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

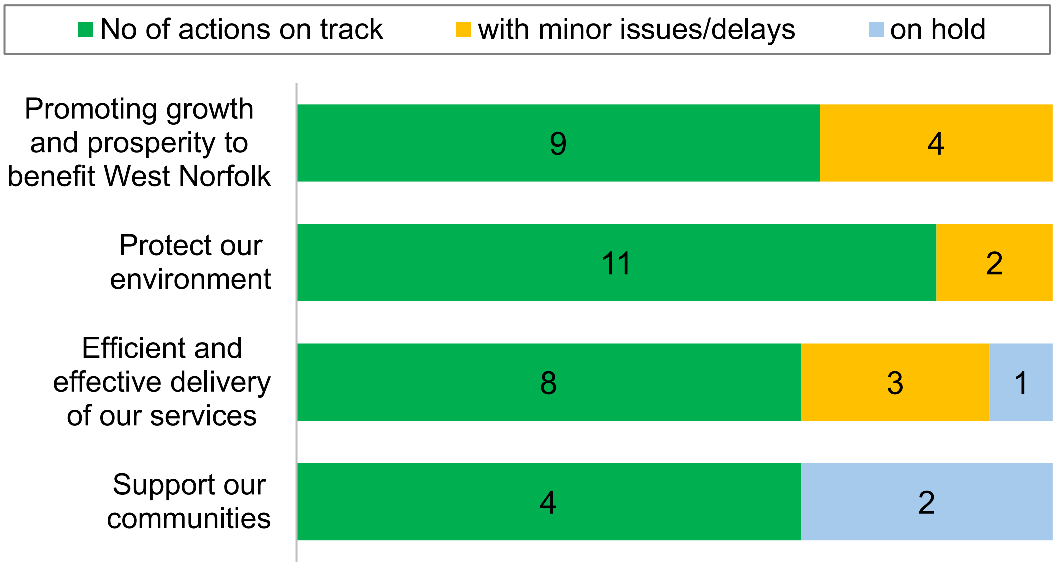
Overall performance:
- 78% of the current projects are on track and progressing well
- 22% have minor issues or delays

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

A summary of key actions aligned to corporate priorities



Key Performance Indicators update

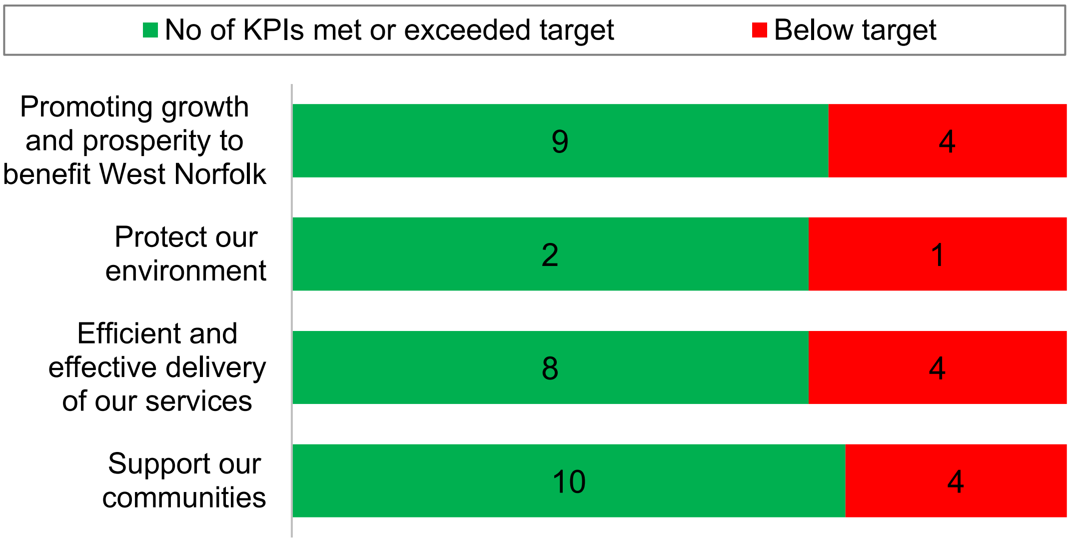
It is essential key performance indicators are in place to monitor performance and track progress against the council's corporate objectives.

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

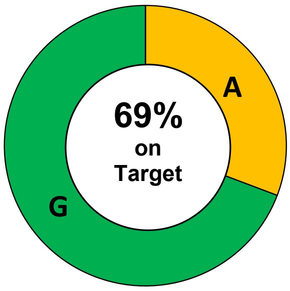
Contents

Introduction and Executive Summary

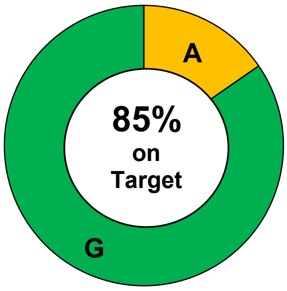
The purpose of the report is to demonstrate the performance of the Council for 2025-2026 against the Council's Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators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

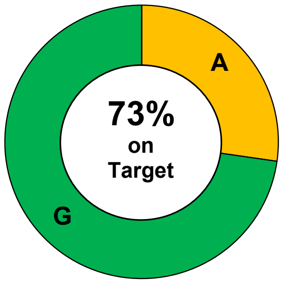
Executive summary of the Corporate Strategy - current position for 2025-2026



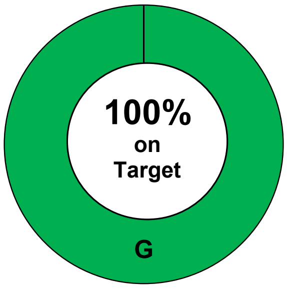
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



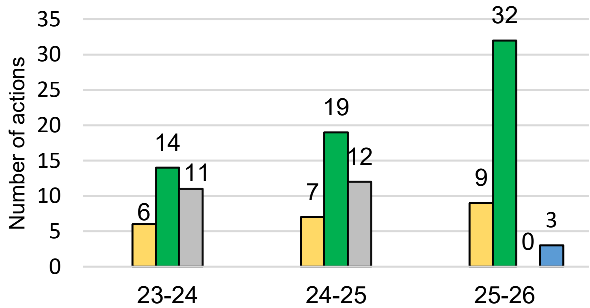
Efficient and effective delivery of our services



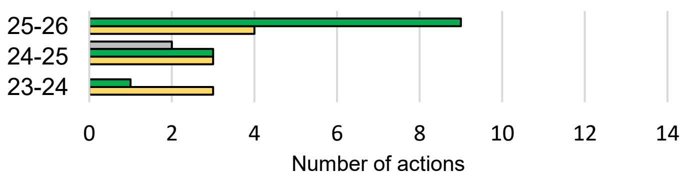
Support our communities

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

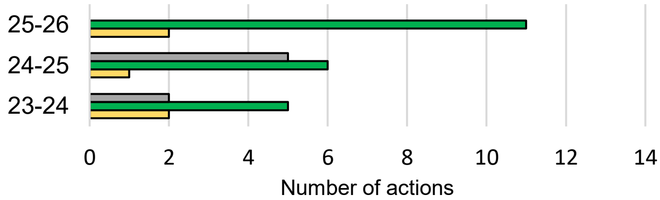
Corporate Strategy monitoring 2025-2026



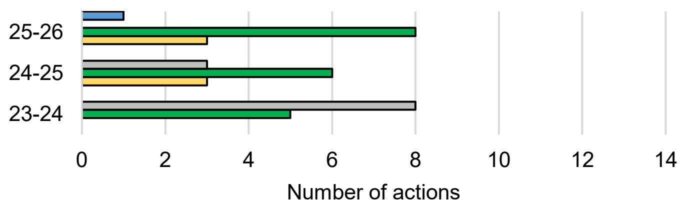
Promoting growth and prosperity to benefit West Norfolk



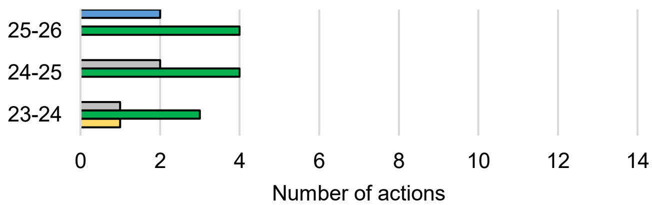
Protect our environment



Efficient and effective delivery of our services

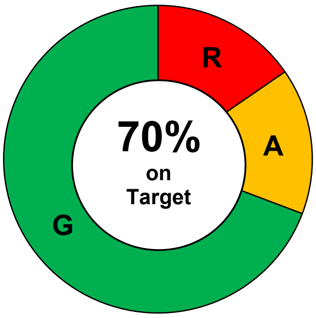


Support our communities

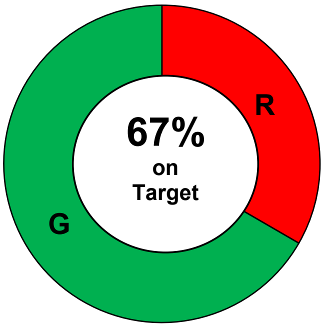


R	Major issues to resolve	A	Minor issues/delays	G	Project on target	B	Project on hold/closed		Project completed

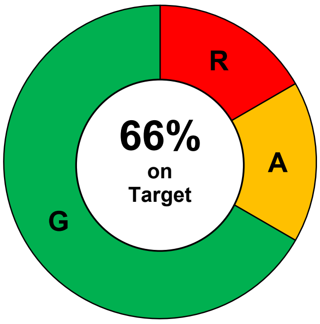
Executive summary of the Key Performance Indicators - current position for 2025-2026



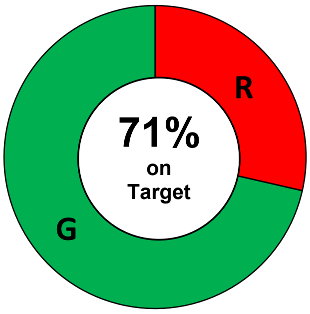
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



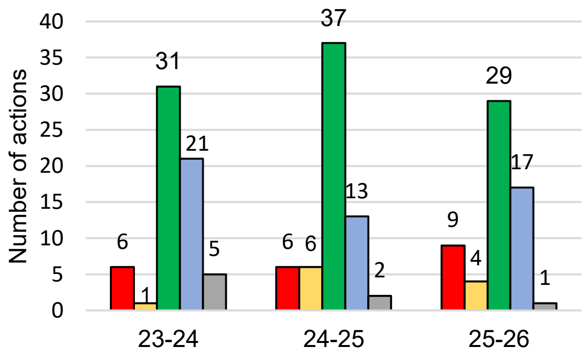
Efficient and effective delivery of our services



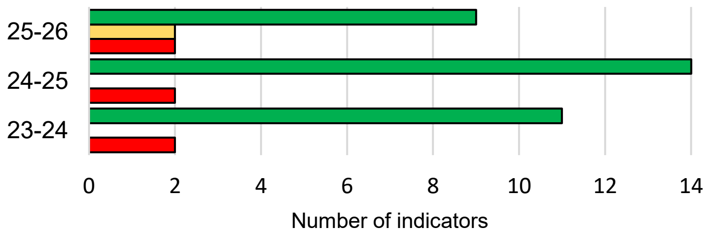
Support our communities

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**

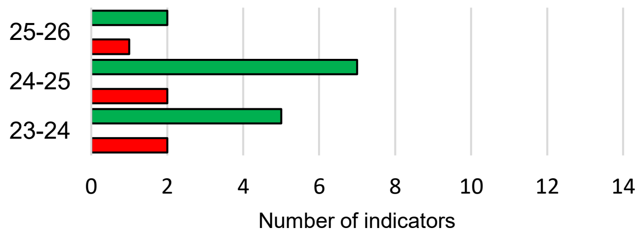
Key performance indicator monitoring



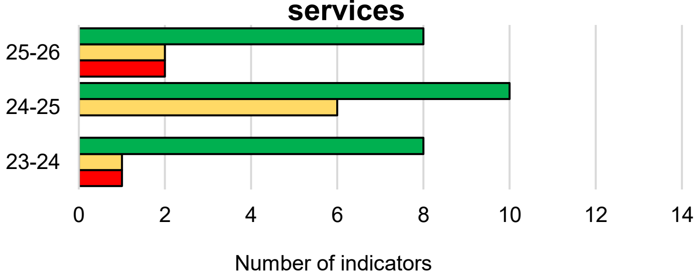
Promoting growth and prosperity to benefit West Norfolk



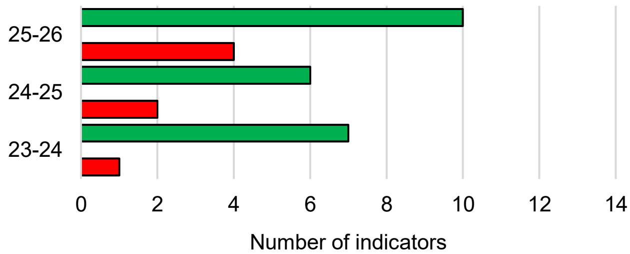
Protect our environment



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

<table>
<tr><th>Project description and comments</th><th colspan="2">Target Date</th></tr>
<tr><td>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.</td><td>Mar 2026</td><td>A
↔</td></tr>
<tr><td>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.</td><td>Mar 2026</td><td>A
↔</td></tr>
<tr><td>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.</td><td>Mar 2026</td><td>G
↔</td></tr>
<tr><td>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.</td><td>Ongoing</td><td>G
↔</td></tr>
</table>

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.	