current projects are on track and progressing well
- 22% have minor issues or delays

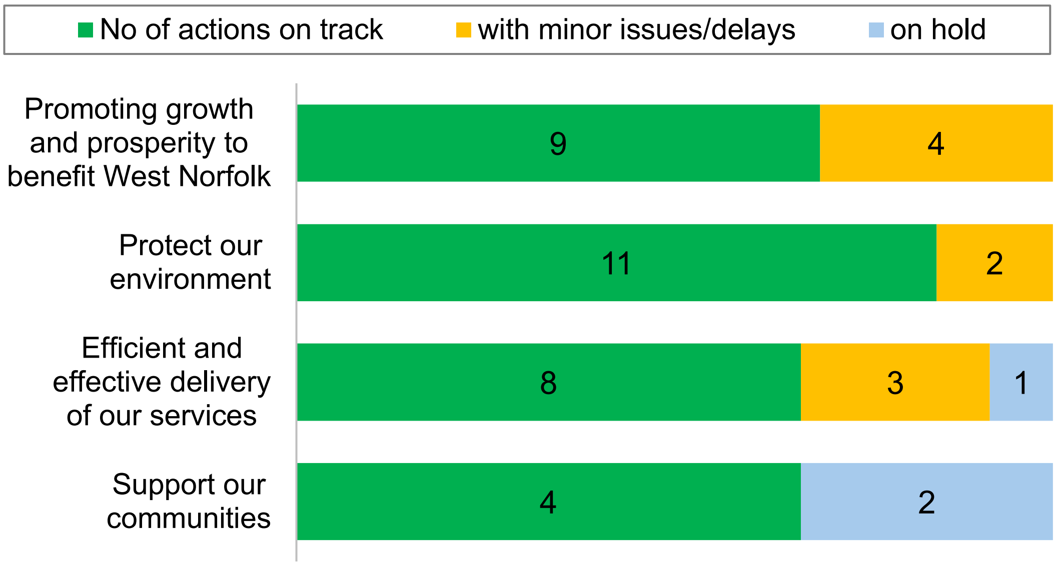
This represents a 5% increase in actions on track and a 5% reduction in those with minor issues or delays compared to 2024–2025.

Key actions completed in 2025-2026:

a) Implementation of the communications and engagement service development plan
b) Establishment of an engagement framework, including consultation standards and processes
c) Approval of new CIL governance arrangements by Cabinet
d) Adoption and launch of corporate values at the Staff Conference
e) Introduction of the Talkative web chat and digital assistant (Nova) in October 2025 to support enquiries across key services

Borough Council of King's Lynn & West Norfolk

A summary of key actions aligned to corporate priorities



<u>Key Performance Indicators update</u>

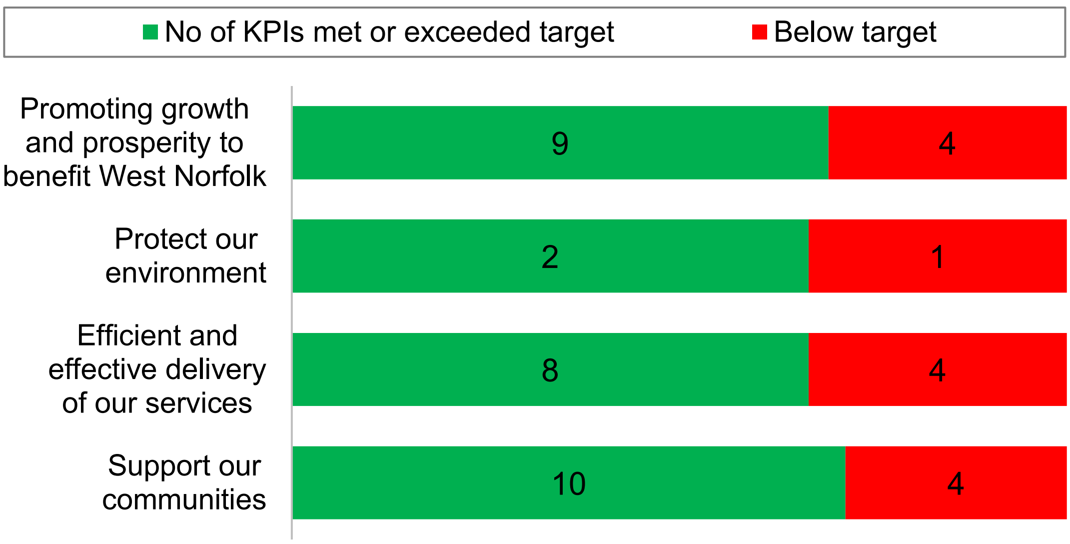
It is essential key performance indicators are in place to monitor performance and track progress against the council's corporate objectives.

Overall performance across the 60 indicators is as follows:

- 69% have met or exceeded targets
- 31% have not met the target.

Compared to 2024–2025, this represents a 5% decrease in indicators achieving target and a 7% increase in those below target.

A summary of key performance indicators aligned to corporate priorities



RECOMMENDATIONS
Cabinet resolves to: 1. To review the Performance Management Report and comment on the delivery against the Corporate Strategy.

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

CORPORATE STRATEGY How does this proposal support our Corporate Priorities Our priorities | Corporate Strategy 2023 - 2027 | Borough Council of King's Lynn & West Norfolk	
Promote growth and prosperity to benefit West Norfolk	N/A
Protect our Environment	N/A
Efficient and effective delivery of our services	N/A
Support our communities	N/A

Borough Council of King's Lynn & West Norfolk

1 Introduction

The Performance Management Report provides Cabinet with an update on progress against the Council's Corporate Strategy and key performance indicators. It summarises delivery against key actions and measures for 2025–2026.

2 Background

2.1 The Council's Corporate Strategy for 2023–2027, approved on 23 November 2023, sets the overarching framework for the administrative term. In July 2025, Cabinet adopted the 2025–2027 Action Plan, which outlines prioritised activities for the final phase of the Strategy to support delivery and meet the needs of borough residents.

2.2 The priority areas are:

- Promote growth and prosperity to benefit West Norfolk
- Protect our environment
- Efficient and effective delivery of our services
- Support our communities

2.3 These priorities are further defined in objectives and actions set out in the Executive Team Plans, which define how the Council will deliver the Corporate Strategy.

3 Management Report

3.1 The report is structured around each corporate priority, providing Members, the Executive and Corporate Leadership Teams with an overview of project status and performance against key indicators. A selection of workforce measures is included within the "Our Organisation" section.

3.2 Assistant Directors are responsible for reporting progress as well as rating each of their projects for 2025-2026. A summary at the start of the report highlights overall performance across all priorities.

3.3 <u>KPI 1.9 No of new homes built through the Council's Major Housing Programme</u>

3.3.1 Significant progress has been made in housing delivery across major sites. Initial targets were based on Lovell's projected completion figures at the start of the year. However, contract delays including adverse weather conditions have reduced the number of units delivered.

3.3.2 As market sales have slowed, the approach has been adapted. Rather than completing units that would remain unoccupied incurring maintenance, council tax, cleaning, and utility costs, focus has shifted to accelerating early-stage development. As a result, the programme is ahead of schedule in terms of housing commencements. This approach provides greater flexibility to respond to market demand, enabling completions to be aligned with buyer interest and tailored to customer requirements wherever possible.

3.4 KPI 1.10 No of new Affordable Homes delivered by the Major Housing Programme

3.4.1 The delivery of affordable homes remains linked to the overall site progress, with units being handed over as specific contractual triggers are met. The "pepper-potting" layout of the units and our strategy of opening up the site in logical phases, ensures completed areas present as established communities rather than active building sites.

3.4.2 Looking ahead to the next financial year, the handover of affordable homes is set to accelerate, including both Section 106 units and additional homes secured through the MHCLG grant funding.

3.5 KPI 3.9 Fraud/corruption investigations

3.5.1 Due to staffing changes, data was not recorded for 2025-26. The activity involves monitoring referrals to the council on the National Fraud Initiative, resulting in a significant number of data matches across many public sector databases, these need verification to confirm whether there is cause for concern. A revised data capture process will be implemented for 2026–2027.

4 Options Considered

None

5 Financial Implications

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

6 HR Implications

None

7 Policy Implications

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

8 Climate Change and Environmental Implications and considerations

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

9 Statutory and Legal Implications

None

10 Local Government Reorganisation Implications
None

11 Health and Safety Implications
None

12 Consultees

12.1 Cabinet members, Corporate Performance Panel members, Executive Leadership Team and Corporate Leadership Team.

13 Equality Impact Assessment

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

14 Risk Management Implications

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

15. Conclusion

15.1 Cabinet to review the Performance Management Report and comment on the delivery against the Corporate Strategy.

LIST OF APPENDICES
2025-2026 Corporate Performance Management Report

LIST OF BACKGROUND PAPERS
None

Borough Council of
King's Lynn &
West Norfolk

Borough Council of King's Lynn & West Norfolk

2025-2026 Performance Management Report

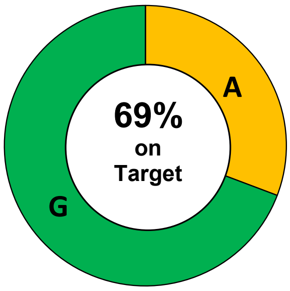
Contents

Introduction and Executive Summary

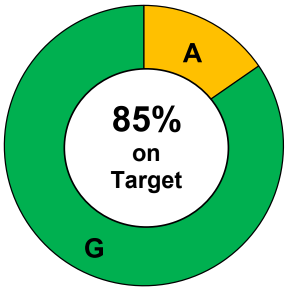
The purpose of the report is to demonstrate the performance of the Council for 2025-2026 against the Council's Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators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

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

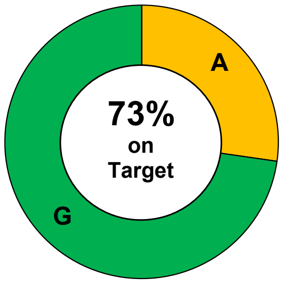
Executive summary of the Corporate Strategy - current position for 2025-2026



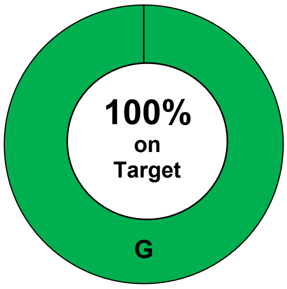
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



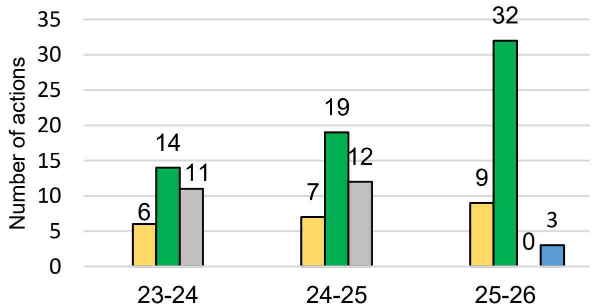
Efficient and effective delivery of our services



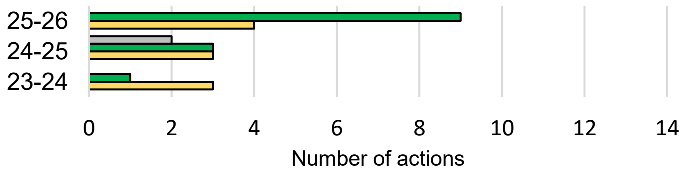
Support our communities

Corporate Priorities	Status of projects and actions				
	R	A	G	B	Completed
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	4 (31%)	9 (69%)	0	0
Protect our environment	0 (0%)	2 (15%)	11 (85%)	0	0
Efficient and effective delivery of our services	0 (0%)	3 (27%)	8 (73%)	1	0
Support our communities	0 (0%)	0 (0%)	4 (100%)	2	0
Overall position	0 (0%)	9 (22%)	32 (78%)	3	0

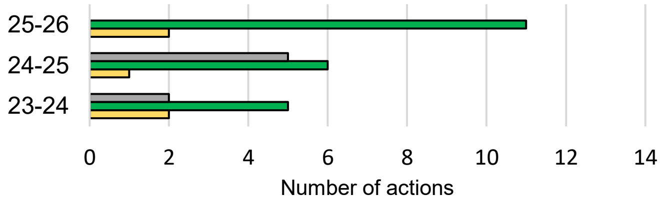
Corporate Strategy monitoring 2025-2026



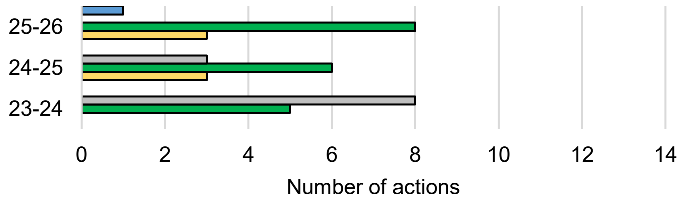
Promoting growth and prosperity to benefit West Norfolk



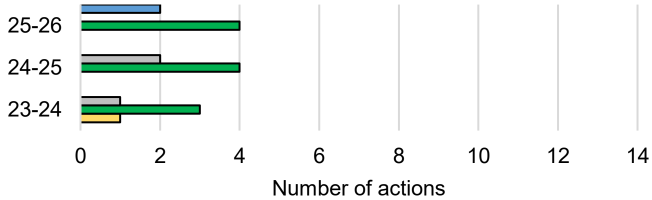
Protect our environment



Efficient and effective delivery of our services

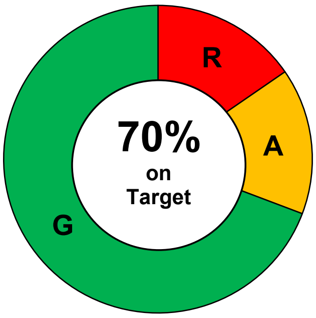


Support our communities

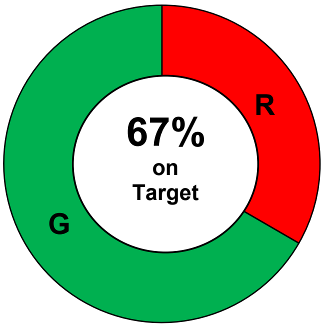


R	Major issues to resolve	A	Minor issues/delays	G	Project on target	B	Project on hold/closed		Project completed

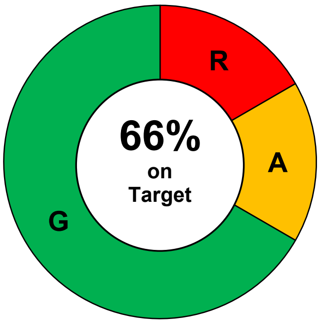
Executive summary of the Key Performance Indicators - current position for 2025-2026



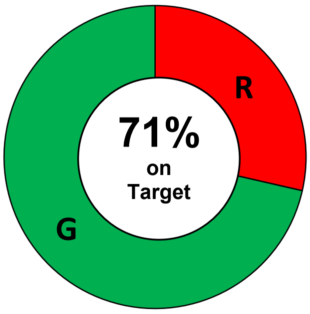
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



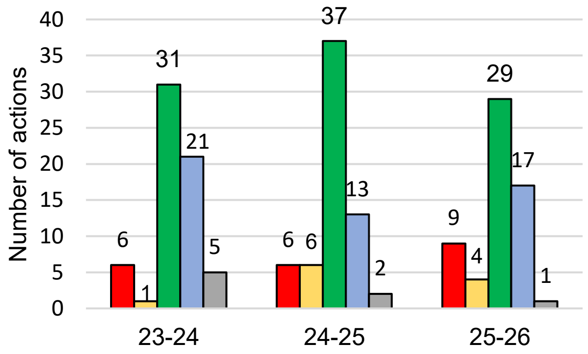
Efficient and effective delivery of our services



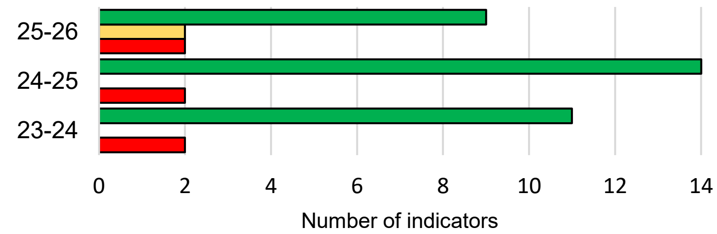
Support our communities

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	**2** (15%)	**2** (15%)	**9** (70%)	**6**	**0**
Protect our environment	**1** (33%)	**0** (0%)	**2** (67%)	**5**	**0**
Efficient and effective delivery of our services	**2** (17%)	**2** (17%)	**8** (66%)	**1**	**1**
Support our communities	**4** (29%)	**0** (0%)	**10** (71%)	**5**	**0**
Overall position	**9** (21%)	**4** (10%)	**29** (69%)	**17**	**1**

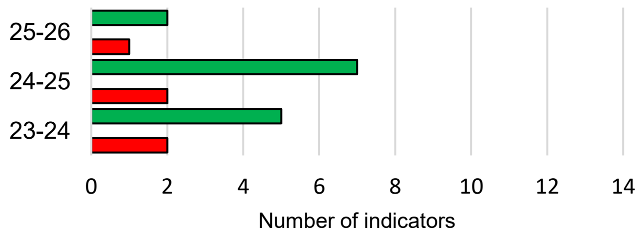
Key performance indicator monitoring



Promoting growth and prosperity to benefit West Norfolk

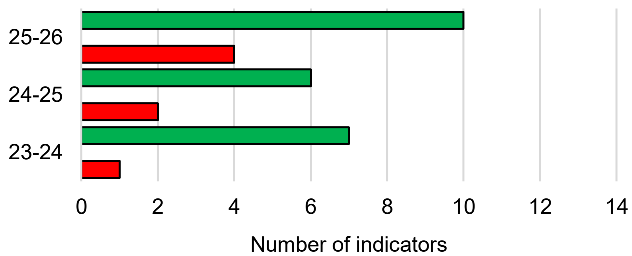


Protect our environment



Efficient and effective delivery of our services

Support our communities



R	Performance indicator is 5% or more below target	A	Performance indicator is up to 5% below target	G	Performance indicator has achieved target	M	Monitor only

Delivering our Corporate Strategy

Promoting growth and prosperity to benefit West Norfolk

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

Actions carried out by the council

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

Project description and comments	Target Date	
Agree and deliver financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough **Assistant Director Finance comments:** The Housing Company Loan Agreement has been presented to the Board and the council's Shareholder Committee, with the recommendation agreed to move forward with the final terms drafted between the Board and the council's solicitors. **Q1 actions**: Subject to the loan agreement being signed by both parties, the Housing company will commence utilisation of the loan during Q1.	Ongoing	G ↔
Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025 **Assistant Director Regeneration, Housing and Place comments**: The completed car parking strategies for King's Lynn and Hunstanton will need to be considered with the respective masterplans being prepared for each town. Due to the local elections and changes to the dates of the consultation for the masterplans, the reports for both will be presented to relevant panel and Cabinet in September and October. **Q1 actions:** Any modifications to the parking strategies are dependent upon the final findings and recommendations of the masterplan activities.	Dec 2025	A ↔
Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan **Assistant Director Property comments:** The condition surveys are fundamental to the Strategic Asset Management Plan and commenced in March 2026. This was later than anticipated due to software incompatibility. Priority was given to vacant industrial properties, which are all complete. The activity is taking longer than initially expected and additional resources are required. **Q1 actions:** Review the next phase of properties to be surveyed.	Dec 2026	G ↓ A
Develop and commence implementation of an investment strategy for property assets owned by the council for income generation **Assistant Director Property comments:** The disposal policy was agreed by Full Council in March 2026. An acquisitions and investment policy will form part of the Asset Management Plan for the new Unitary authority and will be subject to approval of the shadow authority.	Mar 2027	A ↔
Review and develop existing events programme across the Borough **Business Operations Manager comments:** The 2026 event programme was finalised and information published on the council's website to inform residents and visitors. **Q1 actions:** Update the event programme with any changes.	Ongoing	G ↔
Develop the investment plan for West Norfolk **Assistant Director Regeneration, Housing and Place comments**: Initial preparations completed during Q2/3 2025/26 as part of the Devolution plans for Norfolk and Suffolk which has subsequently been delayed. Updated final Investment Plan to accompany the West Norfolk Economic Strategy Action Plan 2026-28, currently in preparation.	Mar 2026	G ↔

Project description and comments	Target Date	
Complete housing needs assessment **Assistant Director Regeneration, Housing and Place comments**: Housing Needs Assessment to be completed by end of July **Q1 actions:** Propose to share findings with Local Plan Task Group and Regeneration and Development Panel during the summer.	Jul 2026	G ↔
Progress the West Winch Housing Access Road Project **Assistant Director Regeneration, Housing and Place comments**: All borough council enabling work set out in the September 2018 cabinet report is complete. Start on site, delivery of road early 2027. **Q1 actions:** To finalise agreements with landowners on how site will be marketed.	Aug 2026	G ↔
Progress the Southgates Masterplan **Assistant Director Regeneration, Housing and Place comments**: Activity to establish works to tidy the area to improve the visual impact of this gateway to the town. **Q1 actions:** Decision on works to be made.	Ongoing	A ↔
Progress the King's Lynn Masterplan **Assistant Director Regeneration, Housing and Place comments**: Public consultation completed during January 2026. Draft Masterplan being prepared, taking on board consultation responses and previous consultations undertaken as part of the Plan for Neighbourhoods/Pride in Place during 2025. **Q1 actions:** Public consultation to be held during May. Final Masterplan will be considered at Cabinet meeting in October.	May 2026	G ↔
Progress the Hunstanton Masterplan **Assistant Director Regeneration, Housing and Place comments**: Master plan will be considered at Cabinet in October 2026. **Q1 actions:** Public consultation to commence during May.	Jun 2026	G ↔
Promote the King's Lynn Enterprise Park (KLEP) **Assistant Director Regeneration, Housing and Place comments**: In March, Cabinet agreed to let the contract to deliver western access road. Eastern premises and plots being actively marketed with new tenants secured. **Q1 actions:** Marketing of Enterprise Park continues and opportunities will be marketed to national/international occupiers and investors at the UK real estate and infrastructure conference. Planning determination of Active Travel Hub planned for Enterprise Park.	Ongoing	G ↔
Deliver the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) for 2025/26 **Assistant Director Regeneration, Housing and Place comments**: MHCLG and DEFRA agreed to extend UKSPF and REPF funding by 6 months to September 2026. Existing approved projects to continue during the remaining funding period. **Q1 actions:** Continuation of the programme for priority projects.	Mar 2026	G ↔

Actions carried out in partnership with others (Information only)

Project description and comments
Work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the St Georges Guildhall project **Assistant Director Regeneration, Housing and Place comments**: Pride in Place funding contribution towards the project has been secured when Government approved the Regeneration Plan in March 2026. Focus in the next quarter on fundraising while construction works continue.
Engage with schools and colleges particularly in relation to skills development **Assistant Director Regeneration, Housing and Place comments**: The Secondary School collaboration meetings with council officers, portfolio holder, Norfolk County Council and College of West Anglia have been held. Challenges identified and opportunities where we can work collectively to support raising skills, aspirations and reducing at risk of NEET. An Action Plan has been developed to inform activities and priorities for 2026/27.

Protect our environment

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

Actions carried out by the council

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

Project description and comments	Target Date	
Work proactively to support residents, regardless of tenure, to access funding for energy efficiency improvements and to continue to work to alleviate fuel poverty **Assistant Director Health, Wellbeing and Public Protection comments:** Work has continued throughout the year to ensure that residents are able to access the energy efficiency improvements and advice they require. **Q1 actions:** To review the current provision of advice and support in line with the council's priorities, LGR and resource requirements for implementing the Renters Rights Act.	Ongoing	G ↓ A
Adopt the new Climate Change Strategy and Action Plan **Assistant Director Environment and Planning comments:** Draft strategy considered at CLT on 2nd December 2025. A key part of the strategy relates to retrofit support for householders. The Government's Warm Homes Plan, published in January 2026, will heavily influence the council's ongoing work with the decarbonisation of houses. The draft strategy has been considered by the Climate Change Informal Working Group on 9th February 2026 and received support from Environment and Community Panel on 14th April 2026. **Q1 actions:** Draft strategy and action plan to be considered by Cabinet on 23rd April 2026.	Sept 2025	A ↔
Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment **Assistant Director Property comments:** The development of a Strategic Asset Management Plan is a primary objective of the newly appointed Assistant Director, Property for 2026/2027.	Mar 2027	G
Develop and deploy a climate change assessment tool for council policies and projects **Assistant Director Environment and Planning comments:** Draft tool developed in collaboration between Corporate Governance and Climate Change. Presented to Corporate Leadership Team on 24th March 2026 and approved to proceed to the next stage with a streamlined version to minimise administrative burden and a supporting operational process. **Q1 actions:** Refine tool and start pilot by June with an estimated launch date of December 2026.	Dec 2026	G ↔

Project description and comments	Target Date	
Create a community orchard at South Lynn **Assistant Director Environment and Planning comments:** Installation of CCTV cameras and planting of replacement trees undertaken in March 2026. **Q1 actions**: Installation of site information board design and recommence watering programme.	Jul 2026	G ↔
Upgrade street lighting and other council assets with energy-efficient LED lighting **Assistant Director Property comments:** Work with the streetlamps LED conversion has proceeded at pace during Q4, with 75% of our streetlamps now converted to LED with works continuing. A Business Case has been presented to CIL for the upgrade of the flood lights at Lynnsport. **Q1 actions:** Continue with programme of works.	Jun 2026	G ↔
Complete a review of the vehicle fleet **Assistant Director Environment and Planning comments:** New battery electric van received in January 2026. Installation of 4 electric vehicle charging points at Oldmedow Road depot in March 2026 **Q1 actions:** Installation of 1 rapid charger at Oldmedow Road depot in May 2026.	Apr 2027	G ↔
Promote householder group buying scheme **Assistant Director Environment and Planning comments:** The scheme was promoted in August 2025 and resulted in 46 orders for solar panels with 25 completed installations so far. **Q1 actions:** Contractor progressing with installations scheduled for April to June 2026.	Aug 2027	G ↔
Procurement Strategy on net zero **Assistant Director Finance comments:** A Social Value question asking bidders how they will support the council's local economy and the net zero target as part of the contract is included in tenders where proportionate and appropriate. **Q1 actions:** Currently, tender packs include an appendix containing all policies. The new Climate Change Strategy will be added to this when it is approved.	Mar 2027	G ↔
Air Quality Action Plan and Strategy **Assistant Director Environment and Planning comments:** Report for Revocation of the Air Quality Management Area (AQMA) and Air Quality Action Plan (AQAP) has been completed and will go to Cabinet on 23rd April 2026. **Q1 actions**: Cabinet to review report and determine if revocation of AQMA & AQAP should proceed. Consideration will then be given to a new air quality plan and strategy.	Jun 2027	G ↔
Implement the Hunstanton Coastal Management Plan **Assistant Director Environment and Planning comments:** Emergency works have been completed to fill the void under the prom which developed in February 2026. Contract with Balfour Beatty signed and moving to initial works stage. **Q1 actions:** Designer selection and contract award, high level optioneering leading to outline design. Complete funding viability checks and economic appraisal for funding bid. Complete additional surveys and monitoring to aid decision making.	Aug 2028	G ↔

Project description and comments	Target Date	
New Local Plan **Assistant Director Environment and Planning comments:** Internal preparation for a new local plan continues and precuring the evidence base required. Collaborative working continues with all the planning authorities in Norfolk through the Norfolk Strategic Planning Framework, and with our other neighbours including Fenland. Government (MHCLG) have published the regulations for the new plan-making system, and some guidance. The overall time scale for the new system is 30 months (with an additional 4-month lead in). The council legally must publish/give notice of intention to start the process by the 30 June 2026, carry out a Scoping Consultation and pass Gateway 1 by 31 October 2026, the end date for adoption is May 2029. It is worth noting that the new system legally sets out the timescales, these are not flexible and must be adhered to. The Planning Inspectorate (PINS) will oversee the process for new Gateway 2 and 3 checks and once the plan is submitted for examination. **Q1 actions**: Continue with preparatory work and procure the required evidence base where possible. This includes ensuring the governance and political sign off process for the local plan is flexible but with appropriate oversight in place to meet the new plan-making system legally set process. Continue engagement with neighbouring planning authorities. Ensure that the council, as per the regulations and as set out above, meet the legally set milestones and timeframes.	May 2029	**G** ↔
Hold a climate change focused business expo in 2025 and 2027 **Assistant Director Environment and Planning comments:** No further actions planned until Q2 2026/27	Nov 2027	**G** ↔

Actions carried out in partnership with others (Information only)

Project description and comments
Engage with Anglian Water (AW) and the Environment Agency (EA) to improve sea and river water quality **Business Operations Manager comments**: 2025 bathing water classifications confirm Heacham has moved from poor to sufficient, both Hunstanton main and Old Hunstanton have moved from sufficient to good. We will continue to work with our inter-organisation partners, with a meeting due to be held in Q1.
Engage with Anglian Water (AW) and the Environment Agency (EA) concerning the shingle ridge at Heacham and Hunstanton sea defences **Assistant Director Environment and Planning comments:** The Wash East Coast Strategy Review has started and is being led by the EA who will review the policy options for Unit C and provide an update on what works the council should consider to the Hunstanton Town flood defences and Hunstanton Cliffs.

Efficient and effective delivery of our services

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

Actions carried out by the council

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

Project description and comments	Target Date	
Lobby Government for alternative means of Internal Drainage Board (IDB) funding **Deputy Chief Executive and Section 151 Officer comments:** Lobbying with MPs continued during Q4 especially around consultation with MHCLG on provisional settlement and absence of commitment for IDB grant beyond 2026/27. Significant submissions from councils were noted in the consultation response and MPs raised the issue at House of Commons. This resulted in MHCLG committing to keep funding under review and linking this to the outcome of the Defra review of IDBs. Deputy Chief Executive met with Defra consultants alongside James Gilbert (as SIG representatives) to present consolidated evidence as part of the review. Special Interest Group renamed to Drainage and Flood Resilience Group to better reflect groups purpose. Other lobbying continues in respect of increased funding and pushing for announcement of allocations supported by the Association of Drainage Authorities and District Councils Network. Lobbying with Ofgem on electricity standing charges has also been ongoing but this has been slow and unresponsive with concern that Ofgem does not understand IDB operating models. Flooding and drainage issues continue to remain active in Parliament. **Q1 actions:** Continued lobbying in line with above. Review and respond to interim Defra review recommendations which are expected in Q1.	Mar 2026	A ↔
Review and determine impact of government changes to Internal Drainage Board (IDB) funding **Deputy Chief Executive and Section 151 Officer comments:** See update above, there is also increasing concern on withdrawal of main river maintenance by the Environment Agency with some IDB's having to undertake maintenance at their own cost due to high flood risk in affected areas. National EA responsibilities are increasingly shifting to locally funded bodies. Incoming changes to Defra funding for Capital schemes (Flood Defence Grant-in-Aid changes): • Future schemes over £3 million will now require a 10% local contribution. • Many pump station replacements may exceed £3m due to new efficiency regulations, creating future funding gaps. • Transition between old and new funding regimes may negatively affect IDBs already mid-scheme. These emerging changes are placing increasing burdens on IDBs which inevitably will be passed on to local authorities through the levies unless Government change the way IDB levies are funded. **Q1 actions:** Continue to monitor updates and consider implications, respond and consult as required.	Mar 2026	A ↔
Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme **Assistant Director Environment and Planning comments:** Discussions have been held with Mobility Wise regarding the possibility of re-running the staff travel survey. With limited change to staff working locations the survey is on hold.	Mar 2026	G ↔
Develop a transformation programme and commence a review of the council and its operations to ensure it is efficient and 'fit for the future' **Assistant Director Corporate Services comments:** The Council's Transformation Programme continues to progress and now encompasses our LGR Readiness Plan. The cross cutting themes has been expanded to focus on ensuring our data is up to date and retained in line with GDPR requirements. Detail of progress achieved is available at page 22.	Ongoing	G ↔

Project description and comments	Target Date	
Q1 actions: Focus on the ICT Digital Improvements, including the roll out of Windows 11. There will be a focus on data, people, communications and engagement work for LGR. The feasibility work on the new stand-alone swimming pool at Lynnsport has been concluded and a report will be brought to Cabinet and Council in July 2026, outlining the next steps. Continue to work on modernising the workplace with a review to reduce the number of photocopiers available on each floor to encourage staff to think more before they print documents and encourage more digital awareness across the organisation.		
Develop a Digital Strategy **Assistant Director Corporate Services comments:** The Digital Strategy has been developed and is known as our Technical Roadmap. The aim is to ensure that digital change is deliverable, secure, sustainable and directly aligned to business priorities. The focus is on stabilising and de risking core ICT foundations, putting governance and direction in place and enabling wider digital transformation across services. There are four approved workstreams: • Foundational infrastructure and security • Enabling technologies: modern workplace tools and skills that improve productivity and collaboration • Integrated applications and data: simplified systems, better integration and improved data quality • Sustainable technology and processes Governance arrangements have been strengthened through the creation and embedding of the ICT Design Authority, providing a single consistent forum to assess, prioritise and approve digital and technology change in line with the Technical Roadmap. **Q1 Actions**: Progress the Windows 11 and Teams telephony rollout, including testing and phased deployment to ensure a secure and supportable desktop environment. Maintain and formalise the authoritative Applications Register, ensuring it is clearly linked to lifecycle planning and the priorities set out in the Technical Roadmap. Focus on creating a platform for digital change, ensuring that future digital initiatives are aligned to the Council's wider transformation priorities.	Mar 2027	G ↔
Implement a corporate management system to manage information to support decision-making **Chief of Staff and Monitoring Officer comments:** Work completed with Breckland Distrct Council to support the development of the corporate management system. Service Area risk registers have been implemented and will feed into the corporate strategic and operational risks held on the system. **Q1 actions:** The team are planning to undertake individual meetings with key officers and Assistant Directors to deliver training throughout June 2026.	Jun 2026	G ↔
Engage in formal HM Land Registry (HMLR) Migration Project **Assistant Director Environment and Planning comments:** The council is not in a position to formulate a plan beyond October 2026, this is due to the scanned images which are currently going through the OCR process and will be digitised from June. In October we should have a fully digitised dataset, which we will be able to analyse and work out the timeline for the remainder of the plan. **Q1 actions**: Continue to work with HMLR on cleansing our data.	Ongoing	G ↔
Engage with the Devolution programme to deliver the best outcome for West Norfolk Devolution programme is currently on hold until after the County Council elections.	Mar 2027	

Project description and comments	Target Date	
Engage with the Local Government Reorganisation (LGR) programme to deliver the best outcome for West Norfolk **Chief of Staff and Monitoring Officer comments:** MHCLG have announced their decision to implement three unitary council's in Norfolk. A Shadow Joint Committee will be established to oversee the implementation of LGR in Norfolk. The committee will be in place until after the elections to the new unitary council's in May 2027 when the responsibilities will then pass to the Shadow Unitary. MHCLG have also stated there will be one implementation team across Norfolk that will lead the establishment of all three councils, Chief Executive of Norfolk County Council will lead this team. The Norfolk-wide implementation programme have appointed Inner Circle Consulting as a strategic partner to the implementation programme. They have been appointed as a trusted advisor and delivery partner, providing programme coordination, additional capacity and subject-matter expertise, supporting a safe and legal transition to the new unitary councils. **Q1 actions:** The Joint Committee will be established and the Implementation Programme Team will be stood up to begin the process of establishing the new unitary councils across Norfolk. MHCLG will continue to have discussions collectively with the Chief Executive's in Norfolk to create the Statutory Change Order that will create the new councils.	Mar 2027	**G** ↔
Improve governance and assurance of corporate health and safety **Assistant Director Health, Wellbeing and Public Protection comments**: The implementation plan is in place and a new Corporate Health and Safety Board has commenced work to ensure the council is meeting statutory obligations. **Q1 actions:** New H&S Safety Policy to be approved by Cabinet and additional Health & Safety resource to be obtained to support the implementation plan.	Nov 2025	**A** ↔
Delivery of the Council's Medium Term Financial Strategy (MTFS) **Assistant Director Finance comments:** Q3 outturn is being reported to Cabinet in April 2026, timeliness of reporting will be improved during 2026/27. Q3 forecast outturn is for a surplus of £585k **Q1 actions**: The draft financial statements for 2025/2026 are due for publication by 30th June 2026. The full year outturn position will be reported to Cabinet on 14th of July 2026.	Annual	**G** ↔
Development of the Corporate Leadership Team and service managers **Assistant Director Corporate Services comments:** Team coaching sessions has been well received by CLT with changes being made in the approach to CLT meetings. Service managers now meet regularly to discuss key corporate issues and undertake development on specific items ie cascading corporate messages and corporate reporting with Democratic Services. Training has been provided for CLT in relation to LGR, with events looking at the legal context and visits from officers who have been through LGR in other authorities from across the UK. Sessions have been held with our partners on digital strategy and change. **Q1 Actions:** As we develop the corporate training plan during Q1, we are considering a different approach to traditional management development which will relate to key corporate areas (and align to Kings Lynn and West Norfolk approach and culture) that we have identified rather than subscribing to more generic management development through an academic approach. This will mean that we can tailor our development more closely with our policies and approach and also provide peer support through our service management group.	Ongoing	**G** ↔

Support our communities

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

Actions carried out by the council

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

Project description and comments	Target Date	
Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers Action is on hold due to insufficient staff resources.	On hold	
Further develop 'Creating Communities' events **Assistant Director Regeneration, Housing and Place comments:** No events were held in Q4, a survey has been undertaken of new residents of Florence Fields to seek feedback and learning/improvement opportunities. **Q1 actions:** Plan for an event with developer Alison Homes at South Wooton village hall in May also an event at Florence Fields.	Ongoing	G ↔
Undertake a review of the council's equality policy and continue to progress a range of workstreams to support equality, diversity and inclusion (EDI) Action is still on hold pending further guidance from the EHRC and the need to review resource requirements within the governance team.	On hold	
Develop a Health and Wellbeing Strategy and Action Plan **Assistant Director Health, Wellbeing and Public Protection comments:** The Y1 report has been published with a number of high level recommendations identified for improving the lives of Children and Young People in West Norfolk. The Advisory Board has approved the report and work has commenced to identify the key areas for action that partners across the West Norfolk can achieve in the short, medium and long term. These ambitions will be carried into the new unitary authorities. **Q1 actions:** A joint Advisory Board, West Place Board and West Norfolk Health & Wellbeing Partnership is being held in May 2026 to identify the work programmes and inform the HWB strategy. Formulate actions around Marmot recommendations.	Apr 2026	G ↔
Develop 5-year Strategy for Leisure and Culture ensuring growth and additional partnership working **Assistant Director Leisure and Culture comments:** Activity to date has focused on internal consultations to ensure the strategy is robustly aligned with our wider corporate strategies and the LGA Local Outcomes Framework. This alignment ensures that leisure and culture objectives directly support the council's overarching strategic priorities and long-term vision. **Q1 Actions:** Continue the engagement program with elected members and finalise the strategic alignment before moving into the formal drafting phase.	Jun 2026	G ↑ A

Project description and comments	Target Date	
Develop and support partnerships with key stakeholders to deliver improved health and wellbeing for West Norfolk Residents drawing on outcomes of Health and Wellbeing Strategy and Marmot recommendations **Assistant Director Health, Wellbeing and Public Protection comments:** Voluntary, Community and Social Enterprise representative is continuing to work locally to grow relationships, building trust with communities. Yr2 priority work is skills and employment, an initial data pack has been received. Stakeholder meetings with Children and Young People and, separately, with businesses were held but received limited engagement. **Q1 actions:** Work to engage with businesses directly has commenced, joint meeting of Boards and Partnerships to explore further engagement opportunities.	Oct 2026	G ↔

Managing the Business

Our Performance Indicators in detail

R	**Performance indicator is 5% or more below target**	**A**	**Performance indicator is up to 5% below target**	**G**	**Performance indicator has achieved target**	**M**	**Monitor only**

Promote growth and prosperity to benefit West Norfolk									
Ref	**Performance indicator**	**2024/25**	**2025/26**						
			Q1	**Q2**	**Q3**	**Full Year**	**Target**	**Comments**	
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	93%	92%	93%	94%	**94%**	70%	G ↔	
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	94%	80%	87%	90%	**92%**	60%	G ↔	
1.3	% of decisions on applications for **major** development that have been overturned at appeal, measured against total number of major applications determined	3.03%	3.06%	2.94%	2.73%	**0.88%**	10%	G ↔	
1.4	% of decisions on applications for **non-major** development that have been overturned at appeal, measured against total number of non-major applications determined	0.85%	0.93%	0.91%	0.77%	**0.84%**	10%	G ↔	
1.5	% of major planning applications provided with an extension of time (EOT)	50%	60%	88%	33%	**25%**	50%	G ↔	
1.6	% of non-major planning applications provided with an extension of time (EOT)	25%	33%	39%	22%	**10%**	40%	G ↔	
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	£0	£0	**£0**	Monitor Only	M	
1.8	% of new enforcement cases actioned within 12 weeks of receipt	85%	85%	87%	87%	**89%**	85%	G ↔	

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
1.9	No of new homes built through the Council's Major Housing Programme	97	14	24	21	**77**	124	R ↔	See comments provided at para 3.3 of the covering report
1.10	No of new Affordable Homes delivered by the Major Housing Programme	61	1	11	0	**12**	25	R ↔	See comments provided at para 3.4 of the covering report
1.11	% of rent arrears on industrial units	5.11%	4.80%	2.66%	1.48%	**1.98%**	5%	G ↔	
1.12	% of rent arrears on retail/general units	6.94%	9.50%	6.36%	9.30%	**6.26%**	6%	A ↑ R	
1.13	King's Lynn long stay car parking tickets purchased	162,127	43,739	88,908	132,471	**169,989**	162,127	G ↔	Cumulative data
1.14	King's Lynn short stay car parking tickets purchased	1,033,739	252,352	512,023	789,864	**1,025,355**	1,033,739	G ↓ A	Cumulative data
1.15	Local (West Norfolk) contracts awarded to SMEs: (include %, number and value)	-	67% 2 £70,829	50% 2 £58,027	0% 0 £0	**73% 8 £480,650**	Monitor only	M	
1.16	Non-local contracts awarded to SMEs: (include %, number and value)	-	86% 12 £1,665,929	62% 8 £1,871,350	35% 7 £20,814,679	**63% 47 £26,700,537**	Monitor only	M	
1.17	Capital contracts awarded to SMEs: (include %, number and value)	-	100% 4 £1,132,955	50% 1 £26,598	29% 2 £20,422,323	**68% 17 £22,615,803**	Monitor only	M	
1.18	Revenue contracts awarded to SMEs: (include %, number and value)	-	77% 10 £603,803	60% 9 £1,902,779	71% 5 £392,356	**69% 38 £4,565,383**	Monitor only	M	
1.19	No of new homes delivered in the Borough to meet the housing need target	427	78	306	210	**704**	Monitor only	M	

Protect our Environment

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
2.1	% of street lighting within the borough converted to LED	30.24%	30.24%	30.35%	34.94%	**63.54%**	Monitor only	M	Cumulative data
2.2	Solar power (kWh) generated across council sites	488,227	171,690	325,817	360,685	**432,793**	Monitor only	M	Cumulative data
2.3	No of brown bins in use for composting	29,430	29,718	29,875	29,615	**29,225**	29,000	G ↔	

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
2.4	Total tonnage of garden waste collected and treated	11,123	3,250	6,115	8,241	**10,370**	11,000	G ↓ R	Consistent hot dry weather reduced the amount of garden waste collected
2.5	Total tonnage of food waste collected and treated	1,655	380	765	1,222	**1,719**	Monitor only	M	Cumulative data
2.6	Total tonnage of mixed recycling collected and treated	14,082	3,506	7,036	10,544	**14,111**	Monitor only	M	Cumulative data
2.7	No of fly tipping incidents recorded	2,267	480	1,149	1,860	**2,462**	Monitor only	M	
2.8	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%	100%	**95%**	95%	G ↔	

Efficient and effective delivery of our services

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
3.1	% of calls reduced by web chat	86%	86%	85%	85%	**82%**	75%	G ↔	
3.2	% of calls answered within 90 seconds (calculated cumulatively)	75%	61%	63%	69%	**69%**	75%	R ↔	CIC have experienced a challenging year with fluctuations in resource & enquiries. 81.9% was achieved in in Q3.
3.3	% of press releases covered by media within one month of being issued	97%	100%	100%	100%	**99%**	95%	G ↔	
3.4	% of supplier invoices paid within 30 days	98%	98%	99%	99%	**99%**	99%	G ↔	
3.5	% of local supplier invoices paid within 10 days	93%	97%	97%	97%	**96%**	96%	G ↔	
3.6	% of Council Tax collected against outstanding balance	97.1%	28.1%	55.2%	82.5%	**97.1%**	97.1%	G ↔	Cumulative data
3.7	% of Business Rates collected against outstanding balance	98.6%	33.7%	59.1%	82.7%	**97.9%**	98.6%	G ↓ A	Economic climate and reduction in retail discount resulted in higher bills for the business sector.

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
3.8	% of BID Levy collected	95.4%	55.8%	75.2%	89.4%	**96.6%**	97.5%	G ↓ A	Improvement on last year with a more stretching target.
3.9	No of completed fraud/corruption investigations including data matching exercises	9,753	Resource to provide quantitative data is still to be confirmed. Progress on Anti-fraud and corruption is reported half yearly to Audit Committee.				5,000		See comments provided at para 3.5 of the covering report
3.10	No of cyber security incidents reported	0	0	0	0	**0**	Monitor only	M	
3.11	% spend in compliance with authorised procedures	-	95%	95%	95%	**95%**	95%	G ↔	
3.12	% of "open rate" for the Our News staff e-newsletter	-	99%	99%	99%	**99%**	95%	G ↔	
3.13	% of purchase orders created retrospectively after goods have been received	81%	58%	57%	56%	**56%**	30%	R ↔	Staff awareness raised in Q4 with adopting the "no purchase order, no payment" process
3.14	% of savings delivered and forecast towards the 2025/2026 Savings and Efficiency Plan	-	11%	30%	80%	**100%**	100%	G ↔	

Support our communities

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
4.1	No of people in bed and breakfast and nightly paid accommodation	320	61	118	176	**240**	Monitor only	M	Cumulative data
4.2	Spend on bed and breakfast, nightly paid accommodation and block bookings (gross)	£937,961	£155,617	£391,565	£608,387	**£809,356**	Monitor only	M	Cumulative data
4.3	No of households prevented from becoming homeless for a minimum of 6 months	89	19	29	59	**89**	Monitor only	M	Cumulative data

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
4.4	No of verified rough sleepers	1	3	2	3	**1**	Monitor only	M	
4.5	No of days to process new housing benefit and council tax support claims	15	14	14	14	**15**	20	G ↔	
4.6	No of days to process housing benefit and council tax support changes of circumstances	20	18	15	14	**13**	20	G ↔	
4.7	% of food premises achieving a rating of 3 or above	94%	100%	98%	97%	**94%**	90%	G ↔	
4.8	% of housing adaptations completed within time	77%	80%	81%	83%	**84%**	80%	G ↔	
4.9	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	2,001	631	1,478	2,473	**3,585**	1,400	G ↔	Cumulative data
4.10	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	89%	97%	93%	93%	**91%**	80%	G ↔	
4.11	No of young people engaged through UKSPF Employability and Skills Project	302	76	119	179	**333**	190	G ↔	Cumulative data
4.12	No of HMO licence applications received	-	3	6	9	**22**	Monitor only	M	Cumulative data
4.13	% of HMO licence applications receiving a draft licence or draft refusal within 45 working days of application validation	-	100%	83%	91%	**88%**	80%	G ↔	Cumulative data
4.14	Increase participation at all leisure and culture facilities	-	-2%	-2%	-1%	**-1%**	5%	R ↔	Loss of the Downham Academy has had a major impact on achieving the target.

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
4.15	Increase the number of outreach activities into the community	-	13%	11%	6%	**9%**	10%	G ↓ R	A drop in activities in Q3 has impacted on the overall figure.
4.16	Improve Alive customer satisfaction levels	-	Annual data to be reported in Q4			**7%**	5%	G ↔	Data release from Net Promoter Score (NPS) in March 2026
4.17	Increase number of Alive participants on exercise referral or special populations programme	-	86%	12%	17%	**16%**	10%	G ↔	
4.18	Reduce net subsidy per head	-	47%	85%	86%	**34%**	-5%	R ↔	NNDR costs were higher than budgeted, with running costs and overheads escalating significantly over the year
4.19	Energy usage per user	-	-11%	-11%	-9%	**20%**	-10%	G ↓ R	Prolonged cold weather in Q4 caused high heating demands across all facilities. New meters installed to provide more accurate comparisons.

Our Organisation

The following is a selection of our people performance measures:

Performance Indicator		2024/25	2025/26					Summary Notes Ref
		Full Year	Q1	Q2	Q3	Full Year	Target	
Permanent staff	Total established permanent posts	**572**	707	709	711	**712**	-	(1)
	Total permanent post FTE	**537.34**	651.20	653.20	655.20	**656.20**	-	(1)
	Total number of people in established posts	**537**	667	661	657	**660**	-	
	% of voluntary permanent staff turnover (cumulative)	**9.82%**	2.27%	4.38%	5.65%	**7.91%**	12%	(2)
	Number of voluntary leavers from permanent roles (cumulative)	**50**	16	21	38	**56**	-	(3)
	Number of starters to permanent roles (cumulative)	**47**	12	25	35	**47**	-	(3)
	Average number of working days lost to sickness absence per permanent employee FTE (cumulative)	**10.85**	2.20	4.81	8.28	**9.49**	8.70 days	(4)
	Number of permanent employees who have had a period of long term sickness (cumulative)	**70**	17	43	64	**77**	-	(5)
	% of employees undertaking an apprenticeship	**3.8%**	2.6%	3.0%	2.4%	**2.4%**	2.3%	
Temporary staff	Total number of temporary posts	**22**	27	30	29	**31**	-	(6)
	Total number of temporary staff FTE	**19.46**	25.43	27.95	26.23	**27.59**	-	(6)
	Average number of working days lost to sickness absence per temporary employee FTE (cumulative)	**5.79**	0.81	1.75	3.11	**3.67**	-	

Position summary

1. The full year permanent staff numbers show the increase in the establishment which was due to the Alive West Norfolk staff transferring to the Council, with just a small increase by Q4.
2. Voluntary turnover rate remains within the anticipated turnover levels and is slightly lower than the previous full year figures due to the increase in total staff numbers this is taken from.
3. There is a slight increase in the number of voluntary leavers due to the number of Alive West Norfolk leavers now being included in this indicator. Leavers and starters from permanent roles should be read in isolation from each other due to the time between resignation of one employee and start date for a new employee, which often spans any particular quarter
4. The number of days lost to sickness absence is lower than 2024/2025. HR are supporting proactive management to address sickness absence issues and are actively monitoring compliance by liaising with managers regarding targets for return to work reviews and case reviews.
5. Number of employees who have had a period of long term sickness is slightly higher than this time last year. The number of long term sickness cases will fluctuate and are measured cumulatively.
6. Number of temporary posts includes staff on short- and long-term contracts, fixed term contracts and apprenticeships throughout the Council.

Delivering our LGR Readiness Programme

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

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

Pillar One – Organisational Development	
Senior Responsible Officers (SRO):	**Assistant Director Corporate Services** **Assistant Director Environment and Planning**
Workstreams	
1. Develop a People Strategy roadmap that reflects a modern and flexible workforce and aligns with our aim to deliver efficient and effective public services	
2. Develop an agreed set of core values and behaviours that become embedded in the organisation's culture and shape the way employees work.	
3. Support a culture of high performance in line with corporate priorities, to ensure we deliver our services in the best way possible.	
4. Support the development of an organisational structure, which enables effective and efficient delivery of services and projects.	
Achievements during this period	
• The organisational values launched in January are now being embedded into core workforce processes (recruitment, induction). This forms a key enabler for culture change and will support consistency of behaviours across services. • The first staff conference and staff-nominated awards in February have helped strengthen staff engagement and reinforce the values and behaviours framework. • A new Managers Toolkit on sexual harassment has been issued to support safe working environments. Roll-out at team level is a key dependency for meeting our organisational safeguarding commitments. • A review of the Essential Car User Policy is underway following audit recommendations. This may have future cost, workforce, and policy implications. • Work is progressing on a staff communications and engagement approach for people-related matters, which will be essential for supporting Transformation and LGR communication needs. • The new Change Champions network is now mobilised, with ongoing workshops to shape how they support wider organisational change. • Quarterly engagement with fourth-tier managers continues to provide a critical route for communicating transformation and LGR messages and identifying workforce impacts.	

Pillar Two – Service Innovation & Digital Transformation	
Senior Responsible Officers (SRO):	**Assistant Director Corporate Services** **Assistant Director Health, Wellbeing and Public Protection**
Workstreams	
1. Review and modernise the various technologies used by colleagues at all levels to ensure that they are fit for purpose.	
2. Discovery and baselining of ICT to shape requirements to support ICT transformation and enablement across the council whilst minimising business risk	
3. Empower and enable the workforce by developing training, access to online learning and in-person to fully utilise our range of IT systems and infrastructure.	
4. Unlock and enable assisting technologies (AI) to remove unnecessary administrative burdens	
5. Improve health equity for all residents of the borough, through the implementation of the eight Marmot Principles	
Achievements during this period	
• Enhanced digital resilience through major upgrades to core infrastructure and cybersecurity. • Strengthened technology governance with Design Authority training completed and the first meeting convened. • Improved assurance and insight following detailed audit analysis of ICT spend, infrastructure, and applications. • Advanced disaster recovery and business continuity capability to reduce organisational risk. • Built a baseline for workforce digital capability through completion of the digital skills survey.	

- Strengthened ICT staff engagement with two whole-service events supporting transformation awareness and buy-in.
- Delivered a key Marmot milestone with publication of the Year 1 Starting Well report

Pillar Three – Enterprise our Assets	
Senior Responsible Officers (SRO):	**Assistant Director Regeneration, Housing and Place** **Assistant Director Leisure and Culture**
Workstreams	
1. Improve the place of work by reviewing office accommodation	
2. Prepare a housing delivery strategy	
3. Develop a property strategy and an asset management strategy to recognise that council owned property assets can be used strategically as well as operationally for the benefit of the council, its residents and other stakeholders	
4. Review our leisure and culture assets to ensure we are maximising their potential, financially, environmentally, and for the wellbeing of our communities	
Achievements in Q3	
• The work on improving our office environment is continuing. Staff are being encouraged to reduce the use of paper, clear and shred paper records which are no longer required and reduce the amount of personal belongings left on desks. • Consultation workshops and dialogue with key stakeholders concluded. • Draft disposals policy going to Cabinet/Council in March 2026.	

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	20th July 2026		
TITLE:	2026-27 Key Performance Indicator Target Setting		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Cllr Alistair Beales, Leader of the Council		
REPORT AUTHOR:	Debbie Ess, Senior Corporate Governance Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

2026-2027 Key Performance Indicator Target Setting

PURPOSE OF REPORT/SUMMARY:
The council monitors performance indicators from across the directorates as a corporate overview of performance and to support continuous service improvement. This report outlines the corporate performance indicators and targets established for 2026–2027.
KEY ISSUES:
Key performance indicators and targets have been reviewed by the Corporate Leadership Team and Portfolio Holders to support ongoing monitoring of council services. Targets are set based on a realistic assessment of what can be achieved within available resources. Performance against these indicators is reported quarterly through the Performance Management Report, which also tracks delivery of the Corporate Strategy. This report is reviewed by the Corporate Performance Panel and Cabinet, providing members with the opportunity to seek clarification on reported performance levels.
OPTIONS CONSIDERED:
N/A
RECOMMENDATIONS:
The Panel is asked to review and note the council's proposed key performance indicators and targets for 2026-2027. Performance against these indicators will be reported quarterly through the Performance Management Report.
REASONS FOR RECOMMENDATIONS:
The Corporate Strategy sets out a broad framework for the council's work for the period 2023 to 2027. Members should ensure a corporate overview of performance is maintained.

1 Introduction

1.1 The council adopts a positive and proactive approach to monitoring key performance indicators (KPIs), recognising their importance in driving effective performance management and continuous improvement.

1.2 Regular and structured reviews of KPIs provides a clear, evidence-based understanding of progress against objectives and highlights achievements as well as opportunities for further development. This ongoing oversight supports timely and informed decision-making, enabling early intervention where required and reinforcing good practice. As a result, effective KPI monitoring plays a vital role in enhancing service delivery, strengthening accountability and transparency, and ensuring sustained alignment with strategic priorities.

2 Process for reviewing annual indicators and targets

2.1 Each May, the Corporate Leadership Team review existing performance indicators alongside the previous year's data. This includes engagement with service managers to assess the target of each indicator, consider any necessary revisions, identify opportunities to expand performance monitoring into additional service areas, while maintaining a clear focus on delivering the Corporate Strategy.

2.2 Assistant Directors discuss and agree proposed indicators and targets with relevant Portfolio Holders, confirming any changes.

2.3 In 2026-2027 the number of indicators to be monitored has decreased from 60 to 53, 18 indicators have been removed, and 11 indicators have been introduced (see Appendix A). The agreed indicators will inform the quarterly Performance Management Report.

3 Targets for the 2026-2027 year

Targets for each indicator are set out in Appendix A. They reflect the Corporate Leadership Team's assessment of the ability of services to achieve the targets within available resources, while also aligning with key service priorities.

4 Issues for the panel to consider

Members are asked to note that the indicators and targets have been agreed by the Corporate Leadership Team and Portfolio Holders. These will form the basis of the 2026–2027 Performance Management Report. The first report, covering performance against these targets, will be presented to this Panel on 2 September 2026

5 Corporate priorities

Performance indicators are developed to monitor key activities, many of which directly underpin the achievement of the council's Corporate Strategy.

6 Financial implications

None

7 Any other implications/risks

None

8 Equality Impact Assessment (EIA)

Performance monitoring of key performance indicators covers service areas across the council, and as such there are no direct equality considerations related to this report.

9 Environmental considerations

The corporate strategy includes a priority of ‘Protect our environment’. The indicator suite incorporates measures that relate to the council’s carbon footprint such as the council’s energy usage and broader environmental issues via measures of waste collection, recycling and composting.

10 Consultation

Corporate Leadership Team and portfolio holders.

11 Conclusion

The panel is asked to note the contents of the report and agree the range of indicators and associated targets for 2026-2027 set out in Appendix A.

12 Background papers

Corporate Strategy 2023-2027

2026-2027 Key Performance Indicators **Appendix A**

Government Set Target | Local Set Target | ↑ ↓ Direction for Good performance

Promote growth and prosperity to benefit West Norfolk						
Ref	**Current Performance indicator**	**Actual 2024/25**	**Actual 2025/26**	**Target 2025/26**	**Target 2026/27**	
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	93%	94%	70%	70%	↑
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	94%	92%	60%	60%	↑
1.3	% of decisions on applications for **major** development that have been overturned at appeal, measured against total number of major applications determined	3.03%	0.88%	10%	10%	↓
1.4	% of decisions on applications for **non-major** development that have been overturned at appeal, measured against total number of non-major applications determined	0.85%	0.84%	10%	10%	↓
1.5	% of major planning applications provided with an extension of time (EOT)	50%	25%	50%	50%	↓
1.6	% of non-major planning applications provided with an extension of time (EOT)	25%	10%	40%	35%	↓
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	Monitor only	£0	↓
1.8	% of new enforcement cases actioned within 12 weeks of receipt	85%	89%	85%	85%	↑
1.9	No of new homes built through the Council's Major Housing Programme	97	77	124	121	↑
1.11	% of rent arrears on industrial units	5.11%	1.98%	5%	5%	↓
1.12	% of rent arrears on retail/general units	6.94%	6.26%	6%	6%	↓
1.13	King's Lynn long stay car parking tickets purchased	162,127	169,989	162,127	Monitor only	↑
1.14	King's Lynn short stay car parking tickets purchased	1,033,739	1,025,355	1,033,739	Monitor only	↑
1.15	Local (West Norfolk) contracts awarded to SMEs: (include %, number and value)	-	73% 8 £480,650	Monitor only	Monitor only	
1.17	Capital contracts awarded to SMEs: (include %, number and value)	-	68% 17 £22,615,803	Monitor only	Monitor only	
1.18	Revenue contracts awarded to SMEs: (include %, number and value)	-	69% 38 £4,565,383	Monitor only	Monitor only	
1.19	No of new homes delivered in the Borough to meet the housing need target	427	704	Monitor only	Monitor only	↑

Protect our Environment						
Ref	**Current Performance indicator**	**Actual 2024/25**	**Actual 2025/26**	**Target 2025/26**	**Target 2026/27**	
2.1	% of street lighting within the borough converted to LED	30.24%	63.54%	Monitor only	90%	↑
2.3	No of brown bins in use for composting	29,430	29,225	29,000	29,000	↑
2.4	Total tonnage of garden waste collected and treated	11,123	10,370	11,000	11,000	↑
2.5	Total tonnage of food waste collected and treated	1,655	1,719	Monitor only	1,700	↑
2.6	Total tonnage of mixed recycling collected and treated	14,082	14,111	Monitor only	14,000	↑
2.7	No of fly tipping incidents recorded	2,267	2,462	Monitor only	Monitor only	↓
2.8	% of fly tipping cases initially assessed within 1 day of being recorded	100%	95%	95%	97%	↑

Efficient and effective delivery of our services						
Ref	**Current Performance indicator**	**Actual 2024/25**	**Actual 2025/26**	**Target 2025/26**	**Target 2026/27**	
3.3	% of press releases covered by media within one month of being issued	97%	97%	95%	95%	↑
3.4	% of supplier invoices paid within 30 days	98%	99%	99%	99%	↑
3.5	% of local supplier invoices paid within 10 days	93%	96%	96%	96%	↑
3.6	% of Council Tax collected against outstanding balance	97.1%	97.1%	97.1%	97.1%	↑
3.7	% of Business Rates collected against outstanding balance	98.6%	97.9%	98.6%	97.9%	↑
3.8	% of BID Levy collected	95.4%	98.6%	97.5%	97.5%	↑
3.10	No of cyber security incidents reported	0	0	Monitor only	Monitor only	↓

Support our communities						
Ref	**Current Performance indicator**	**Actual 2024/25**	**Actual 2025/26**	**Target 2025/26**	**Target 2026/27**	
4.4	No of rough sleepers recorded	1	1	Monitor only	Monitor only	
4.5	No of days to process new housing benefit and council tax support claims	15	15	20	20	↓
4.6	No of days to process housing benefit and council tax support changes of circumstances	20	13	20	20	↓
4.7	% of food premises achieving a rating of 3 or above	94%	94%	90%	90%	↑
4.8	% of housing adaptations completed within time	77%	84%	80%	80%	↑
4.9	Through effective use of District Direct service reduce the number of hospital beds occupied	2,001	3,585	1,400	4,000	↑
4.10	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	89%	91%	80%	80%	↑
4.12	No of HMO licence applications received	-	22	Monitor only	Monitor only	
4.13	% of HMO licence applications receiving a draft licence or draft refusal within 45 working days of application validation	-	88%	80%	80%	↑
4.16	Increase Alive customer satisfaction levels beyond national benchmarks year on year	-	7%	5%	4%	↑
4.17	Increase number of Alive participants on exercise referral or special populations programmes	-	16%	10%	4%	↑

Performance Indicators to be removed for 2026-2027

25/26 Ref	Performance indicator	Explanation for removal
1.10	No of new Affordable Homes delivered by the Major Housing Programme	This data is monitored and reported at the Member Major Project Board
1.16	Non-local contracts awarded to SMEs: (include %, number and value)	There is a local SME measure and a non-local measure. It is the local SME measure that better monitors the effectiveness of the Council in supporting local SMEs.
2.2	Solar power (kWh) generated across council sites	Reliant on specific weather conditions which are out of our control
3.1	% of calls reduced by web chat	Talkative web chat and digital assistant (Nova) was introduced from October, CIC are now dealing with more complex enquiries.
3.2	% of calls answered within 90 seconds	
3.9	No of completed fraud/corruption investigations including data matching exercises	Indicator will be internally monitored and progress reported to Audit Committee
3.11	% spend in compliance with authorised procedures	This is a subjective assessment and without context can be misunderstood. Monitoring will be maintained internally.
3.12	% of “open rate” for the Our News staff e-newsletter	Indicator relates to the launch of an internal publication which is now established
3.13	% of purchase orders created retrospectively after goods have been received	Change to % of Invoices with a valid PO raised in advance of invoice date
3.14	% of savings delivered and forecast towards the 2025/2026 Savings and Efficiency Plan	This data is specifically monitored and reported in the quarterly budget monitoring reports to Cabinet.
4.1	No of people in bed and breakfast and nightly paid accommodation	New KPIs proposed to monitor families and single occupancy
4.2	Spend on bed and breakfast and nightly paid accommodation (gross)	Not a true reflection of the overall direction of homelessness, total spend is provided in end of year accounts
4.3	No of households prevented from becoming homeless for a minimum of 6 months	Change to % of applicants where homelessness was prevented
4.11	No of young people engaged through UKSPF Employability and Skills projects	UK Shared Prosperity Fund ends in September 2026 (Q2).
4.14	Increase participation at all Leisure & Culture facilities	Focus to be more specific to the wider outcomes not just increasing attendance generically
4.15	Increase number of outreach activities into the community	Change focus to health outcomes and tangible improvements to residents
4.18	Reduce net subsidy per head	Change focus to social value output to align with supporting our communities
4.19	Reduce energy usage per user	Impact is limited unless building envelopes are altered

Performance Indicators to be added for 2026-2027

Ref	Performance indicator	Target
1	Increase installed solar power capacity to 8.243 kWp	15%
2	Average time Customer Information Centre takes to answer an incoming call	2 minutes
3	Average time Customer Information Centre takes to answer a webchat	1 minute

Ref	Performance indicator	Target
4	Customer Information Centre satisfaction rate	75%
5	% of Invoices with a valid PO raised in advance of invoice date	100%
6	Deliver an increase of 3.5% (£250k), in social value from the leisure and community activity service	3.5%
7	% of residents achieving a measurable health improvement through physical activities and cultural interventions	Monitor only
8	Households placed in all temporary accommodation • Families • Singles	Monitor only
9	Households placed in nightly paid temporary accommodation • Families • Singles	Monitor only
10	No of Homeless applications received	Monitor only
11	No of households housed through the housing register	Monitor only
Note	These KPIs will include tickets purchased for all car parks from 2026-27: KPI 1.13 - King's Lynn long stay car parking tickets purchase KPI 1.14 - King's Lynn short stay car parking tickets purchased	Monitor only

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	20 July 2026		
TITLE:	Review of Consultant Expenditure Relating to Lynnsport Proposal		
TYPE OF REPORT:	Notice of Motion Response		
PORTFOLIO(S):	Deputy Leader and Business – Cllr Simon Ring		
REPORT AUTHOR:	Honor Howell – Strategic Advisor to the CEO and Leader		
OPEN/~~EXEMPT~~		WILL BE SUBJECT TO A FUTURE CABINET REPORT:	~~Yes~~/No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
In January 2026, a Notice of Motion was presented to full Council. "This Council notes the work undertaken in relation to the proposed redevelopment of the Alive Leisure Lynnsport facility, including plans to relocate the St James Pool as part of a scheme reported to be in the region of £49 million. This Council further notes that approximately £2 million of public funds were incurred through the use of external consultants in developing this proposal, and that the scheme was later deemed unaffordable by the Section 151 Officer. This Council is concerned that significant expenditure was incurred before affordability concerns resulted in the project being halted. This raises questions regarding financial oversight, governance, and value for money in the development of major capital projects. Given the importance of protecting public funds and maintaining public confidence in the Council's financial management, this matter warrants further scrutiny". Council resolved to: 1) Request that the Corporate Performance Panel reviews the decision making and governance processes relating to the use of external consultants in the development of the Lynnsport and St James Pool proposal 2) Request that the Corporate Performance Panel considers whether appropriate affordability checks and financial controls were applied at an early stage. *3)* Require that the findings and any recommendations are reported back to Full Council.
KEY ISSUES:
Consideration of the Notice of Motion.
OPTIONS CONSIDERED:
RECOMMENDATIONS:
Corporate Performance Panel are requested to consider the report and to make any recommendations to Full Council.

REASONS FOR RECOMMENDATIONS:
To respond to the Notice of Motion.

Review of Consultant Expenditure Relating to the Lynnsport Proposal

1. Introduction

1.1 In January 2026, the following Notice of Motion was submitted to Full Council.

1.2 "This Council notes the work undertaken in relation to the proposed redevelopment of the Alive Leisure Lynnsport facility, including plans to relocate the St James Pool as part of a scheme reported to be in the region of £49m.

This Council further notes that approximately £2m of public funds were incurred through the use of external consultants in developing this proposal, and that the scheme was later deemed unaffordable by the Section 151 Officer.

This Council is concerned that significant expenditure was incurred before affordability concerns resulted in the project being halted. This raises questions regarding financial oversight, governance and value for money in the development of major capital projects.

Given the importance of protecting public funds and maintaining public confidence in the Council's financial management, this matter warrants further scrutiny.

This Council resolves to:

1. Request that the Corporate Performance Panel reviews the decision making and governance processes relating to the use of external consultants in the development of the Lynnsport and St James Pool proposal

2. Request that the Corporate Performance Panel considers whether appropriate affordability checks and financial controls were applied at an early stage.

3. Require that the findings and any recommendations are reported back to Full Council".

1.3 Council agreed that the matter should proceed to Corporate Performance Panel for further scrutiny.

2. Background and Timeline

2.1 The initial work on the leisure projects in 2024 assessed leisure performance collectively and reviewed at the facilities in King's Lynn, Downham Market and Hunstanton. Recommendations from this report were presented to the Joint Panel in December 2024. St James Swimming Pool in King's Lynn opened in 1975 and Oasis Leisure Centre in Hunstanton in 1984. Both facilities are at the end of their economic lives and both facilities have prohibitively high energy costs due to their design and require significant capital investment to remain open and operating. The feasibility work concluded that the council should develop a capital investment plan to renew its swimming pools and leisure centres.

2.2 This work also utilised analysis of catchment populations being served by the existing and proposed centres; previous needs assessment work carried out by the council; analysis of competing provision; usage levels for different activities within the venues and 'market penetration' rates in order to calculate 'latent/potential' future demand and evidenced the strategic need for leisure investment.

2.3 A report was submitted to Cabinet on 10 December 2024 outlining four options.

2.4. **Option 1** Replace and relocate St James Pool with a new 25m x 6 lane pool and learner pool at Lynnsport or an alternative town centre location.

2.5 **Option 2** Replace Oasis at an existing or alternative site in Hunstanton.

2.6 **Option 3** Redevelop the existing 'dryside' facilities at Lynnsport either at the same time as the new pool or as a later second stage development.

2.7 **Option 4** Provide additional fitness facilities (enlarged gym and extra studio) and general refurbishment at Downham Market Leisure Centre.

2.8 The officer recommendation to Cabinet was that the council consider adopting a phased approach to the options to secure the strategic priority of delivering a network of sustainable pools within the context of an inevitably challenging funding environment.

2.9 In December 2024, Cabinet considered and approved a report recommending the use of an established construction framework to progress feasibility and design work to RIBA Stage 2 for leisure projects at Lynnsport (King's Lynn) and the Oasis Centre (Hunstanton).

The report explicitly set out that frameworks provide a fully compliant procurement route, offering efficiency, cost savings, pre-tendered expertise, and reduced programme timescales.

2.10 Cabinet approved the recommendation following endorsement from the Joint Panel

3. Mini Competition Within the Framework

3.1 Following Cabinet approval, the Council undertook a mini competition in December 2024 between three suppliers. Each was required to respond to 13 structured questions covering team composition, leadership, scope of RIBA Stage 2 work, approach to consultation, cost certainty, programme, leisure expertise, social value and references.

3.2 Formal interviews were held on 4 December 2024 with the Procurement team, ensuring appropriate governance and challenge.

4. Rationale for Selecting the Successful Consultants

4.1 The consultants were selected based on the outcome of the mini competition, not by direct award.

Key factors informing the decision included:

- Offering a consultant led, multi-disciplinary team aligned to RIBA Stage 2 (Supported by Sport England)
- Continuity from earlier Stage 1 work, reducing risk and duplication
- Provision of project management support, addressing limited client-side capacity
- Early, proportionate contractor engagement to test capital costs realistically
- A fixed, competitive fee with a defined contingency.

4.2 Alternative bids were less suitable. One proposed a contractor led approach, more appropriate for later stages and did not provide cost certainty.

5. RIBA Stage 3

5.1 Following receipt of the RIBA Stage Two reports and the recommendations, a report was considered by Cabinet and Council in July 2025, recommending that the option to move the pool to Lynnsport, together with a wider refurbishment project to accommodate the new pool was progressed to RIBA Stage 3. This report staged "during the next phase the funding options and affordability will be considered. Work is also underway to identify potential sources of funding",

5.2 Due to some uncertainty around the urgent coastal defence works and the work in progress on the Hunstanton Masterplan, it was recommended that the Oasis project did not proceed at this stage.

5.3 Members are asked to note that, although the redevelopment of Oasis has been paused, pending further consideration of the issues outlined in 5.1, the work completed to RIBA Stage 2 represents a valuable and necessary investment.

The design and feasibility work undertaken has established a robust evidence base for the project, including the development of the preferred concept design, technical assessments and initial cost planning. This work provides a significantly advanced starting point for any future delivery programme and will reduce the time, cost and risk associated with recommencing the project.

Importantly, the outputs from RIBA Stage 2 will remain relevant to any future authority structure. By progressing the project to this stage, the Council has ensured that a successor authority will inherit a mature and well-developed scheme.

5.4 The cost to progress Lynnsport to RIBA Stage 3 was £1.4m. At this point, the estimated cost of the project was circa £45m. This recommendation was endorsed by Cabinet on 25 July 2025 and by Full Council on 31st July 2025.

5.5 The RIBA Stage 3 work included highways impact, environmental assessments and mechanical/electrical (M&E) strategies together with a comprehensive consultation and engagement process. This included staff, clubs, including swimming, gymnastics, bowls, schools, national governing bodies, as well as engagement with members and users of the facilities. This feedback was analysed, and the plans were adapted in response to the consultation.

5.6 It is important to note that when the initial report was taken to Council, the Government had not issued its white paper on English Devolution and Local Government Reorganisation, therefore the project was not, at that point, considered against the proposed changes to the model of local Government or the establishment of the Mayoral Combined Authority.

5.7 Following a review of the capital programme by the Section 151 Officer in autumn 2025, it was noted that during 2025, additional pressures from other capital projects would impact on the affordability of the new swimming pool at Lynnsport. These included:

- The Guildhall Project
- The Flood Defence work at Hunstanton
- The Asset Management Plan

5.8 These additions to the capital programme, along with the still high cost of borrowing would impact on the affordability of the Lynnsport project. Financial modelling revealed a significant disparity between borrowing for a new build versus a refurbishment. Public Works Loan Board (PWLB) borrowing must be repaid over the life of the asset, whilst a new build allows for a longer repayment term. As a refurbishment project, this carried a much shorter maximum borrowing term. The project at that point relied heavily on refurbishing and co-locating within an existing building; the reduced repayment window resulted in higher annual revenue costs compared to a standalone new build.

5.9 At the same time, the feedback received through the consultation and engagement process demonstrated that the proposed new facilities would not provide enhanced facilities at Lynnsport due to the space constraints. Whilst upgraded facilities were welcomed, it was apparent that both the swimming and gymnastics clubs would not be able to grow their clubs within the constraints of the new development.

5.10 Compounding this point was the major concern expressed by stakeholders on the extensive disruption and impact on existing service users. In terms of the business case, relocating the swimming pool into Lynnsport gave the best return on investment. However, the consultation responses demonstrated an unacceptable level of service disruption, which contributed to the decision to pause the project, which was carried out via a Delegated Decision by the Portfolio Holder.

5.12 The project to relocate St James Swimming Pool to Lynnsport and to improve the facilities at Lynnsport (which are ageing and non-DDA compliant in some areas), has been progressed to provide our residents and communities with an improved facility. The project has been 'pivoted' following a review of affordability and expected benefits as a response to our residents and stakeholder views and aspirations. The re-scoping and re-defining of this project in an agile manner demonstrated that members and officers reviewed the project and were prepared to adapt the project against the backdrop of external factors, consultation responses, the economic climate and the wider changes around local government reform.

5.13 Whilst the work is not progressing, the work undertaken to develop the project to RIBA Stage 3 has delivered significant value and should not be regarded as abortive expenditure. The detailed design process has provided the council with a much greater understanding of the existing leisure centre building, including its structural characteristics, condition and operational constraints. This level of technical knowledge would be required for any significant refurbishment or redevelopment proposal and now forms a valuable evidence base for future decision making.

5.14 The RIBA Stage 3 work has substantially improved the councils' understanding of the existing asset and created a body of technical evidence that will inform and de-risk any future investment in the site.

6. Issues for the Panel to Consider

6.1 The Panel is asked to consider the report presented against the questions posed in the Notice of Motion. Namely:

- Request that the Corporate Performance Panel reviews the decision making and governance processes relating to the use of external consultants in the development of the Lynnsport and St James proposal.

- Request that the Corporate Performance Panel considers whether appropriate affordability checks and financial controls were applied at an early stage.
- Require that the findings and any recommendations are reported back to Full Council.

6.2 The timeline demonstrates that the Council followed a fully compliant and transparent procurement process, combining Cabinet-approved use of a construction framework with a competitive mini-procurement, which directly informed the appointment of the consultants.

6.3 To progress the Lynnsport/St James project to RIBA Stage 3, in July 2025, Cabinet recommended to Council the allocation of £1.4m. Council approved Cabinet's recommendation on 31 July 2025. For continuity, the existing consultants were appointed via an Access Agreement to carry out this work.

7. Financial Implications

7.1 There are no financial implications in relation to this Notice of Motion.

8. Any other Implications/Risks

8.1 Not applicable to this report.

9. Equal Opportunity Considerations

9.1 Not applicable to this report.

10. Environmental Considerations

10.1 Not applicable to this report.

11. Consultation

11.1 None for this Notice of Motion

12. Conclusion

12.1 The review of expenditure and decision making regarding the Lynnsport and St James Pool proposal demonstrates a robust application of governance. The investment in professional fees was a phased, democratically sanctioned requirement to provide the technical due diligence necessary for a project of this scale. The specialist/technical work from ground surveys through to complex market modelling provided the council with essential information that internal resource could not produce and which now remains a corporate asset that has and will continue to inform our leisure development work at Lynnsport and, most importantly, enabled us to evolve the project to be responsive to our communities aspirations and feedback.

13. Background Papers

Recommendations to Cabinet from the Joint Panel
Cabinet Report
Recommendations to Cabinet from the Corporate Performance Panel
Cabinet Report
Recommendations to Council
Council Minutes

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

<table>
<tr><td>REPORT TO:</td><td colspan="3">Corporate Performance Panel</td></tr>
<tr><td>DATE:</td><td colspan="3">20th July 2026</td></tr>
<tr><td>TITLE:</td><td colspan="3">Cabinet Report – Revenue Outturn Report 2025/2026</td></tr>
<tr><td>TYPE OF REPORT:</td><td colspan="3">Cabinet Report</td></tr>
<tr><td>PORTFOLIO(S):</td><td colspan="3">Councillor Chris Morley – Finance</td></tr>
<tr><td>REPORT AUTHOR:</td><td colspan="3">Carl Holland</td></tr>
<tr><td>OPEN/EXEMPT</td><td>Part Exempt</td><td>WILL BE SUBJECT TO A FUTURE CABINET REPORT:</td><td>Yes</td></tr>
</table>

REPORT SUMMARY/COVER PAGE

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

Borough Council of King's Lynn & West Norfolk

REPORT TO CABINET

DATE OF MEETING	23 July 2026
REPORT TITLE	Draft Revenue Outturn 2025/2026
LEAD MEMBER	Councillor Chris Morley
LEAD OFFICER	Carl Holland
CONSULTEES	Corporate Leadership Team
WARDS AFFECTED	None

KEY DECISION	YES/NO
DECISION MAKER	Cabinet
IS THE REPORT OPEN OR EXEMPT	OPEN

FINANCIAL IMPLICATIONS	YES
HR IMPLICATIONS	NO
POLICY IMPLICATIONS	NO
STATUTORY IMPLICATIONS	YES
RISK MANAGEMENT IMPLICATIONS	YES
ENVIRONMENTAL IMPLICATIONS	NO
EQUALITY IMPACT ASSESSMENT COMPLETED	YES

SUMMARY OF REPORT

The report sets out in summary the revenue outturn for 2025/2026 for the Council. The report shows details of the major differences between actual costs/income compared to the revised estimates for 2025/2026 reported in the January 2026 financial monitoring.

Table 1

	Original Budget 2025/26 £	Revised Budget 31 March 2026 £	Draft Outturn 31 March 2026 £	Variance to Revised Budget £
Borough Spend	26,128,470	26,128,470	26,162,266	33,796
Financing	(26,128,470)	(26,128,470)	(26,640,479)	(512,009)
Contributions to/(from) General Fund Balance	**0**	**0**	**478,213**	**478,213**

The Borough's spend for the financial year 2025/2026 is £26.16m. The cost of delivering services is an underspend of £474k, (see table 2). This has been offset by an increase in the cost of managing the council's cashflow due to the slow return of capital receipts, resulting in a £0.03m spend above the revised budget for the year. Additional grant and council tax income of £0.5m, means overall there is a net favourable outturn of £478k.

Throughout the year there was significant uncertainty and variation in the budget as reported in the budget monitoring report: - - largely as a result of growing inflation on cost of supplies. - Greater than estimated planning fee income (£255k). - Additional one-off grant to support increased Internal Drainage Board costs (£349k). - Additional income from car parking provision (£540k). - Lower level of government subsidy towards housing benefit entitlement for clients in temporary and supported accommodation £405k. The Council incorporated savings and income generation proposals totalling £3.47m within the Medium-Term Financial Strategy approved in February 2025. In-year delivery exceeded this target, by £768k with savings of £4.24m achieved. This favourable position was supported by business rates growth, the capitalisation of project-related staff costs, improved service income, and increased grant receipts. The Council continues to review earmarked reserves identified for future risks and projects to determine whether they can be reallocated, where appropriate, to better support the Council's strategic priorities. At the end of 2025/2026 the General Fund Reserve is £9.9m. It is recommended that the 2025/2026 surplus (£478k) is transferred to earmarked reserves to support the challenge of future organisational and funding changes. The Council's robust financial performance at year end aids its resilience as it approaches the challenges and uncertainties associated with Local Government Reorganisation. This outturn position enables the Council to better mitigate the transition risks effectively, maintain service delivery, and position itself to respond strategically to future governance and funding changes.
RECOMMENDATIONS
Cabinet resolves to: 1. Approve the draft revenue outturn position for 2025/2026 (section 2). 2. Review and agree the new transfers to the Change Management Reserve as stated in para 2.3. 3. Review and agree the amendments to the Earmarked Reserves Policy (Section 4).
REASON FOR DECISION
To consider and approve the draft revenue outturn position for 2025/2026 for the Council.

Promote growth and prosperity to benefit West Norfolk	

Borough Council of
King's Lynn &
West Norfolk

1. Introduction

1.1 This report sets out the draft revenue outturn position for 2025/2026, the details of which, once finalised, will be used to inform the Statement of Accounts for the year.

1.2 Under Accounts and Audit Regulations 2015, Regulations 14 & 15 and the Local Audit and Accountability Act 2014 we are required to:

- Publish draft accounts by 30 June 2026
- Public inspection period to start on or before the first working day of July 2026

1.3 The Council is still impacted by the national local audit backlog affecting England and Wales. The Government have been key to amending legislation to facilitate a concerted effort across all local government and local audit partners to recover from the backlog. Accounts and Audit Regulations 2015 as part of a package of cross-system measures to clear the backlog. This has seen a backstop date set of 27 February 2026 for the publication of audited accounts for local authority accounts 2024/2025.

1.4 For its part, the Council's Finance Services function has been working extremely hard to meet with the revised deadlines for the audit backstop dates. As a result, in February 2026, the Council accepted and published its Audited Accounts for 2024/2025.

1.5 We continue to monitor closely and work with supporting partners such as the Pensions Actuary and Asset valuations supplier, to provide a robust statement of accounts for the subsequent audit.

2. Background

Outturn 2025/2026

2.1 The following table shows:

- the approved budget for 2025/2026 as approved by Council on 22 February 2025.
- Revised budget as reported in the December 2025 Monitoring Report, published 15 April 2026.
- The draft outturn position for 2025/2026
- The variance column shows the (surplus)/deficit comparing the Revised Budget monitoring position to the draft 2025/2026 outturn position.

Table 2

Revenue Outturn Statement	Original Budget Approved by Council £	Revised Budget £	December 2025 Revised Forecast £	Draft Outturn 2025/2026 £	Variance from Revised Budget £	Notes
Corporate Services	4,334,330	4,361,380	4,473,060	4,470,042	108,662	3.1
Chief Executive	55,000	55,000	55,000	30,513	(24,487)	3.2
Environment and Planning	2,618,640	2,492,090	2,324,660	2,096,986	(395,104)	3.3
Health Wellbeing and Public Protection	489,400	163,400	541,500	71,180	(92,220)	3.4

Legal, Governance and Licensing	2,286,990	2,074,470	2,418,890	2,190,326	115,856	3.5
Leisure and Community Facilities	1,805,420	1,435,270	1,844,520	2,257,631	822,361	3.6
Operations and Commercial	454,880	(74,540)	1,073,453	(676,249)	(601,709)	3.7
Property	(1,975,070)	(1,692,950)	(1,986,870)	(1,076,539)	616,411	3.8
Regeneration Housing & Place	1,560,320	1,556,410	1,550,320	1,343,025	(213,385)	3.9
Resources	8,226,140	9,485,520	7,487,853	8,674,168	(811,352)	3.10
Cost of Services	**19,856,050**	**19,856,050**	**19,782,386**	**19,381,082**	**(474,968)**	
Financing Adjustment	2,542,640	2,542,640	2,542,640	3,105,932	563,292	3.11
Internal Drainage Boards	3,729,780	3,729,780	3,729,780	3,675,252	(54,528)	3.12
Borough Spend	**26,128,470**	**26,128,470**	**26,054,806**	**26,162,266**	**33,796**	
Contributions to /(from) Reserves	0	0	585,664	478,213	478,213	
Borough Requirement	**26,128,470**	**26,128,470**	**26,640,470**	**26,640,479**	**512,009**	
Revenue Support Grant	(1,052,270)	(1,052,270)	(1,052,270)	(1,052,270)	0	
New Homes Bonus	(293,360)	(293,360)	(293,360)	(293,369)	(9)	
Other Government Grants	(1,147,680)	(1,147,680)	(1,496,680)	(1,496,680)	(349,000)	
Business Rates	(14,971,290)	(14,971,290)	(14,971,290)	(14,971,290)	0	
Council Tax	(8,663,870)	(8,663,870)	(8,826,870)	(8,826,870)	(163,000)	
Grand Total	**(26,128,470)**	**(26,128,470)**	**(26,640,470)**	**(26,640,479)**	**(512,009)**	

2.2 Over the year ending 31 March 2026, service managers have continued to look for opportunities to produce in year budget savings. These savings have been reported as part of the quarterly monitoring process and where possible built into the Medium-Term Financial Strategy approved by Council on 27th February 2026.

2.3 The budget approved by Council in February 2025 set a balanced budget for 2025/2026, requiring only a planned transfer for the pension costs replenishment of £1.81m leading to an estimated General Fund Reserve Balances of £9.90m. It is recommended that this favourable outturn of £478,213 for the 2025/2026 financial year is transferred to the Change Management Earmarked Reserve.

2.4 The notes in section 3 of this report detail the movement from the original budget approved in February 2025 to the outturn position. If the additional contributions to earmarked reserve set out in paragraph 2.3 of this report are approved, the estimated General Fund Reserve Balance, at outturn will be £9.9m.

2.5 The 2025/2026 outturn is within the original approved budget set by council in February 2025 and allows the Council to set aside funds for future demands in addition to carrying forward a General Fund Reserve balance that is higher than originally estimated. However, it should be noted that, due to uncertainty on the increasing rate of inflation and any further revisions to Local Government funding there will be ongoing funding uncertainty for Local Government future year budgets as well as the council's financial position throughout 2026/2027. The situation will be closely monitored and reported accordingly to inform any decisions that may be required.

3. Major differences between the revised estimates and the actual costs

The following pages show the major differences between the revised estimates and the actual costs. Under each budget heading the format shows “Movements to be explained,” which are outlined as major variances and explained in the narrative that follows.

Detailed transfers between reserves

Paragraph 2.3 sets out a proposed transfer to reserves of £478,213.

The following table shows the movements in the General Fund Reserve to arrive at the balance to be brought forward to 2026/2027.

Table 3

Projected Movement in General Fund Balance	Forecast at Q3 £	Draft Outturn £	Variance £
Balance brought forward 1 April 2025	**8,208,570**	**8,096,702**	**(111,868)**
Estimated contribution to/(from) General Fund Reserve	585,664	478,213	(107,452)
Pension lump sum replenishment	1,810,000	1,810,000	0
Projected General Fund Balance 31 March 2026	**10,604,234**	**10,384,915**	**(219,320)**

Note: The opening balance has decreased by £111,868 following the audit and publication of the 2024/2025 Statement of Accounts.

Table 4

3.1 Corporate Services

	Movements to be explained:	£	
1	ICT	73,762	Pressure from increased costs on software and hardware £175k due to software and ICT refresh. Offset by savings from review of mobile phone contract (£111k).
2	HR & OD	25,059	The overspend is mainly driven by professional fees, agency staff and document archiving costs.
3	Training Holding Account	28,687	Unplanned spend in response to emerging training priorities for example LGR, Project Management, Employment Legislation.
4	Other variances	(18,846)	
	Deficit	**108,662**	

3.2 Chief Executive

	Movements to be explained:	£	
1	Councillor Community Grant	(24,487)	Lower than budgeted bids for Community Grants.
	Surplus	**(24,487)**	

3.3 Environment and Planning

	Movements to be explained:	£	
1	Development Control	(255,051)	Captured via savings and efficiencies plan – Planning service income is (£255k) above budgeted value.
2	Coast Defence/Protection	(69,556)	For repairs that were less than anticipated (£40k), plus (£30k) of staff salaries has been capitalised for Hunstanton promenade works.
3	Air Quality	(57,291)	Unbudgeted contribution from government towards Air Quality employee costs.
4	Conservation & Heritage	(42,628)	The Defra grant of (£44k) contributes towards Ecology responsibilities. This is a benefit, as the associated costs were already in the budget.
5	Other variances	29,421	
	Surplus	**(395,104)**	

3.4 Health, Wellbeing and Public Protection

	Movements to be explained:	£	
1	Health & Wellbeing Fund	(50,800)	This service was budgeted to result in a net cost of £51k. This service is fully funded by grant and will be reflected as such in future budgets.
2	Healthy Homes Project	(27,330)	Grant from MHCLG for Healthy Homes not budgeted for, nets the cost of service to nil.
3	Housing standards	(25,422)	Growth in penalties income and fees from landlords following enforcement work and fee changes.
4	Other variances	11,331	
	Surplus	**(92,220)**	

3.5 Legal Governance and Licensing

	Movements to be explained:	£	
1	Head of Legal Services	111,538	As per forecast, external legal costs are £93k above plan. The savings target of £15k, planned in 2025/26, has not been achieved.
2	Other variances	4,318	
	Deficit	**115,856**	

3.6 Leisure and Community Facilities

	Movements to be explained:	£	
1	Community and Sports Development	(70,585)	Net income is below budget by £14k. Offset by a favourable recharge for Holiday club activities funded by the council (£85k)
2	KL Arts Centre	38,025	Property running costs higher than budgeted for utilities and rates £13k, plus higher than budgeted project renovation preparation costs £45k, offset by unused staff budgets (£20k)
3	Alive Corn Exchange	63,471	Property maintenance £30k above budget. Staff Budget £5k over budget. Show licencing costs £18k higher than budget. Income after bank charges below budget by £10k.
4	Alive Corn Exchange Catering	28,450	Catering income is behind budgeted income by £28k.
5	Alive Lynnsport	376,199	Income is above budget by (£40k), Capital funding costs have increased over budget by £56k following drainage improvement work and fitness equipment renewal. Utility costs underbudgeted by £28k.Maintenance and repairs cost an additional £90k in the year. Business rates increase by £242k following return of service to Borough Council management.
6	Alive Oasis	132,808	Premises maintenance has increased beyond budget by £51k, income has been impacted adversely by £36k, with spend on utilities underbudgeted for by £46k.
7	Alive St James	64,408	Income has been impacted adversely by £43k, with spend on utilities underbudgeted for by £21k.

	Movements to be explained:	£	
8	Advertising and Marketing	37,264	Advertising Income is on track with favourable variance of 3% against the budget (2.2k); however, expenditure on marketing exceeds the budget of £144k by £24,467 (19%); the actual cost of advertising is increasing from year to year however the budget has not reflected this.
9	Leisure and Culture Management Costs	161,022	Savings of (£226k) achieved although this is below target by £161k.
10	Other variances	(8,701)	
	Deficit	**822,361**	

3.7 Operations and Commercial

	Movements to be explained:	£	
1	Carparking Shared Services	(540,335)	Income is above plan from car parking service provision due to price increases in areas that were historically free of charge and where charges now apply 24/7.
2	Carparking King's Lynn & West Norfolk	(298,704)	Captured via savings and efficiencies plan - income exceeds the amounts included within initial savings target. Includes a £44k lease extension cost.
3	Crematorium & Cemeteries	395,253	Cremation fees (standard charge) income is £486k below plan. This is due to fees budgeted incorrectly at the standard rate of VAT, which equates to £200k and an additional shortfall in year of £286k. However, this is offset by (£91k) of other income.
4	Reopening High Streets Safely Fund	(68,808)	This relates to the prior financial year, 2024/25. This should be within Regeneration, Housing & Place.
5	Other variances	(89,115)	
	Surplus	**(601,709)**	

3.8 Property

	Movements to be explained:	£	
1	West Norfolk Property Ltd	199,278	Less than budgeted number of properties leased to company in year.
2	General Property	79,126	Urgent and unplanned repairs to roadway and footways at Downham Market and King's Lynn and

	Movements to be explained:	£	
			maintenance for southern promenade drainage.
3	Hardwick Industrial Estate	(56,814)	Expenditure needed on vacant properties to be able to relet - door replacement & roof repairs £10k. improved income from service charges and rent due to lower than expected voids (£67k).
4	Nar Ouse Business Park	84,235	Partially let new estate; interim costs incurred, primarily business rates.
5	North Lynn Industrial Estate	43,443	Higher-than-average void costs driven by a single large vacant unit.
6	KL Innovation Centre	65,554	£88k void costs driven by a single large vacant unit. Demand for smaller officers has resulted in works to revised layout to meet market demand. (£22k) additional income from room hirings.
7	Kings Court	172,060	Electrical and fire safety compliance work higher than budgeted £22k. Cleaning contractor to provide cover for in-house service £26k for staff and materials above budgeted service cost. Additional unplanned maintenance works for plumbing, air-conditioning and lift maintenance £89k. Temporary reduction in lease to tenant as a result of compliance works £35k.
8	Property Services	(52,173)	Additional unbudgeted income (£40k) from Southgates units after void repairs and legal costs. Staff costs capitalised in relation to capital project works (£12k).
9	Town Centre Development	50,000	£50k net income loss of void units and rent negotiations.
10	Other variances	31,702	
	Deficit	**616,411**	

3.9 Regeneration, Housing and Place

	Movements to be explained:	£	
1	Enabler Role	(231,887)	Lease agreements with West Norfolk Housing Company continuing until company in position to buy the properties. Resulting in unbudgeted lease income to Council, as acquisitions by the company were anticipated

			within the year. Partially offsets cost of council's cashflow management.
2	Other variances	18,502	
	Surplus	**(213,385)**	

3.10 Resources

	Movements to be explained:	£	
1	General Fund write offs	(143,063)	Improved levels of overdue payments to the Council in respect of aged debt, has resulted in an unwinding for the Provision for bad debt of (£143k).
2	Corporate Insurance	(152,863)	Net impact on Council of managing properties, self-insuring and covering insurance cost of voids, has reduced the overheads compared to those budgeted for the year.
3	Corporate	(745,857)	Corporate savings towards Turnover saving target (£297k) from overtime, Added years Pension, recruitment Other favourable net figures include over accrual following completion of Audit Backlog (£182k); underspent bank charges (£69k); Grant (£198k).
4	Financial Services	(128,058)	Underspend on salaries due to capitalisation of staff costs
5	Benefit Payments	405,065	The level of Housing Benefits paid out in respect of Temporary and Supported Accommodation that is not eligible for subsidy from the DWP is higher than planned.
6	Other variances	(46,576)	
	Surplus	**(811,352)**	

3.11 Financing Adjustment

The Financing Adjustment includes a charge for Minimum Revenue Provision funding of unsupported borrowing and receipts for interest from Capital loans. These items deal with accounting requirements that show capital items being recorded as revenue spending. There is no impact on the accounts of the Council or Council Tax as the charges are reversed out as part of the Financing Adjustment. Appendix 1 provides a further explanation.

	Movements to be explained:	£	
1	Interest Payable on Borrowing	955,758	Includes a loan repayment discount, (£217k), so it is utilised over a 10-year term. Additional cost of servicing short term borrowing, following slower than anticipated house sales.
2	Interest Receivable -Treasury Investments	(319,740)	Higher than budgeted return on treasury investments and proactive investment of cashflow surpluses where possible.
3	Other variances	(72,726)	
	Deficit	**563,292**	

3.12 Internal Drainage Boards

	Movements to be explained:	£	
1	Drainage Boards	(54,528)	At the point of budget setting, some IDB had not yet agreed their budget requirement therefore a flat rate increase was applied - the actual requirement was lower than budgeted
	Surplus	**(54,528)**	

3.13 TurnoverSavings

The budget for turnover savings is based on the savings anticipated in the time it takes to recruit to a vacant position following an employee leaving. Savings in some posts cannot be achieved due to the critical need to have that post filled promptly to maintain timely service provision. As a result, savings are offset by cost of temporary staff, overtime and costs of recruitment. The budgeted turnover saving for 2025/2026 is £1,000,000.

Table 5

Turnover Savings	Budget £	Draft Outturn £	Variance £
Salaries	30,998,730	27,708,260	(3,290,470)
Recruitment	203,640	99,320	(104,320)
Professional Fees	218,040	438,430	220,390
Agency fees	76,800	1,143,070	1,066,270
Turnover Target	(1,000,000)	0	1,000,000

Total (savings in excess of budget)	**30,497,210**	**29,389,080**	**(1,108,130)**

Taking other recruitment costs into account, the net turnover savings achieved in 2025/2026 was £2,108,030, an over achievement of £1,108,130. A review of vacant posts and recruitment processes is in progress to consider the impact of services, staff and costs arising from this level of saving.

3.14 Savings and Efficiency Plan

The Council incorporated savings and income generation proposals totalling £3.47m within the Medium-Term Financial Strategy approved in February 2025. In-year delivery exceeded this target, with savings of £4.24m achieved. This favourable position was supported by business rates growth, the capitalisation of project-related staff costs, improved service income, and increased grant receipts.

Table 6

Projected Savings Against Target 2025/26 (£'000s)			
Status	**Target**	**Total Achieved**	**(Favourable) / Adverse Variance**
Complete - Budget Adjustment	**423**	**427**	**(4)**
Complete - Monitor Revenue	**2,886**	**3,819**	**(934)**
In-Progress	**0**	**0**	**0**
Unachievable	**170**	**0**	**170**
Total	**3,479**	**4,246**	**(768)**

4. Reserves

4.1 The Council's policy on earmarked reserves states that the maximum balance to be held in each policy area is as set out in the table below:

Table 7

Reserves	**Opening balance 1 April 2025**	**Transfers between reserves**	**In year movements To/(From) Revenue**	**Capital Transfers**	**Outturn Balance 31 March 2026**
Ring Fenced Reserves					
Amenity Areas	(52,195)	0	(9,399)	0	(61,594)
Capital Programme Resources	(825,857)	53,598	(12,080)	0	(784,339)
Collection Fund Adjustment Reserve	(7,447,397)	0	(31,625)	0	(7,479,022)
Grants Reserves	(1,803,500)	0	(1,308,516)	0	(3,112,016)
Holding Accounts	(374,296)	0	300,000	0	(74,296)
Other	(144,025)	0	(85,397)	0	(229,422)
Planning Reserves	(183,972)	37,056	(32,732)	0	(179,648)
Repairs and Renewal Reserves	(662,242)	49,149	0	0	(613,093)

Ring Fenced Reserves	(7,332,432)	50,391	(793,959)	96,882	(7,979,117)
Educational Skills Attainment	(187,902)	0	0	0	(187,902)
Sub Total	**(19,013,818)**	**190,195**	**(1,973,708)**	**96,882**	**(20,700,448)**
Risk Management					
Capital Programme	(64,413)	0	0	0	(64,413)
Holding Accounts	(30,003)	30,003	0	0	0
Insurance	(204,908)	0	(79,080)	0	(283,988)
Planning Reserves	(22,947)	0	0	0	(22,947)
Ring Fenced Reserves	(45,155)	0	0	0	(45,155)
Sub Total	**(367,426)**	**30,003**	**(79,080)**	**0**	**(416,503)**
Service Delivery					
Capital Programme Resources	(3,746,036)	(2,277,556)	(1,739,992)	1,387,982	(6,375,602)
Climate Change Strategy	(679,276)	0	174,445	13,185	(491,646)
Grants Reserves	(1,779,422)	0	(23,597)	0	(1,803,019)
Holding Accounts	(2,221,598)	1,047,207	(72,925)	10,591	(1,236,725)
Planning Reserves	0	0	(693,416)	0	(693,416)
Project Reserves	(1,247,799)	400,000	51,070	80,724	(716,005)
Change Management	(2,880,274)	0	384,033	450,000	(2,046,841)
Repairs and Renewal Reserves	(1,249,601)	395,842	4,150	120,597	(729,012)
Restructuring Reserve	(120,049)	120,049	0	0	0
Ring Fenced Reserves	(138,674)	94,261	0	0	(44,414)
Sub Total	**(14,063,331)**	**(220,198)**	**(1,916,231)**	**2,063,080**	**(14,136,679)**
Grand Total	**(33,444,574)**	**-0**	**(3,969,019)**	**2,159,963**	**(35,253,630)**

4.2 It is proposed to amend the earmarked reserves policy balance for the following changes:

- Ring-fenced Reserve limit increase by £1m to provide capacity for any additional funds being held.
- Climate Change Reserve limit decreased by (£0.55m) as the reserve continues to be put to use.
- Holding Accounts limit decreased by (£0.5m) to support continued reduction of those reserves where appropriate.

4.3 Continuous review of the Council's earmarked reserves seeks to identify where there is no planned commitment to reserves or adverse risk to the Council of diverting reserves towards emerging high priority needs that align to the Council's Corporate Plan.

3. Financial Implications

Paragraph 2.3 sets out a proposed transfer to reserves of £478,213.

4. HR Implications

None

5. **Policy Implications**
   None

6. **Climate Change and Environmental Implications and considerations**
   None

7. **Statutory and Legal Implications**

   The external audit of the accounts for 2025/2026 forms part of changes to Accounts and Audit legislation that are designed to support a national recovery form an audit backlog in the external audit of accounts. The backstop date for publishing Audited accounts for 2025/2026 is 27 February 2027.

8. **Local Government Reorganisation Implications**
   None

9. **Health and Safety Implications**
   None

10. **Consultees**

    Finance Portfolio Holder
    Corporate Management Team
    Service Managers

11. **Equality Impact Assessment**

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

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

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

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LIST OF APPENDICES
Appendix 1 – Glossary of accounting terms used within the report Appendix 2 – Earmarked Reserve Descriptions

LIST OF BACKGROUND PAPERS
None

PRE SCREENING EQUALITY IMPACT ASSESSMENT

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

Name of policy/service/function	2025/26 Draft Revenue Outturn report to Cabinet			
Is this a new or existing policy/ service/function? *(tick as appropriate)*	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 Draft Outturn position for 2025/26 of spend and income against budget for Revenue.			
Who has been consulted as part of the development of the policy/service/function? – new only *(identify stakeholders consulted with)*	The Corporate Leadership Team and Portfolio Holders.			

Question	Answer	Positive	Neutral	Negative	Unsure
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? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group.	Age		√		
	Disability		√		
	Sex		√		
	Gender Re-assignment		√		
	Marriage/civil partnership		√		
	Pregnancy & maternity		√		
	Race		√		
	Religion or belief		√		
	Sexual orientation		√		

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If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.	Armed forces community		√		
	Care leavers		√		
	Health inequalities*		√		
**For more information on health inequalities please visit [The King's Fund](#)*	Other (e.g. low income, caring responsibilities)		√		

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.

Question	Answer	Comments	
2. 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?	No	It reports draft data for spend and income without prejudice.	and
3. Could this policy/service be perceived as impacting on communities differently?	No	It reports draft data for spend and income without prejudice.	
If 'yes' to questions 2 - 3 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary: **Decision agreed by EWG member: …………………………………………………..**			
4. 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	No	**Actions: No impacts Identified.** **Actions agreed by EWG member:** ………………………………………………	
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	**Please provide brief summary:**	

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Assessment completed by: Name	**Carl Holland**		
Job title	**Assistant Director Finance**		
Date completed	**7 July 2026**		
Reviewed by EWG member	**Jo Stanton**	**Date**	**8 July 2026**
✓ **Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy** (corporate.policy@west-norfolk.gov.uk)			

Appendix 1
Glossary of accounting terms used within this report.

- Unsupported Borrowing A form of capital finance funded by revenue either by increased income or a reduction in costs. There is no Government grant to support this form of funding.

- Revenue Expenditure Funded from Capital Under Statute (REFCUS) Capital expenditure that does not result in a new or enhanced asset in the Authority's accounts. An example is Disabled Facilities Grants made to individuals. These are charged to the Income and Expenditure Account and reversed as part of the Financing Adjustment.

- Minimum Revenue Provision (MRP) The Council is required to pay off an element of its underlying need to borrow (the Capital Financing Requirement) each year through a revenue charge (MRP). A variety of options for MRP calculation are available to councils, so long as there is a prudent provision. The Council uses the Asset Live Method as set out below. Asset Life Method – MRP will be based on the estimated life of the assets, in accordance with the proposed regulations which provides for a reduction in the borrowing need over approximately the asset's life.

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Appendix 2

Earmarked Reserve Descriptions
Amenity Areas The reserve represents past contributions made by developers for the maintenance of land on housing sites. The balances will be drawn down over a period in support of service costs.
Capital Programme Resources This reserve consists of past and annual revenue contributions and to hold unused Capital Receipts. It will be used to part finance the capital programme.
Insurance Reserve The reserve is held to deal with any loss due to theft (the Council self insures against theft), claims that are below a defined threshold (case by case) and any other excess on other policies. It is also used to finance risk management initiatives.
Restructuring Reserve The reserve is set up to deal with any consequences of changes to the establishment where redundancy and other such costs are involved and cannot be met in the year of account.
Renewals and Repairs Reserves These reserves come from annual contributions from service areas to deal with the maintenance and replacement of facilities, vehicles and equipment.
Holding Accounts The Holding Accounts reserves consist of a number of accounts which hold year-end balances on operational surpluses/deficits.
Ring Fenced Reserves These reserves consist of balances held on operational trading accounts and include Trust Funds held by the Council. The funds are 'ring-fenced' and are only used for certain purposes.
Climate Change Allow implementation of smaller schemes; help fund preparation for larger capital scheme funding bids and also fund feasibility reports on potential options in support of the Council's Emissions Reduction Strategy and Action Plan.
Planning Reserve The Government previously increased fees to specifically help performance on Planning services. The Council's policy is to draw sums from here to support the overall cost of the planning service.
Grants Reserves These reserves hold unspent funds received as grants from external bodies for specific schemes/projects.
Collection Fund Adjustments This reserve holds the year end balances of any accounting adjustments necessary for the Council's Business Rates Safety Net and Levy payments.
Project reserves These reserves are set up to hold funds earmarked for specific projects that will be delivered in future years.
Other The 'Other' Reserves consists of a number of miscellaneous accounts that are basically operational in nature e.g., various system suspense accounts.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	20th July 2026		
TITLE:	Cabinet Report - Capital Outturn Report 2025/2026		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Councillor Chris Morley – Finance		
REPORT AUTHOR:	Carl Holland		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

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

REPORT TO CABINET

DATE OF MEETING	23 July 2026
REPORT TITLE	Draft Capital Outturn
LEAD MEMBER	Councillor Chris Morley
LEAD OFFICER	Carl Holland
CONSULTEES	Corporate Leadership team
WARDS AFFECTED	None

KEY DECISION	YES/NO
DECISION MAKER	Cabinet
IS THE REPORT OPEN OR EXEMPT	OPEN

FINANCIAL IMPLICATIONS	YES
HR IMPLICATIONS	NO
POLICY IMPLICATIONS	NO
STATUTORY IMPLICATIONS	NO
RISK MANAGEMENT IMPLICATIONS	YES
ENVIRONMENTAL IMPLICATIONS	NO
EQUALITY IMPACT ASSESSMENT COMPLETED	YES

SUMMARY OF REPORT

The report provides details of the outturn of the 2025/2026 capital programme and outlines amendments and rephasing of budgets to the programme for 2025/2030.

- The capital programme outturn for 2025/2026 totalled £39,560,687 against a revised budget of £42,280,070

- Following determination of the outturn for 2025/2026, a total of £3,386,370 is rephased to future years

- Useable capital receipts generated in the year from housing, land and property sales totalled £6,696,916

RECOMMENDATIONS

<u>Cabinet resolves to:</u>

1. Note the outturn of the capital programme for 2025/2026 of £39,560,687 including Exempt Schemes;
2. Note the revised capital programme for future years

3. Note the financing arrangements for the 2025/2026 capital programme;

4. Note the commencement of spend by moving projects from tier 3 to tier 2 (section 10)

REASON FOR DECISION
To report the outturn 2025/2026 for the Capital Programme and receive an update to the Capital Programme 2025/2030.

CORPORATE STRATEGY **How does this proposal support our Corporate Priorities** [Our priorities | Corporate Strategy 2023 - 2027 | Borough Council of King's Lynn & West Norfolk]	
Promote growth and prosperity to benefit West Norfolk	
Protect our Environment	
Efficient and effective delivery of our services	
Support our communities	

REPORT DETAIL

1. Introduction

1.1 This report presents the outturn of the 2025/2030 capital programme and provides details of amendments and rephasing resulting from under and overspends and their impact on the 2025/2030 programme. The report also outlines the financing of the 2025/2026 programme.

2. Background

Capital Programme 2025/2026

2.1 The budget was presented to Council on 24 July 2025 with the impact of rephasing the unspent budget form 2024/2025. The revised budget was reported to Cabinet on 3 February 2026.

2.2 A summary is shown below of the revised budget reported in July 2025, the updated budget as at February 2026, additional movements and the actual outturn detailed in this report.

	Budget 2025/26 (Cabinet 24 July 2025) £	Revised Budget 2025/2026 (Cabinet 3 February 2026) £	Including Additional Movements (December to March) £	Actual Capital Outturn 31 March 2026 £
Core Programme	50,265,690	40,337,890	40,367,890	37,716,280
Exempt Programme	197,000	0	1,912,180	1,844,407
Total Capital Programme	**50,462,690**	**40,337,890**	**42,280,070**	**39,560,687**

2.3 This report details the variances between revised budget and actual outturn of the Core Programme. The Exempt Programme detail is shown in a separate report.

2.4 The table below shows a breakdown of the core programme.

Table 1 – Variance between Actual and Rephased Budget

	Budget Updated for Estimates (Feb 3 2026)	Additional Amendments to 25/26	Revised Full Year Budget 2025/2026	Actuals to 31 March 2026	Variance to Revised Budget 2025/2026 (under)/over	Committed over/(under) spend	Rephasing (to)/from future years	Note
	a	b	c	d	e (d-c)	f	g (e-f)	
	£	£	£	£	£	£	£	
Tier 1 Major Projects								
Property	116,250		116,250	163,886	47,636	47,636	0	
Programme and Place	23,971,750		23,971,750	23,199,463	(772,287)	224,286	(996,570)	
Regeneration, Housing and Place	8,288,940		8,288,940	9,400,475	1,111,535	700,927	410,610	
Health, Wellbeing & Public Protection	1,500,000		1,500,000	301,151	(1,198,849)	0	(1,198,850)	
Tier 1 Major Projects	***33,876,940***	***0***	***33,876,940***	***33,064,975***	***(811,965)***	***972,850***	***(1,784,810)***	3.2
Tier 1 EXEMPT ITEM	***0***	***1,912,180***	***1,912,180***	***1,844,407***	***(67,773)***	***0***	***(67,770)***	
Total Tier 1	**33,876,940**	**1,912,180**	**35,789,120**	**34,909,382**	**(879,738)**	**972,850**	**(1,852,580)**	
Tier 2 Operational Schemes								
Corporate Services	947,940		947,940	277,937	(670,003)	0	(670,000)	3.3
Health Wellbeing and Public Protection	2,707,010	0	2,707,010	2,640,910	(66,100)	93,927	(160,030)	3.4
Leisure And Culture	280,000		280,000	226,220	(53,780)	(18,780)	(35,000)	3.5
Operations and Commercial	1,812,830		1,812,830	1,270,231	(542,599)	(417,584)	(125,010)	3.6
Regeneration Housing and Place	0		0	7,558	7,558	7,558	0	3.7
Property and Projects	225,420		225,420	228,450	3,030	45,673	(42,650)	3.8
Finance	16,650		16,650	0	(16,650)	(16,650)	0	3.9

Total Tier 2	**5,989,850**	**0**	**5,989,850**	**4,651,305**	**(1,338,545)**	**(305,857)**	**(1,032,690)**	
	Budget Updated for Estimates (Feb 3 2026)	**Additional Amendments to 25/26**	**Revised Full Year Budget 2025/2026**	**Actuals to 31 March 2026**	**Variance to Revised Budget 2025/2026 (under)/over**	**Committed over/(under) spend**	**Rephasing (to)/from future years**	**Note**
Tier 3 Operational Schemes								
Leisure And Culture	0		0	0	0	0	0	
Operations and Commercial	190,600		190,600	0	(190,600)	0	(190,600)	
Property and Projects	280,500		280,500	0	(280,500)	0	(280,500)	
Regeneration, Housing and Place	0	30,000	30,000	0	(30,000)	0	(30,000)	
Total Tier 3	**471,100**	**30,000**	**501,100**	**0**	**(501,100)**	**0**	**(501,100)**	3.10
Total Capital Programme (Tiers 1 2 3)	**40,337,890**	**1,942,180**	**42,280,070**	**39,560,687**	**(2,719,383)**	**666,994**	**(3,386,370)**	

2.5 Additional Budget Amendments shown in the table above are informed of here;

Project	Budget £
Exempt Item (see separate report)	1,912,180
South Lynn Fire Station	30,000
Total Amendments	1,942,180

Exempt Item – please see exempt capital outturn report

South Lynn Fire Station; £30,000 was added to the programme to fund feasibility and conceptualisation regarding potential works in conjunction with the Norfolk Fire and Rescue Service as a possible Construction Infrastructure Levy (CIL) project. A report will be brought to Cabinet for consideration of the scheme

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3 Major differences between the rephased budget and the actual expenditure

3.1 The following pages show the major differences between the rephased budget and the actual expenditure. Under each heading the format shows "Movements to be explained", which are outlined as major variances and explained in the narrative that follows.

3.2 **Major Projects – Underspend £811,965**

Movements to be explained:		**£**
1	**Enterprise Zone -** £0.05m over budget profile due to additional main contractor costs and staff capitalisation costs	47,636
2	**Major Housing Development – Rephasing Underspend** • Florence Fields; is behind profile by (£0.71m) to be carried forward into 2026/2027, Phase 6 progress has been impacted by ground investigations with a requirement for additional piling, this delayed progress on site and final end date may need to be extended, in addition days were lost due to wet weather. • Lynnsport 1 Phase 3 is underspent by (£0.18m). A result of reduced preliminary work by adjusting the roads programme. • Southend Road; £0.23m is a net spend above budget profile, this is due to marketing costs and council tax costs and ongoing minor build costs. • NORA phase 4; the project has fundamentally completed. Minor cost in the year from contingency for any statutory adoption issues should they arise (defects/repairs etc) and supply chain final accounts cost yet to be completed, due in 2026/2027. The underspend of (£0.1m) will be rephased to 2026/2027. • Other smaller variances underspend of £0.01m to be carried forward into 2026/2027.	(772,287)

Movements to be explained:		£
3	**Towns Fund – Rephasing Overspend** • St George's Guildhall is spending ahead of the forecast profile £0.52m with the Heritage England Roof repair contribution (£0.7m), being completed as a priority to meet a condition of the funding award. The forecast is still expected to be on budget at £30.5m for the overall scheme. • Riverfront Regeneration behind profile (£0.15m) due to longer than forecast contractor tendering process and therefore delay in the main contractor works commencing. Works are expected to be significantly completed 2026/2027, with some working moving into Qtr. 1 2027/2028 • Active and Clean Connectivity spending ahead of profile £0.12m due to the changes to the design scope and development costs of the Active Travel Hub project increasing. • Rail to River is spending ahead of profile by £0.02m with additional funding expected to be required following determination of scope changes in 2026/2027. • Programme Management costs have increased by £0.06m due to capitalisation staff costs into the projects this year and ongoing.	567,002
4	**Southgate Regeneration Area** Costs were less than budgeted due delay in progressing planning for the scheme following removal of the Levelling Up Fund scheme funding.	73,442
5	**Local Authority Housing Fund** Acquisitions in conjunction with West Norfolk Housing Company. Greater level of funding than originally budgeted utilised.	617,976
6	**Coastal Defence Works** Total allocated budget was £1.5m for interim/emergency works which have not all been required to be completed within 2025/2026, this is based on the trigger point (beach levels being met), but concrete pouring in some areas have been completed, it's likely this will be required in 2026/2027 depending on beach levels.	1,198,849
Underspend		**(811,965)**

3.3 **Corporate Services – Underspend £670,003**

Movements to be explained:		£
1	**ICT Upgrade Roadmap – Rephasing Underspend** An underspend against budget is reported of £0.67m. This has been transferred to 2026/2027 where progress in the project will be continued.	(670,003)
Underspend		**(670,003)**

3.4 **Health Wellbeing and Public Protection – Underspend £66,100**

Movements to be explained:		£
1	**Careline-Replacement Vehicle – Rephasing Underspend** The planned replacement of a vehicle has been delayed to 2026/2027.	(56,850)
2	**Careline-Replacement Alarm Units – Overspend** The replacement of alarm units has increased reflecting the ongoing technology switchover to digital alarms. The alarms are financed via unsupported borrowings; the extra cost will be charged to revenue over a period of time for these extra costs.	93,927
3	**Community Safety Vehicle – Rephasing Underspend** The replacement of a vehicle has been transferred to 2026/2027.	(30,000)
4	**Private Sector Housing Assistance Grants – Rephasing Underspend** A collective underspend is reported of £0.073m. This has been transferred to 2026/2027 to meet the continued anticipated increasing demands for services.	(73,177)
Underspend		**(66,100)**

3.5 **Leisure and Culture – Underspend £53,780**

Movements to be explained:		£
1	**Corn Exchange Seating Refurbish– Underspend** The expenditure for the rolling programme for refurbishment of the seating at the Corn Exchange is underbudget for 2025/2026. This difference is not required in 2026/2027.	(10,217)

2	**Lynnsport Gymnastics Floor and Tumble Track - Rephasing Underspend** This project was not undertaken in 2025/2026, it has been rephased to 2026/2027.	20,000
3	**Lynnsport Toilets and Changing Room - Underspend** This project has completed within budget.	(12,520)
4	**St James' Flooring – Rephase Underspend** This project was not undertaken in 2025/2026, it has been rephased to 2026/2027 for further consideration.	(15,000)
5	Other minor variances	3,957
Underspend		**53,780**

3.6 **Operational and Commercial Services – Underspend £542,599**

Movements to be explained:		**£**
1	**Refuse and Recycling Bins** The purchase of bins was lower than the original budget, the bin replacement schedule is funded via unsupported borrowings resulting in a reduced charge to revenue.	(53,572)
2	**Grounds Maintenance Equipment** The necessary purchase of equipment – mowers, forklift and tractors has resulted in an overspend compared to the original estimate of £90,371. The equipment is funded via unsupported borrowings so will be charged to revenue over the life of these assets.	90,371
3	**Vehicles –** **Public Cleansing £421,230 and Grounds Maintenance £156,800** The procurement of these vehicles is expected to complete in 2026/2027. A fleet replacement schedule is to be updated and factored into estimates.	(578,030)
4	**High Street Public Realm** Remedial works undertaken. Project has now concluded.	128,831
5	**Mintlyn Crematorium** Cremator reline the necessary works required on one of the cremators has completed underbudget, this project was funded from reserves. Redecoration works at the crematorium commenced in 2025/2026, the budget allocated for this is brought forward from 2026/2027	(6,188) 26,785
The remaining items listed below have budgets earmarked but have not incurred spend in 2025/2026 and therefore are reprofiled to future years.		

6	**Bandstand Roof Hunstanton**	(30,000)
7	**Car Parks** Resurfacing	(61,800)
8	**Kings Lynn Public Realm** – High Streets	(40,000)
9	**Mintlyn Crematorium** Memorial Garden Drainage	(20,000)
10	**Other minor variances**	1,002
Underspend		**(542,599)**

3.7 **Regeneration, Housing and Place – Overspend £7,558**

Movements to be explained:		**£**
1	**Car Park Strategy** Additional spend against no budget is reported, this is jointly funded with a contribution from the business rate pool.	7,558
Overspend		**7,558**

3.8 **Property and Projects – Overspend £3,030**

Movements to be explained:		**£**
1	**Bus Shelter Replacement – Budget Rephased** Works for the replacement of bus shelters will continue in 2026/2027. This is 80% funded via a grant.	(38,965)
2	**Downham Market Public Conveniences** Additional time incurred by staff working on the project has resulted in an overspend.	38,332
3	**Re:Fit Lighting** The underspend has been rephased to 2026/2027 where works are expected to complete. In addition to this £35,000 has been added to the project in 2026/2027, this is to correct an error of omission.	(3,680)
Overspend		**3,030**

3.9 **Finance – Underspend £16,650**

Movements to be explained:		**£**
1	**Community Projects** Administered by an external service provider who advance grants to community projects. An underspend is reported for 2025/2026.	(16,650)
Underspend		**(16,650)**

3.10 **Tier 3 Budgets**

The following tier 3 pipeline projects are to be rephased to 2026/2027 while options are considered;

Operational and Commercial:		**£**
1	Car Park Multi-storey Barrier Ticket Machine	38,130
2	Car Park Multi-storey Lighting and Controls	102,470
3	Resort Digital Visitor Sign	50,000

Property and Projects:		**£**
1	Bergen Way Industrial Estate Roof Replacement	250,000
2	Estate Roads - Resurfacing	30,500

Regeneration, Housing and Place:		**£**
1	South Lynn Fire Station	30,000

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4. Capital Receipts

4.1 Total useable capital receipts generated in 2025/2026 are shown in the table below;

Table 2 – Capital Receipts 2025/2026

Capital Receipt	**£**
Council Houses – Preserved right to buy	417,385
General Fund – Major housing sales	5,919,137
General Fund – Land and property	195,780
General Fund – Vehicles, plant & equipment	124,614
General Fund – Housing grants repaid	40,000
Total	**6,696,916**

4.2 Table 3 below illustrates all the units sold to date on the various Major Housing Projects. The sale receipts are used to fund expenditure on the Major Housing Project alongside temporary borrowing.

Table 3

The table summarises the total number of units that are to be built by site and the number of units sold as at 31 March 2026 cumulatively;

Scheme	Total homes	Leased to WNPL	Sold to a RP (Affordable Housing)	Open Market Sale	Units in current capital programme 2024-29
NORA 4	105	48	22	35	0
Marsh Lane	130	-	20	110	0
Lynnsport 3	54	18	9	27	0
Lynnsport 4&5	89	8	13	68	0
Lynnsport 1	96	-	-	96	0
Florence Fields	226	21	12	16	226
Salters Road	78	-	78	-	0
Southend Road	32	-	-	-	32

5 Financing of the Capital Programme 2025/2026

5.1 The following table details the sources of finance used to fund capital spending during the 2025/2026 year. The strategy adopted in financing is designed to make full use of all specific grants and thereby protect future allocations. Funding is taken from capital and revenue reserves for those specific schemes identified with resources. The strategy is then to make full use of useable capital receipts and the balance of funding to be taken from capital and revenue reserves.

Table 4.

Total Capital Programme Outturn to be Funded 2025/2026	**39,561,574**
Less Third-Party Contributions (shown in table 6 below)	-8,765,918
Capital Programme Expenditure to be Funded	**30,795,656**
Sources of Finance:	
Specific Capital Grant - Better Care Fund	2,473,595
Capital Receipts applied in year	5,919,137
Capital Reserves	2,713,883
Revenue Provision	1,078,711
Temporary Borrowing	17,286,280
Unsupported Borrowing	1,324,050
Total	**30,795,656**

Table 5.

Funded 2025/2026	
Third-Party Contributions	**£**
Business Rate Pool	5,406
Department for Transport	29,315
Freebridge Community Housing	13,388
Historic England	425,584
Ministry of Housing, Communities & Local Government	8,229,527
Norfolk County Council	25,346
UKSPF	37,352
Total Third-Party Contributions	**8,765,918**

- Specific capital grant is for Disabled Facilities Grants (DFGs) which is allocated directly from the Government as part of the Better Care Funding and paid via Norfolk County Council.

- Unsupported Borrowing is the level of loans taken on by the Council and paid from within the budgets of services. During 2025/2026 unsupported borrowing was used to purchase vehicles and equipment where previously lease payments were made. In effect the equivalent to lease payments now pay the debt charge. No help is available from Government to pay the costs – therefore they are classed as unsupported.

- Temporary borrowing is included for cash flow purposes to ensure a balanced funding of the capital programme in advance of capital receipts.

Borrowing is based on the most favourable rates available at the time. Internal borrowing will be used whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Funds currently in short term investments may be withdrawn and used in place of external borrowing.

- Capital Reserves have been previously set aside for particular schemes. In some cases, regular annual contributions are made to the reserves (e.g. sports and arts facilities, offices). Useable capital receipts received in previous years are held in reserves until applied to capital financing.

- Capital Receipts come from the sale of assets including the receipts generated from the major housing sales receipts and the preserved rights from the sale of former council houses.

6 Minimum Revenue Provision

6.1 A requirement of capital controls is that details of the minimum revenue provision (MRP) calculation are reported to Cabinet. The MRP is the minimum amount that must be charged to the Council's revenue accounts each year as a provision to repay debt. Changes to the basis of calculating MRP were made by the Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2008. A local authority is required to calculate an amount of MRP which they consider to be prudent, prepare a statement of its policy on making MRP and submit it to full Council. The Treasury Management Strategy 2025/2026 approved at Council on 3 February 2026 sets out the policy proposals for the Borough for 2025/2026.

6.2 The amount of MRP charged to the accounts in 2025/2026 is £769,179, compared to the budget of £844,880. The actual MRP charge 2025/2026 has been calculated in accordance with the Council's policy based on the capital financing requirement as at 1 April 2025. The MRP is calculated based on the prior year capital programme requirements.

7 Capital Programme 2025/2030

7.1 The Capital Programme 2025/2030 was approved by Council on 3 February 2026 and is provided at Appendix 2. As detailed at section 4 above, it is proposed to carry forward budget provision of £3,386,370 from 2025/2026 to future years of the programme. This requires careful evaluation of the impact of scheme delays on compliance with funding terms and conditions, costs and capacity for delivering against reprioritised deadlines. A review of the Capital programme 2025/2030 shall be undertaken early in 2025/2027 to consider the level of commitment and to validate assurance over estimated budgetary requirement for planned schemes.

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Table 6 –Capital Programme 2026 – 2030 (As approved by council February 2026)

	Budget 2026/2027 £	**Budget 2027/2028 £**	**Budget 2028/2029 £**	**Budget 2029/2030 £**
Tier 1 Major projects				
Environment and Planning	6,660,000	0	0	0
Programme and Place				
Regeneration, Housing and Place	38,775,420	12,294,880	7,265,430	304,910
Subtotal	***45,435,420***	***12,294,880***	***7,265,430***	***304,910***
Tier 1 Exempt Schemes	0	0	0	0
Subtotal	***0***	***0***	***0***	***0***
Total Tier 1	**45,435,420**	**12,294,880**	**7,265,430**	**304,910**
Tier 2 Operational Schemes				
Corporate Services	1,175,000	250,000	200,000	150,000
Finance	0	0	0	
Health Wellbeing and Public Protection	2,477,500	2,565,500	2,565,500	2,477,500
Leisure And Culture	407,000	190,000	140,000	265,000
Operations and Commercial	1,226,500	226,250	519,780	171,650
Property and Projects	107,000	0	0	0
Regeneration Housing and Place	260,000	0	0	0
Total Tier 2	**5,653,000**	**3,231,750**	**3,425,280**	**3,064,150**
Tier 3 Operational Schemes				
Health Wellbeing and Public Protection	65,000	35,000	0	0
Leisure And Culture	2,308,730	363,000	0	0
Operations and Commercial	927,720	120,000		6,000,000
Property and Projects	680,000	0	0	0
Regeneration Housing and Place	241,060	0	0	0
Subtotal	***4,222,510***	***518,000***	***0***	***6,000,000***
Tier 3 Exempt Schemes				
Exempt Schemes	15,057,030	900,000	0	0
Subtotal	***15,057,030***	***900,000***	***0***	***0***
Total Tier 3	**19,279,540**	**1,418,000**	**0**	**6,000,000**
Total Capital Programme (Tiers 1, 2, 3)	**70,367,960**	**16,944,630**	**10,690,710**	**9,369,060**

Table 7 – Capital Programme 2026-2030 Updated for rephasing and amendments

	Budget 2026/2027 £	Budget 2027/2028 £	Budget 2028/2029 £	Budget 2029/2030 £
Tier 1 Major projects				
Health, Wellbeing & Public Protection	7,858,850	0	0	0
Programme and Place	996,570			
Regeneration, Housing and Place	38,364,810	12,294,880	7,265,430	304,910
Subtotal	***47,220,230***	***12,294,880***	***7,265,430***	***304,910***
Tier 1 Exempt Schemes	67,770	0	0	0
Subtotal	***67,770***	***0***	***0***	***0***
Total Tier 1	**47,288,000**	**12,294,880**	**7,265,430**	**304,910**
Tier 2 Operational Schemes				
Corporate Services	1,845,000	250,000	200,000	150,000
Finance	0	0	0	
Health Wellbeing and Public Protection	2,637,530	2,565,500	2,565,500	2,477,500
Leisure And Culture	442,000	190,000	140,000	265,000
Operations and Commercial	1,437,340	226,250	519,780	171,650
Property and Projects	543,650	0	0	0
Regeneration Housing and Place	260,000	0	0	0
Total Tier 2	**7,165,520**	**3,231,750**	**3,425,280**	**3,064,150**
Tier 3 Operational Schemes				
Health Wellbeing and Public Protection	65,000	35,000	0	0
Leisure And Culture	2,308,730	363,000	0	0
Operations and Commercial	1,088,320	120,000		6,000,000
Property and Projects	860,500	0	0	0
Regeneration Housing and Place	271,060	0	0	0
Subtotal	***4,593,610***	***518,000***	***0***	***6,000,000***
Tier 3 Exempt Schemes				
Exempt Schemes	14,937,030	900,000	0	0
Subtotal	***14,937,030***	***900,000***	***0***	***0***
Total Tier 3	**20,330,640**	**1,418,000**	**0**	**6,000,000**
Total Capital Programme (Tiers 1, 2, 3)	**73.944,640**	**16,944,630**	**10,690,710**	**9,369,060**

8 Capital Financing 2026/2030

8.1 Table 8 provides details of the revised estimated capital financing for 2026/2030 updated after funding 2025/2026. Exempt schemes are shown in a separate report.

Table 8.

Source of Funding	2026/2027 £	2027/2028 £	2028/2029 £	2029/2030 £
Specific Capital Grants (Better Care Fund)	2,289,625	2,216,445	2,216,445	2,216,445
Specific Capital Grants (Towns Fund)	10,618,141	0	0	0
Specific Capital Grants (LAHF)	0	0	0	0
Misc. Grants	653,554	3,221,000	0	0
Business Rate Pool	2,271,445	0	0	0
General Capital Receipts Reserve	3,133,535	486,055	401,055	351,055
Major Housing Capital Receipts Applied	24,891,630	2,523,060	0	0
Reserves/Revenue Contributions	6,310,270	267,500	12,500	11,650
Unsupported Borrowing	3,549,580	779,750	795,280	6,485,000
Temporary Borrowings	20,266,380	7,450,820	7,265,430	304,910
Total Funding	**73,944,640**	**16,944,630**	**10,690,710**	**9,369,060**

9 Pipeline Projects

9.1 Also on the agenda for Committee today, is a report regarding the racket and community sports hub, major works on sea defences, once surveys and assessment have been completed. Additionally, a business case for West Lynn ferry infrastructure improvements is expected at a future meeting. If approved the capital programme will be amended to reflect any changes.

10 Tier updates

The following notes explain changes and updates to projects in progress and ready to be progressed.

10.1 **Crematorium Septic Tank;** £55,830 has been added to the capital programme in tier 2 for urgent works to be completed on a septic tank following the failure of existing aged equipment.

Project	Budget
Crem Septic Tank (NEW tier 2)	£55,830

10.2 **LED Lighting Upgrade;** As the Councils looks to reduce electricity consumption reducing emissions and costs, the depot had been identified to provide further savings re energy. £24,000 is required to replace existing lighting system with a view to payback in under four years.

Project	Budget
LED lighting Depot (NEW tier 2)	£24,000

10.3 **Street Lighting;** £115,000 previously removed from the capital programme in error, the Council seeks to add back this project back into the programme to complete the remaining works that were identified at the time. Further assessment works will be done in the future to identify any additional requirement and reported accordingly.

Project	Budget
Street Lighting (NEW tier 2)	£115,000

9.6 **E-Energy Solar Project;** following a delegated decision £215,000 has been moved from tier 2 to tier 3 for solar panels to be installed at the Corn Exchange and KLIC.

Project	Budget
E-Energy Solar Project (tier 3 to 2)	£215,000

9.7 **KLIC Office Optimisation**; £120,000 has moved from tier 3 exempt to tier 2 operational for works at the KLIC building complex to allow for larger units be split to create smaller spaces to accommodate demand from smaller businesses.

Project	Budget
KLIC Office Optimisation (tier 3 to 2)	£120,000

9.8 Toilet Roof, Pavillion Hunstanton; £30,000 has moved from tier 3 to tier 2, works are expected be begin shortly.

Project	Budget
Pavillion Hunstanton (tier 3 to 2)	£30,000

3. Proposal

4. Options Considered
N/A

5. Financial Implications
The financing arrangements for the capital programme are within budget. Where rephasing to/from 2025/2026 is to be made then the funding will follow. As previously noted, the MRP charge can be met from within the overall revenue outturn for the year.

The revenue implications of all capital schemes will be met from within existing budgets

6. HR Implications
None

7. Policy Implications
The establishment and management of the capital programme are in accordance with the Council's Capital Strategy. The current Capital Strategy 2025/2026 was approved by Council on 3 February 2026.

8. Climate Change and Environmental Implications and considerations
None

9. Statutory and Legal Implications
None

10. Local Government Reorganisation Implications
None

11. Health and Safety Implications
None

12. Consultees
Corporate Leadership team

13. Equality Impact Assessment

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

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

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

14. Risk Management Implications

Risk is inherent in any projection of future funding. The estimated resources available to fund the capital programme 2025-2030 and the risk implications and sensitivity/consequences are detailed in the table below. The level of risk is based on the impact on the funding of the capital programme 2025-2030 if the resources are not achieved at the estimated level or at the time expected. This section has been updated to reflect the position in the Capital Programme and Resources for 2025-2030.

Source of Funding	Risk Implications and Sensitivity	Level of Risk
Capital Grants Third Party Contributions	**Risk** The capital grant and specific grant included in the resources is a contribution towards private sector housing assistance - Disabled Facilities Grants (DFG). The level of grant included for 2025/2026 is based on the confirmed level of grant from the Better Care Fund. Future years show no assumed growth rate but remain at a constant level for the rest of the programme as no indications of growth have been provided. The level of grant is confirmed by Central Government annually and can vary from year to year. **Sensitivity/Consequences** This funding represents 20% of current total general fund reserve balance. If the level of grants were to vary significantly the budget allocated for DFGs and the proposed schemes within the programme would need to be revised.	Medium
Capital Receipts	**Risk** Capital receipts over the 5-year capital programme 2025-2030 represent 100% of the current general fund reserve balance. The actual amount and timing of capital receipts can vary significantly. The achievement of capital receipts is monitored and reported in the monthly monitoring reports to ensure no over commitment. **Sensitivity/Consequences**	High

Source of Funding	Risk Implications and Sensitivity	Level of Risk
	Capital receipts represent a high proportion of the total general fund resources available to fund the capital programme. The actual level of capital receipts that are achieved is sensitive to market conditions including demand for land and buildings, values and interest rates. The sum total of capital receipts included in the funding table of circ. £50m is from the Major Housing Project, it's a challenging target in the current economic climate. In the event that capital receipts are not achieved at the level or within the year estimated it may be necessary to take on additional temporary borrowing at the prevailing interest rates.	
Major Housing Project	**Risk** The impact of market prices as the scheme proceeds to each phase may increase. The housing market may slow, and sales may not be achieved as planned. **Sensitivity/Consequences** Business case review prior to proceeding to end stage. Local Authority Housing Company has been established to hold any surplus units for rent.	High
Unsupported Borrowing	**Risk** The proposed capital programme 2025-2030 includes unsupported borrowing for the purchase of equipment and vehicles. The unsupported borrowing will be funded through internal borrowing whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. **Sensitivity/Consequences** The Council will enter into unsupported borrowing where it can demonstrate that financial savings can be achieved by outright purchase of equipment, as opposed to the use of an operating lease and the payment of an annual lease.	Low
Temporary Borrowing External and Internal	**Risk** Temporary borrowing is included for cash flow purposes to ensure a balanced funding of the capital programme in each of the financial years and in advance of capital receipts. Internal borrowing will be used whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Funds currently in short term investments may be withdrawn and used in place of external borrowing.	High

Source of Funding	Risk Implications and Sensitivity	Level of Risk
	Sensitivity/Consequences The actual required temporary borrowing will depend on rephasing in the capital programme and capital receipts achieved in each year. Temporary borrowing will be maintained at the minimum level required and reported as part of the outturn. The cost of funding planned temporary borrowing is included in the revenue budget and is confirmed as affordable. In the event that additional temporary borrowing is required during the financial year the impact on the revenue budget will be reported in the monthly monitoring reports to Members. Fixed term external borrowing may be taken and drawn down as expenditure is required and rates are favourable. External borrowing will be sourced through market loans or PWLB depending on the most favourable rates. The interest rates of external loans and PWLB loans are at a higher rate due to the current Bank of England base rate and increasing demand for public sector borrowing combined with worldwide issues such as war which has an impact on bank rates.	
Reserves	**Risk** Contributions from reserves are based on actual balances as at 1 April 2025 and take into account budgeted contributions to/from reserves. **Sensitivity/Consequences** The reserves are available and as such the sensitivity is low. In the event that reserves are not available as estimated in the capital resources, temporary borrowing would be incurred to ensure a balanced funding of the capital programme in each of the financial years.	Low
Sales Value Reduces / Costs Increase	**Risk** Macro-economic issues **Sensitivity/consequences** Market confidence continues to be impacted by inflation and high interest costs due to global and political uncertainty. The withdrawal and reduction of help to buy schemes from Central Government has also slowed down the sale of dwellings. Sales values and cost of materials and labour will require regular review in determining how to proceed with schemes and, for example, whether to sell or rent properties through the Housing Company.	High

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

15. Conclusion

LIST OF APPENDICES
Appendix A Capital Outturn 2025-2026 Appendix B Capital Programme 2026-2030 rephased Exempt Draft Capital Outturn 2025-2026

LIST OF BACKGROUND PAPERS

PRE SCREENING EQUALITY IMPACT ASSESSMENT						
For equalities profile information please visit [Norfolk Insight - Demographics and Statistics - Data Observatory]						
Name of policy/service/function	2025/26 Draft Capital Outturn report to Cabinet					
Is this a new or existing policy/ service/function? *(tick as appropriate)*	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 Draft Outturn position for 2025/26 of spend and income against budget for Capital.					
Who has been consulted as part of the development of the policy/service/function? – new only *(identify stakeholders consulted with)*	The Corporate Leadership Team, Portfolio Holders.					
Question	**Answer**					
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		Positive	Negative	Neutral	Unsure	
	Age			√		

have particular needs, experiences, issues or priorities or in terms of ability to access the service? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group. ***If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.*** **For more information on health inequalities please visit [The King's Fund]*	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)			√	

Please provide a brief explanation of the answers above:

Question	Answer	Comments
2. 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?	No	It reports data for spend and income without prejudice
3. Could this policy/service be perceived as impacting on communities differently?	No	It reports data for spend and income without prejudice
If 'yes' to questions 2 - 3 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary: **Decision agreed by EWG member: ……………………………………………………..**		
4. 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	No	**Actions:** **Actions agreed by EWG member:** …………………………………………

5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	**Please provide brief summary:**	
Assessment completed by: Name	**Carl Holland**		
Job title	**Assistant Director – Finance**		
Date completed	**7 July 2026**		
Reviewed by EWG member	**Jo Stanton**	**Date**	**08 July 2026**
✓ **Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy** (corporate.policy@west-norfolk.gov.uk)			

Appendix A

2025-2026 Capital Outturn

	Project	Budget Updated for Estimates (Feb 3 2026)	Additional Amendments to 25/26	Revised Full Year Budget 2025/2026	Actuals to 31 March 2026	Rephasing (to)/from future years
Property and Projects	Enterprise Zone	116,250	0	116,250	163,886	0
Tier 1	**Property and Projects**	**116,250**	**0**	**116,250**	**163,886**	**0**
Regeneration, Housi	Florence Fields	15,600,230	0	15,600,230	14,890,104	(710,130)
Regeneration, Housi	Hunstanton Southend Road	0	0	0	229,660	0
Regeneration, Housi	Major Housing Projects Unallocated Budget	16,150	0	16,150	10,776	0
Regeneration, Housi	Nora Phase 4	99,570	0	99,570	4,709	(94,860)
Regeneration, Housi	Phase 3-Lynnsport 1	7,719,070	0	7,719,070	7,535,768	(183,300)
Regeneration, Housi	Salters Road	536,730	0	536,730	528,446	(8,280)
Tier 1	**Programme and Place**	**23,971,750**	**0**	**23,971,750**	**23,199,463**	**(996,570)**
Regeneration, Housi	Southgate Regen Area Business Rate Pool Contribution	167,780	0	167,780	94,338	(73,440)
Regeneration, Housi	Local Authority Housing Fund	1,861,990	0	1,861,990	2,479,966	0
MM	Active and Clean Connectivity	1,416,000	0	1,416,000	1,533,319	117,320
Regeneration, Housi	Multi User Community Hub - King's Lynn Library	2,581,450	0	2,581,450	2,584,436	0
Regeneration, Housi	Programme Management	100,000	0	100,000	164,486	0
Regeneration, Housi	Rail to River	62,000	0	62,000	77,480	0
Regeneration, Housi	Riverfront Regeneration	546,910	0	546,910	392,777	(154,130)
Regeneration, Housi	St Georges Guildhall Complex	1,552,810	0	1,552,810	2,073,674	520,860
Tier 1	**Regeneration, Housing and Place**	**8,288,940**	**0**	**8,288,940**	**9,400,475**	**410,610**
Corporate Serivces	Coastal Defence Works	1,500,000	0	1,500,000	301,151	(1,198,850)
Tier 1	**Health, Wellbeing & Public Protection**	**1,500,000**	**0**	**1,500,000**	**301,151**	**(1,198,850)**
Corporate Serivces	EXEMPT ITEM	0	1,912,180	1,912,180	1,844,407	(67,770)
Tier 1	**EXEMPT ITEM**	**0**	**1,912,180**	**1,912,180**	**1,844,407**	**(67,770)**
Corporate Serivces	ICT Upgrade Roadmap	947,940	0	947,940	277,937	(670,000)
Tier 2	**Corporate Serivces**	**947,940**	**0**	**947,940**	**277,937**	**(670,000)**
Health Wellbeing and	Careline - Replacement Vehicles	56,850	0	56,850	0	(56,850)
Health Wellbeing and	Careline-Replacement Alarm Units	60,000	0	60,000	153,927	0
Health Wellbeing and	Community Safety Vehicle	30,000	0	30,000	0	(30,000)
Health Wellbeing and	Adapt Grant	1,691,960	0	1,691,960	1,260,333	(73,180)
Health Wellbeing and	Careline Grant	25,000	0	25,000	14,757	0
Health Wellbeing and	Disabled Facilties Grant	618,200	0	618,200	949,711	0
Health Wellbeing and	Low Level Prevention Grants Misc	225,000	0	225,000	262,182	0
		2,560,160	0	2,560,160	2,486,983	(73,180)
Tier 2	**Health Wellbeing and Public Protection**	**2,707,010**	**0**	**2,707,010**	**2,640,910**	**(160,030)**
Leisure And Culture	Corn Exchange -Refurbish Seating	15,000	0	15,000	4,783	0
Leisure And Culture	L/Sport Gymnastics - Acro Floor and Tumble Track replacement	20,000	0	20,000	0	(20,000)
Leisure And Culture	L/Sport Toilets & Changing Room	65,000	0	65,000	52,480	0
Leisure And Culture	Lynnsport Drainage Pipeline Enhancement	165,000	0	165,000	168,957	0
Leisure And Culture	St James Flooring (reception/corridors/viewing)	15,000	0	15,000	0	(15,000)
Tier 2	**Leisure And Culture**	**280,000**	**0**	**280,000**	**226,220**	**(35,000)**
Operations and Comi	Bandstand Roof Replacement - Hunstanton	30,000	0	30,000	0	(30,000)
Operations and Comi	Brown Bins/Compost	40,000	0	40,000	17,934	0
Operations and Comi	Green Bins/Recycling	40,000	0	40,000	35,477	0
Operations and Comi	Grounds Maintenance Equipment	711,620	0	711,620	801,991	0
Operations and Comi	Grounds Maintenance Vehicles	436,730	0	436,730	15,500	0
	High St Public Realm TF Accelerated project	0	0	0	128,831	0
	Kings Lynn Public Realm	40,000	0	40,000	0	(40,000)
Operations and Comi	Mintlyn Crem - Memorial Gardens - Drainage for paths	20,000	0	20,000	0	(20,000)
Operations and Comi	Mintlyn Cremator 1 - Refactory reline	100,000	0	100,000	93,812	0
Operations and Comi	Mintlyn Crematorium - redecoration	0	0	0	26,785	26,790
Operations and Comi	Public Cleansing Vehicles	156,800	0	156,800	0	0
Operations and Comi	Refuse - Black Bins	40,000	0	40,000	46,626	0
Operations and Comi	Resurfacing (various car parks)	61,800	0	61,800	0	(61,800)
Operations and Comi	Trade Bins	40,000	0	40,000	6,391	0
Operations and Comi	Replacement Play Area Equipment S106	95,880	0	95,880	96,882	0
Tier 2	**Operations and Commercial**	**1,812,830**	**0**	**1,812,830**	**1,270,231**	**(125,010)**

	Project	Budget Updated for Estimates (Feb 3 2026)	Additional Amendments to 25/26	Revised Full Year Budget 2025/2026	Actuals to 31 March 2026	Rephasing (to)/from future years
Finance	Car Park Strategy	0	0	0	7,558	0
Tier 2	**Regeneration Housing and Place**	**0**	**0**	**0**	**7,558**	**0**
Property and Projects	Bus Stops	80,390	0	80,390	41,426	(38,970)
Property and Projects	Changing Places Toilet - St James's	2,050	0	2,050	8,142	0
Property and Projects	Downham Market Public Conveniences	34,250	0	34,250	72,582	0
Property and Projects	Old Meadow Road Deport EV Chargers	39,000	0	39,000	36,250	0
Property and Projects	Re:Fit Project	16,730	0	16,730	13,052	(3,680)
Property and Projects	Sewage Treatment Works Refurb/Connect Public Sewer	28,000	0	28,000	26,598	0
Property and Projects	Van for King's Court	25,000	0	25,000	30,400	0
Tier 2	**Property and Projects**	**225,420**	**0**	**225,420**	**228,450**	**(42,650)**
Finance	Community Projects	16,650	0	16,650	0	0
Tier 2	**Finance**	**16,650**		**16,650**	**0**	**0**
Operations and Comm	Car Pk Multi-storey Barrier Ticket Machine	38,130	0	38,130	0	(38,130)
Operations and Comm	Car Prk Multi-storey Lighting + Controls	102,470	0	102,470	0	(102,470)
Operations and Comm	Resort - Visitor Digital Sign	50,000	0	50,000	0	(50,000)
Tier 3	**Operations and Commercial**	**190,600**	**0**	**190,600**	**0**	**(190,600)**
Property and Projects	Bergen Way Industrial Estate Roof Replacement	250,000	0	250,000	0	(250,000)
Property and Projects	Estate Roads - Resurfacing	30,500	0	30,500	0	(30,500)
Tier 3	**Property and Projects**	**280,500**	**0**	**280,500**	**0**	**(280,500)**
Regeneration, Housin	South Lynn Fire Station	0	30,000	30,000	0	(30,000)
Tier 3	**Regeneration, Housing and Place**	**0**	**30,000**	**30,000**	**0**	**(30,000)**
	Total Capital Programme (Tiers 1 2 3)	**40,337,890**	**1,942,180**	**42,280,070**	**39,560,687**	**(3,386,370)**

Appendix B

2026-2030 Rephased Programme

Tier 1,2 or 3	Project	Outturn Revised Budget 2026/2027	Outturn Revised Budget 2027/2028	Outturn Revised Budget 2028/2029	Outturn Budget 2029/2030
	Florence Fields	15,982,630	313,960	0	0
	Nora Phase 5	344,860	0	0	0
	Phase 3-Lynnsport 1	8,805,860	2,209,100	0	0
	Salters Road	8,280	0	0	0
Tier 1	**Programme and Place**	**25,141,630**	**2,523,060**	**0**	**0**
	Southgate Regen Area Business Rate Pool Contribution	73,440	0	0	0
	Active and Clean Connectivity	3,409,190	0	0	0
	Riverfront Regeneration	1,994,950	0	0	0
	St Georges Guildhall Complex	8,742,170	9,771,820	7,265,430	304,910
Tier 1	**Regeneration, Housing and Place**	**14,219,750**	**9,771,820**	**7,265,430**	**304,910**
	Coastal Defence Works	7,858,850	0	0	0
Tier 1	**Health, Wellbeing & Public Protection**	**7,858,850**	**0**	**0**	**0**
	EXEMPT ITEM	67,770	0	0	0
Tier 1	**EXEMPT ITEM**	**67,770**	**0**	**0**	**0**
	ICT Upgrade Roadmap	1,845,000	250,000	200,000	150,000
Tier 2	**Corporate Serivces**	**1,845,000**	**250,000**	**200,000**	**150,000**
	Careline - Replacement Vehicles	56,850	0	0	0
	Careline-Replacement Alarm Units	60,000	148,000	148,000	60,000
	Community Safety Vehicle	30,000	0	0	0
	Adapt Grant	1,622,480	1,549,300	1,549,300	1,549,300
	Careline Grant	25,000	25,000	25,000	25,000
	Disabled Facilties Grant	618,200	618,200	618,200	618,200
	Low Level Prevention Grants Misc	225,000	225,000	225,000	225,000

Tier 1,2 or 3	Project	Outturn Revised Budget 2026/2027	Outturn Revised Budget 2027/2028	Outturn Revised Budget 2028/2029	Outturn Budget 2029/2030
		2,490,680	2,417,500	2,417,500	2,417,500
Tier 2	**Health Wellbeing and Public Protection**	**2,637,530**	**2,565,500**	**2,565,500**	**2,477,500**
	Corn Exchange -Refurbish Seating	15,000	15,000	15,000	0
	Corn Exchange -Internal Dec	10,000	0	0	0
	Corn Exchange -Lighting Desk	0	0	0	20,000
	Corn Exchange - Sound Desk	0	0	40,000	0
	Corn Exchange -House Curtains	0	0	15,000	0
	Corn Exchange -Windows and Doors	0	0	30,000	0
	Corn Exchange -Cinema Carpets and Décor	0	0	0	15,000
	Corn Exchange -PA Speakers	0	0	0	150,000
	Corn Exchange -Projectors	0	0	0	80,000
	DMLC - Changing room refurb	40,000	0	0	0
	DMLC - Replacement Distribution Boards	0	25,000	0	0
	DMLC - Window Replacement (dryside)	20,000	0	0	0
	DMLC - Car Park	33,000	0	0	0
	DMLC - Plant Room	14,000	0	0	0
	DMLC - New Boilers	120,000	0	0	0
	L/Sport Gymnastics - Acro Floor and Tumble Track replacement	50,000	0	0	0
	L/Sport Track and Barn Line marking	0	15,000	0	0
	L/Sport Window replacement	0	0	40,000	0
	Oasis - Lockers	30,000	0	0	0
	St James - Floor/Surface Replace	40,000	0	0	0
	St James Pool plate heat exchange	10,000	0	0	0
	Fairstead Community Cente Flooring Replacement	15,000	0	0	0
	Town Hall Electrical Switch Replacement	0	40,000	0	0
	Town Hall Redecoration	15,000	15,000	0	0
	Town Hall Replacement flooring/stairs	10,000	10,000	0	0
	Town Hall Roofing	0	50,000	0	0

Tier 1,2 or 3	Project	Outturn Revised Budget 2026/2027	Outturn Revised Budget 2027/2028	Outturn Revised Budget 2028/2029	Outturn Budget 2029/2030
	Town Hall Stone Mason external works	20,000	20,000	0	0
Tier 2	**Leisure And Culture**	**442,000**	**190,000**	**140,000**	**265,000**
	Bandstand Roof Replacement - Hunstanton	30,000	0	0	0
	Car Pk Multi-storey Barrier Ticket Machine	38,130	0	0	0
	Car Prk Multi-storey Lighting + Controls	102,470	0	0	0
	Brown Bins/Compost	40,000	40,000	40,000	40,000
	Car Parks Pay & Display Machine Replacement	41,000	0	0	0
	CCTV Factilities and Circuit Upgrade	361,000	0	0	0
	Decrim Car Park - County funded Equipment	12,500	12,500	12,500	11,650

Tier 1,2 or 3	Project	Outturn Revised Budget 2026/2027	Outturn Revised Budget 2027/2028	Outturn Revised Budget 2028/2029	Outturn Budget 2029/2030
	Emergency Plan - Replace Radios	0	0	30,000	0
	Green Bins/Recycling	40,000	40,000	40,000	40,000
	Grounds Maintenance Equipment	50,000	53,750	0	0
	Grounds Maintenance Vehicles	0	0	86,000	0
	Kings Lynn Public Realm	300,000	0	0	0
	Mintlyn Crem - Memorial Gardens - Drainage for paths	50,000	0	0	0
	Mintlyn Crematorium - Customer Toilets Refurb	40,000	0	0	0
	Mintlyn Crematorium - redecoration	3,210	0	0	0
	Mintlyn Crematorium - Septic Tank	55,830	0	0	0
	Play Area Equipment - King's Lynn (KLACC)	8,000	0	0	0
	Public Cleansing Vehicles	68,000	0	231,280	0
	Public Conveniences	366,000	0	0	0
	Refuse - Black Bins	40,000	40,000	40,000	40,000
	Beach Patrol Unit	30,000	0	0	0
	Resort - Visitor Digital Sign	50,000	0	0	0
	Replacement Play Area Equipment	60,000	0	0	0
	Resurfacing (various car parks)	61,800	0	0	0
	Trade Bins	40,000	40,000	40,000	40,000
	Toilet Roof - Hunstanton Recreation Ground	30,000	0	0	0
Tier 2	**Operations and Commercial**	**1,917,940**	**226,250**	**519,780**	**171,650**
	Bus Stops	38,130	0	0	0
	Re:Fit Project	80,000	0	0	0
	Re:Fit Project Lynnsport	27,000	0	0	0
	Street Lighting	115,000	0	0	0
	Depot LED Lighting	24,000	0	0	0
	E-Energy Solar Project	355,000	0	0	0
	Fire Doors - All Sites	250,000	0	0	0
	KLIC Office Optimisation	120,000	0	0	0
Tier 2	**Property and Projects**	**1,009,130**	**0**	**0**	**0**

Tier 1,2 or 3	Project	Outturn Revised Budget 2026/2027	Outturn Revised Budget 2027/2028	Outturn Revised Budget 2028/2029	Outturn Budget 2029/2030
	Pool Pod Downham	82,000	0	0	0
	L/Sport Fire Alarm	0	100,000	0	0
	L/Sport Barn and External Toilets	50,000	0	0	0
	L/Sport Padel Tennis Project	866,730	0	0	0
	St James Fire Alarm Upgrade	80,000	0	0	0
	Oasis Café Roof	100,000	100,000	0	0
	Oasis Air Handling	300,000	65,000	0	0
	Oasis Toilets and Changing	290,000	80,000	0	0
	Oasis Tile Regrout	500,000	18,000	0	0
	Downham Sports Pavillion Ambirads and Ceiling Joists	10,000	0	0	0
	Downham Sports Pavillion Flooring and Tiling	11,000	0	0	0
	Downham Sports Pavillion Cladding	19,000	0	0	0
Tier 3	**Leisure And Culture**	**2,308,730**	**363,000**	**0**	**0**
	NSF Events Equipment	5,170	0	0	0
	Christmas Lights Replacement	187,550	0	0	0
	Digital Signage Installation - NTP	43,000	0	0	0
	Depot Car Park resurface	60,000	0	0	0
	Hunstanton Public Realm	35,000	0	0	0
	Parking/Gladstone Server Upgrade	12,000	0	0	0
	Resort - Beach Safety Signage	45,000	0	0	0
	Resort Recycling Bins Programme	200,000	0	0	0
	Resurfacing (various car parks)	200,000	0	0	0
	The Walks Accessible play Area	0	120,000	0	0
	Replacement Dog Bins	0	0	0	0
	Refuse Vehicles	0	0	0	6,000,000
	Toilet Roof - Seagate	30,000	0	0	0
	Personal Safety Devices	50,000	0	0	0
Tier 3	**Operations and Commercial**	**867,720**	**120,000**	**0**	**6,000,000**

Tier 1,2 or 3	Project	Outturn Revised Budget 2026/2027	Outturn Revised Budget 2027/2028	Outturn Revised Budget 2028/2029	Outturn Budget 2029/2030
	Bergen Way Industrial Estate Roof Replacement	250,000	0	0	0
	Asbestos Survey and Remedial works	65,000	35,000	0	0
	Kings Court Roof	0	900,000	0	0
	Property Management Software	75,000	0	0	0
	Estate Roads - Resurfacing	30,500	-	0	0
Tier 3	**Property and Projects**	**420,500**	**935,000**	**0**	**0**
	South Lynn Fire Station	30,000	-	0	0
	ICI/Active Travel Hub (KLIC2)	121,060	0	0	0
	South Quay Stage 3	120,000	0	0	0
Tier 3	**Regeneration, Housing and Place**	**271,060**	**0**	**0**	**0**
Tier 3	**EXEMPT ITEMS**	**14,937,030**	**0**	**0**	**0**
	Total Capital Programme (Tiers 1 2 3)	**73,944,640**	**16,944,630**	**10,690,710**	**9,369,060**

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2026/2027

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
3rd June 2026 at 4.30pm	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	
	Annual Complaints Report	Annual Report	Charrlotte Marriott	To consider the annual complaints report.
	Data Protection Monitoring Report	Update	Charlotte Marriott	To receive the data protection monitoring report.
	Cabinet Report – Health and Safety Policy and Statement of Intent	Cabinet Report	Mark Whitmore	To consider the report and make any appropriate recommendations to Cabinet.
8th July 2026 at 4.30pm	Call-ins (if any)	Standing Item		
	Notice of Motion (2/26) Review of Consultant Expenditure	Report	Honor Howell	Submitted by Councillor Moore (considered at Full Council on 29th January 2026)

	Relating to the Lynnsport Proposal			
	Chairs Signing of the Scrutiny and Audit Relationship Protocol	Operational		To establish the relationship between the Panel and the Audit Committee.
	Full Year Performance Management Report	Cabinet Report	Debbie Ess	To consider the report and make any appropriate recommendations to Cabinet.
	Corporate Performance Monitoring 2026/2027 Target Setting		Debbie Ess	
	Revenue Outturn 2025/2026	Cabinet Report	Carl Holland	To consider and approve the draft revenue outturn position for 2024/2025 for the Council.
	Capital Outturn 2025/2026	Cabinet Report	Carl Holland	Part Exempt - To report the outturn 2024/2025 for the Capital Programme and receive an update to the Capital Programme 2024/2029.
	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		
2nd September 2026 at 4.30pm	Call-ins (if any)	Standing Item		
	Report from the Constitution Informal Working Group	Informal Working Group Report		To receive a report from the Informal Working Group and comment on the report.

	Budget Monitoring Quarter 1	Cabinet Report	Carl Holland	To report on performance against budget for Capital and Revenue 2025/2026.
	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		
6th October 2026 at 4.30pm	Call-ins (if any)	Standing Item		
	Council Tax Support for Working Age people for 2027/2028	Cabinet Report	Jo Stanton	
	Budget Monitoring Quarter 2	Cabinet Report	Carl Holland	To report on performance against budget for Capital and Revenue 2025/2026.
	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		
12th January 2027 at 4.30pm	Call-ins (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee	Standing Item		

	Forward Plan and Work Programme.			
	Budget Monitoring Quarter 3	Cabinet Report	Carl Holland	To report on performance against budget for Capital and Revenue 2025/2026.
10th March 2027 at 4.30pm	Call-ins (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		

<u>Forthcoming Items to be scheduled</u>

Report of the Informal Working Group – Constitution – Ongoing

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

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

CNC Building Control Performance Update – 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

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.

Borough Council of
King's Lynn &
West Norfolk

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 Michael de Whalley: Portfolio Holder for Climate Change and Biodiversity
Councillor Chris Morley: 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
Emma Kavanagh: 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
Liz MacDonald: 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: Strategic Lead to the Chief Executive and Leader
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

Wednesday, 8 July 2026

Borough Council of King's Lynn & West Norfolk

JULY 2026

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
23 July 2026	Local Plan Scoping (Regulations 29) - Consultation Materials	Key	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
23 July 2026	Full Year Performance Management Report 2025 - 2026	Non	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open
23 July 2026	Building Safety Levy - Proposed administration by CNC Building Control	Non	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
23 July 2026	CIL Strategic Project Funding	Key	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
23 July 2026	Revenue Outturn 2025 -2026	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer	Open

					(Carl Holland)	
23 July 2026	Capital Outturn 2025 - 2026	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
23 July 2026 29 July 2026	West Norfolk Racket and Community Sports Hub	Key	Cabinet Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Leisure and Culture (Siobhan Cleeve)	Open

SEPTEMBER 2026

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
08 September 2026	Business Improvement District - Business Plan	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
08 September 2026	Budget Monitoring Quarter 1	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
08 September 2026 24 September 2026	Lynnsport Proposals	Key	Cabinet Council	Deputy Leader and Cabinet Member for Business	Strategic Advisor to the CEO and Leader (Honor Howell)	Open

08 September 2026 24 September 2026	National Planning Scheme of Delegation	Non	Cabinet Council	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open

OCTOBER 2026

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

NOVEMBER 2026

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

17 November 2026	Budget Monitoring Quarter 2	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
17 November 2026 03 December 2026	Council Tax Support Scheme for Working Age people for 2027/2028	Key	Cabinet Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open

JANUARY 2027

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

FEBRUARY 2027

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
03 February 2027	Budget Monitoring Quarter 3	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
03 February 2027	Medium Term Financial Strategy 2026-2031	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer	

Borough Council of King's Lynn & West Norfolk

25 February 2027			Council		(Carl Holland)	
03 February 2027 25 February 2027	Capital Programme 2026-2030	Key	Cabinet Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
03 February 2027 25 February 2027	Treasury Management Strategy	Key	Cabinet Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	
03 February 2027 25 February 2027	Capital Strategy	Key	Cabinet Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open

TO BE SCHEDULED

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
	King's Lynn Conservation Area Appraisal and Management Plan	Non	Cabinet, Council	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
	Empty Homes Strategy Review	Key	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open

	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
	Heacham Beach Huts	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property (Liz MacDonald)	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
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 against current Business Plan WNHC 6 monthly governance assurance Report (incl financial, risk, internal audit, etc)	Karl Patterson - Housing Development Manager Other invitees: Directors of Boards incl Duncan Hall/ Company Secretary provision	Shareholder Committee	Open
	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

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	AWN Board Membership	Carl Holland – Assistant Director for Finance		Open
	Standing item for any Reserved Matters		Shareholder Committee	
July 2026	WNPL Accounts and Report on WNPL Financial Performance during 2024/2025	Carl Holland - Assistant Director for Finance		Public
	Annual Review of Shareholder Committee Terms of Reference	Charlotte Marriott – Corporate Governance Manager	Shareholder Committee	Public
	Status of Alive West Norfolk	Carl Holland – Assistant Director for Finance and Deputy Section 151 Officer	Shareholder Committee	Public
	Reserved Matter: Loan Facility WNPL	Carl Holland – Assistant Director for Finance	Shareholder Committee	Partially Exempt Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

	WNPL Draft Business Plan	Karl Patterson	Shareholder Committee	Public
	WNPL Proposal for Southend Road	Karl Patterson and Carl Holland	Shareholder Committee	Public
	Update of WNHC Board Membership	Karl Patterson	Shareholder Committee	Public
	Standing item for any Reserved Matters			

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

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

		Other invitees: Directors of Boards incl Duncan Hall/Karl Patterson/Company Secretary provision		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 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)
	Annual Review of Governance Documents for WNHC and WNPL	Charlotte Marriott – Corporate Governance Manager	Shareholder Committee	Private – Contains exempt information under para 3 –

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

				information relating to the business affairs of any person (including the authority)
December 2026				
	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
	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

SHAREHOLDER COMMITTEE FORWARD WORK PROGRAMME

March 2027				

To be scheduled :

Annual Report to Audit Committee on Wholly Owned Companies

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted