REPORT TO CABINET

Open		Would any decisions proposed : Be entirely within Cabinet's powers to decide YES Need to be recommendations to Council NO Is it a Key Decision NO			
Any especially affected Wards	Mandatory				
Lead Member: Cllr Alistair Beales, Leader E-mail: cllr.alistair.beales@west-norfolk.gov.uk			Other Cabinet Members consulted: All Cabinet members Other Members consulted: Corporate Performance Panel		
Lead Officer: Debbie Ess, Senior Corporate Governance Officer E-mail: debbie.ess@west-norfolk.gov.uk			Other Officers consulted: Corporate Leadership Team		
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications NO	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 3 March 2026

Q3 2025-2026 Performance Management Report

Summary

The Performance Management Report is produced to update Cabinet on progress against the Council's Corporate Strategy and key performance indicators. This report contains information on progress made against key actions and indicators up to 31 December 2025.

The Q3 2025-2026 overall position of the Corporate Strategy is reporting:

- 77% of the current projects are on track and progressing well
- 21% have minor issues or delays
- 2% are on hold
- 2 projects have been completed within the target date.

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

In Q3, the overall position of the 60 performance indicators is reporting:

- 78% have met or exceeded targets
- 22% have not met the target.

Key KPI changes in Q3		
Percentage of major planning applications provided with an extension of time (EOT)	Red to Green	↓55%
Number of new Affordable Homes delivered by the Major Housing Programme – target 3	Green to Red	↓ 0 delivered
Percentage of rent arrears on retail/general units	Amber to Red	↑ 2.94%
Increase the number of outreach activities into the community	Green to Red	↓ 5%
Energy usage per user at Alive venues	Green to Red	↑ 2%

Recommendation

Cabinet Resolves:

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

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

1. Background

1.1 The Council's 2023-2027 Corporate Strategy was approved by Council on 23 November 2023, it sets out the broad framework for the period of the administrative term 2023-2027. In July 2025, Cabinet adopted the 2025-2027 Action Plan covering the final period of the Corporate Strategy. It outlines how key activities have been prioritised to deliver our Corporate Strategy and meet the needs of the residents of the borough.

1.2 The priority areas are:

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

1.3 These priorities are further defined in objectives and actions reflected in the Executive Team Plans. These actions define what the council will do to achieve the high-level aspirations set out within the corporate strategy.

1.4 In addition to the corporate priorities, the rebranded Transformation Programme launched on 1st April 2025 now known as the LGR Readiness Programme, will be an additional key area to monitor. A quarterly update is included in the Performance Management Report and will cover:

• Organisational development
• Service innovation and digital transformation
• Enterprising our assets

2. Management Report

2.1 The management report focuses on each of the corporate priorities individually, providing the Corporate Leadership Team and members with an overview on the current status of projects and performance levels achieved by key indicators. A selection of people performance measures has been included to provide an overview of key employee data and features within the 'our organisation' section of the report.

2.2 Assistant Directors are responsible for providing the latest update on progress as well as rating each of the projects they are responsible for up to 31 December 2025. An overall summary of the actions and indicators is provided at the beginning of the report to highlight the current position for each of the priorities in place to support the delivery of the corporate strategy.

2.3 The Q3 2025-2026 overall position of the Corporate Strategy is reporting 77% of the current projects are on track and progressing well, 21% have minor issues or delays 2% are on hold and 2 projects have been completed within the target date. Trend arrows indicate the performance trend on the previous reported quarter.

2.4 Q3 position of the Corporate Strategy for each of the corporate priorities:

2.4.1 **Protect our environment: 84% on target**
The following projects are reported as amber status, indicating minor issues/ delays or on hold:

- Adopt the new Climate Change Strategy and Action Plan
- Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment

2.4.2 **Support our communities: 83% on target**
The following project has an amber status, indicating minor issues/ delays:

- Develop 5-year Strategy for Leisure and Culture ensuring growth and additional partnership working

2.4.3 **Efficient and effective delivery of our services: 75% on target**
The following projects has an amber status, indicating minor issues/ delays:

- Lobby Government for alternative means of Internal Drainage Board funding
- Review and determine impact of government changes to Internal Drainage Board funding
- Improve governance and assurance of corporate health and safety

2.4.4 **Promoting growth and prosperity to benefit West Norfolk: 69% on target**
The following projects have an amber status, indicating minor issues/ delays:

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

2.5 Q3 position of the key performance indicators for each of the corporate priorities:

2.5.1 **Protect our Environment: 100% on target**
All 3 performance indicators have met the agreed targets.

2.5.2 **Efficient and effective delivery of our services: 83% on target**
>5% Customer calls answered within 90 seconds
>5% Purchase orders created retrospectively after goods have been received

2.5.3 **Promoting growth and prosperity to benefit West Norfolk: 77% on target**
>5% New homes built through the Council's Major Housing Programme
>5% New affordable homes built through the Council's Major Housing Programme
>5% Rent arrears on retail/general units

2.5.4 **Support our communities: 69% on target**
>5% Increase participation at all leisure and culture facilities
>5% Increase the number of outreach activities in the community
>5% Reduce net subsidy per head
>5% Energy usage per user

2.6 Monitor only key performance indicators (KPI)

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

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

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

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

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

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

3 Options Considered

3.1 None.

4 Policy Implications

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

5 Financial Implications

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

6 Personnel Implications

6.1 None.

7 Environmental Considerations

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

8 Statutory Considerations

8.1 None.

9 Equality Impact Assessment (EqIA)

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

10 Risk Management Implications

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

11 Declarations of Interest / Dispensations Granted

11.1 None.

12 Background Papers

12.1 None.

Borough Council of
King's Lynn &
West Norfolk

Borough Council of King's Lynn & West Norfolk

Q3 2025-2026 Performance Management Report

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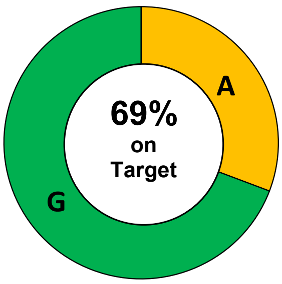
Introduction and Executive Summary

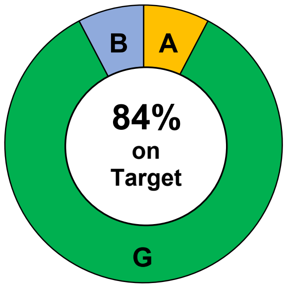
The purpose of the report is to demonstrate the performance of the Council for Q3 2025-2026 against the Council's Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the 2023-2027 Corporate Strategy and 2025-2027 Action Plan.

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

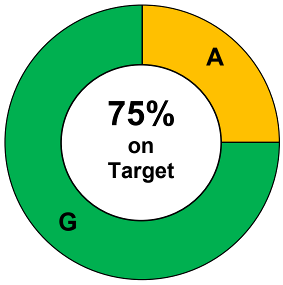
Executive summary of the Corporate Strategy - current position for Q3 2025-2026



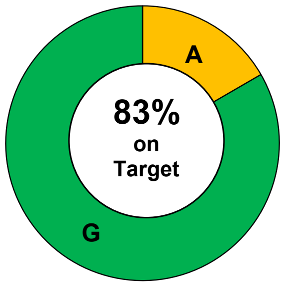
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



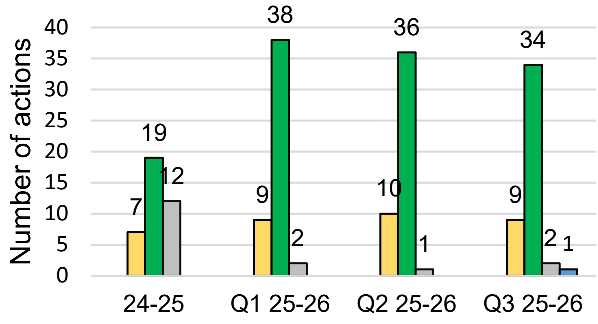
Efficient and effective delivery of our services



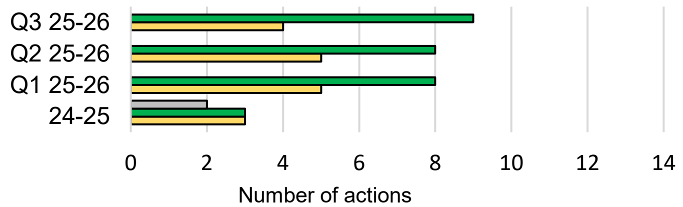
Support our communities

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

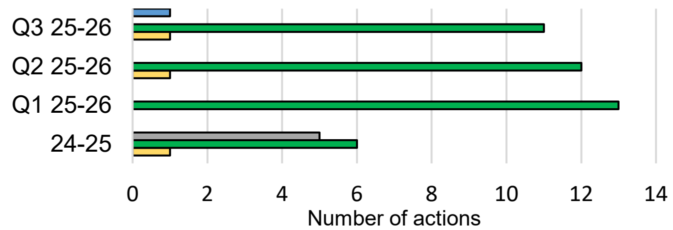
Corporate Strategy monitoring Q3 2025-2026



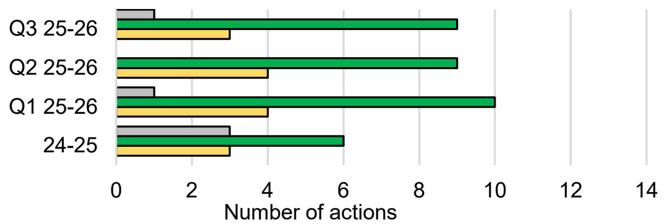
Promoting growth and prosperity to benefit West Norfolk



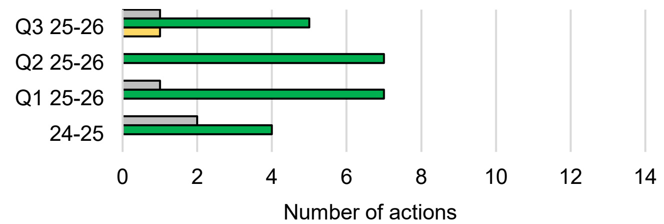
Protect our environment



Efficient and effective delivery of our services

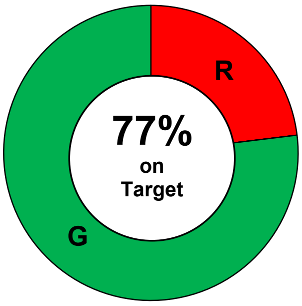


Support our communities

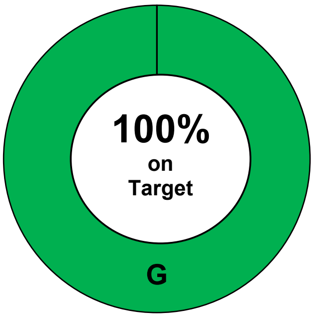


R	Major issues to resolve	A	Minor issues/delays	G	Project on target	B	Project on hold/closed		Project completed

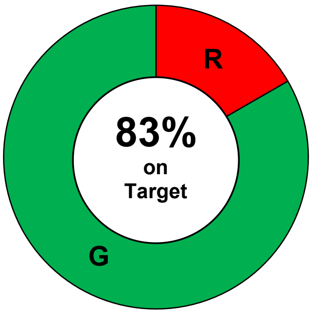
Executive summary of the Key Performance Indicators - current position for Q3 2025-2026



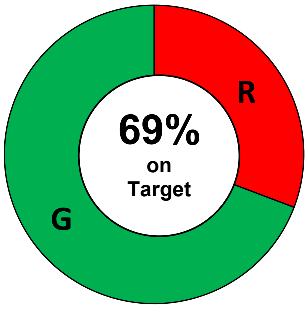
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

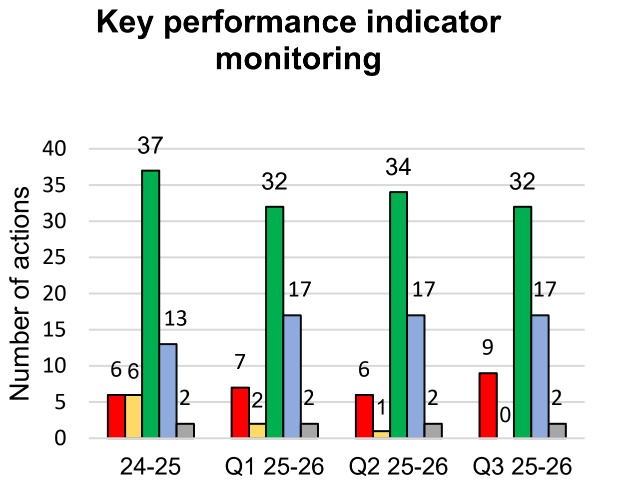


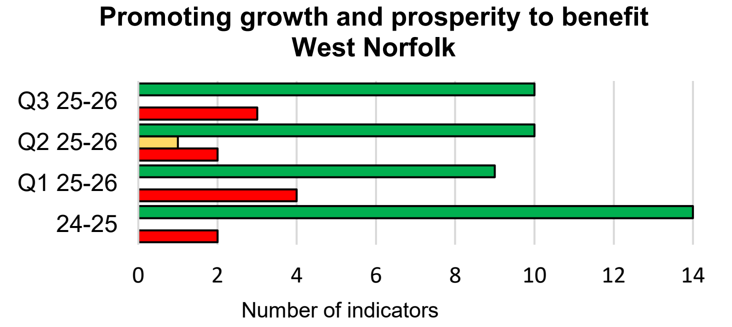
Efficient and effective delivery of our services

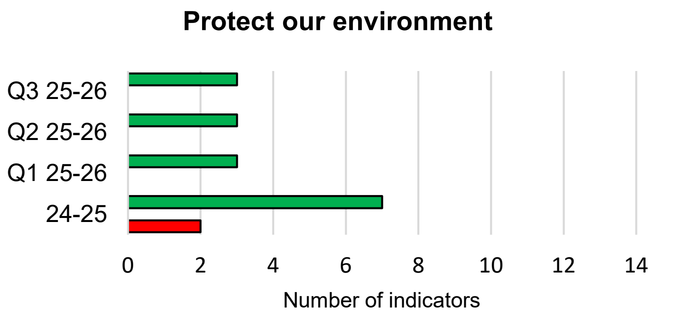


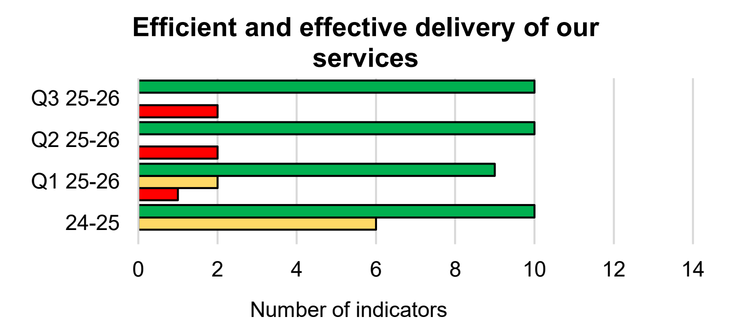
Support our communities

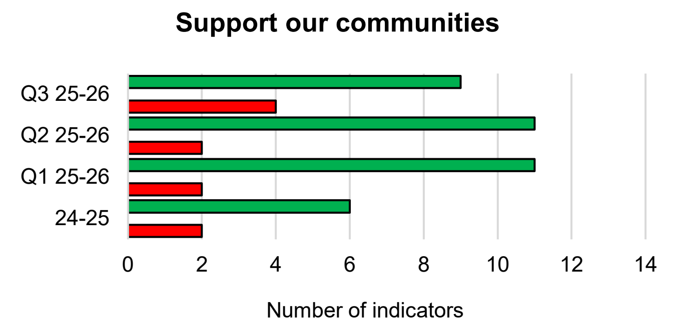
Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	**3** (23%)	**0** (0%)	**10** (77%)	**6**	**0**
Protect our environment	**0** (0%)	**0** (0%)	**3** (100%)	**5**	**0**
Efficient and effective delivery of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











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

Delivering our Corporate Strategy

Promoting growth and prosperity to benefit West Norfolk

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

Actions carried out by the council

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

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

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

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

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

Project description and comments	Target Date	
Implement the Hunstanton Coastal Management Plan Feasibility study has been received and options are being considered and implemented. **Q4 actions:** Continue to implement relevant actions within the project programme.	Aug 2028	G ↔
New Local Plan Internal preparation work for a new local plan continues, along with the work with the planning authorities in Norfolk through the Norfolk Strategic Planning Framework and our other neighbours including Fenland. Government still needs to publish all of the details of the new plan-making system, this requires further regulations, guidance, and templates. We cannot formally start the process until the regulations are in place. The overall time scale in the new system is 30 months (with an additional 4-month lead in). It is worth noting that once submitted for final examination the Planning Inspectorate are in charge of the process. **Q4 actions:** Continue to actively monitor publications from government regarding the new plan-making system. Continue with preparatory work where possible and continue engagement with neighbouring planning authorities. This is with a view to starting preparation of a new local plan as soon as we are able to. As per guidance which has been issued (December 2025) prior to the regulations (anticipated early 2026) we will have to give notice to start by 30 June 2026 and by 31 October have passed gateway one (a new assessment stage). We also intend to hold initial meetings of the Local Plan Task Group.	Dec 2028	G ↔
Hold a climate change focused business expo in 2025 and 2027 2025 expo was held on 23 September 2025, 27 exhibitors and approximately 150 residents attended. Event evaluation report provided by Norfolk Chamber of Commerce in November 2025 will be used to inform planning for 2027 event. **Q4 actions**: 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 2025 bathing water classifications have been released, with positive outcomes for all three designated bathing waters in the borough. Heacham has moved from poor to sufficient, as a result we can remove the do not swim in the sea signs. Both Hunstanton main and Old Hunstanton have moved from sufficient to good. We will continue to work with our inter-organisation partners, with a pre-season meeting due to be held in Q4.
Engage with Anglian Water (AW) and the Environment Agency (EA) concerning the shingle ridge at Heacham and Hunstanton sea defences Further meeting to take place with Anglian Water in February 2026 to confirm engagement and involvement in the project going forward.

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

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

Project description and comments	Target Date	
The Norfolk council's have initiated a procurement exercise to appoint a Strategic Partner for LGR in Norfolk, the Invitation to Tender is a decision agnostic and the chosen partner will work on whichever model of unitary authority is selected for Norfolk. Work is ongoing with the 6 Future Norfolk council's and all Norfolk authorities on preparing for LGR in Norfolk and setting up the governance structures and frameworks to support the implementation of LGR when the decision is announced in late March 2026. Officers are also engaged with MHCLG on the draft Structural Change Orders. A full programme of LGR Readiness has been implemented with workstreams, this work has been embedded into the council's Transformation Programme and retitled 'LGR Readiness Programme'. **Q4 actions:** Focus on corporate data review, LGR Impact Assessments of all services, update intranet and FAQ's, review data retention policies and commission data cleanse activity across all services, selection of a Norfolk-wide Strategic Partner, liaise with partners and MHCLG on the draft Structural Change Orders.		
Improve governance and assurance of corporate health and safety An external audit of the council's management and control of Corporate Health & Safety was undertaken, the audit focussed on Systems and Documentation, People & Culture and Operational Reality. Whilst assurance has moved to amber in Q3 this reflects an unplanned and unavoidable slip in timescale for completion of the audit by the contractor. In addition, the annual audit of health and safety compliance for Alive started in Q3, with final visits in early January and results expected by the end of January. The results of both audits will provide a strong organisational understanding of the councils performance, identify areas of good/excellent practice and allow the development of a robust health and safety culture within the authority. **Q4 actions:** The report is due to be shared with Corporate Leadership Team in January and an action plan for implementation of recommendations will flow from the report in February.	Nov 2025	**G** ↓ **A**
Delivery of the Council's Medium Term Financial Strategy (MTFS) The progress against the Target Savings and Efficiency Plan 2025/2026 was reported in the Q2 budget monitoring report to Cabinet, showing a forecast favourable position £383k. **Q4 actions:** Q3 budget monitoring report to Cabinet on 3rd March 2026 will provide a further update on the forecast spend against budget and savings and Efficiency Plan.	Annual	**G** ↔
Development of the Corporate Leadership Team and service managers The Corporate Leadership Team has commenced a series of team coaching sessions that are facilitated by SOLACE. Individual coaches and mentors have been allocated to CLT and some Senior Managers. In addition, managers have completed the final elements of the management passport – looking at managing high performing teams. The 4th tier managers forum has been invited to a range of corporate activities and worked well as a team and developing together. **Q4 actions:** Further work will take place with CLT on corporate coaching sessions.	Ongoing	**G** ↔
Analyse and identify actions arising from a staff survey, including development of corporate values Engagement with staff and councillors has taken place across the organisation with a series of workshops across multiple locations and online. The feedback has been analysed and recommendations prepared for the values to be adopted and launched at the Staff Conference in February. Work will commence on the organisations behaviours which align with the newly developed values and the outcomes of the recent staff survey will be explored further.	Completed	

Support our communities

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

Actions carried out by the council

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

Project description and comments	Target Date	
Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers Following the successful recruitment of the Senior Corporate Governance Officer, this work will now move at pace and will be dependent on engagement with care leavers. Care leavers continue to be recognised as a specific group within our EIA process. **Q4 actions:** Re-establish links with Norfolk County Council to try and engage with local care leavers.	Ongoing	G ↔
Further develop 'Creating Communities' events Launch event for Valentine Park has been held and a number of local residents attended who live close to the development. An event at Florence Fields had a great representation from partners. There are ongoing discussions regarding an event at the Wootton's. **Q4 actions:** Information leaflet to be developed for the Wootton area. Continue to plan for events in the Wootton area, Valentine Park and Florence Fields.	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) The Corporate Equalities Working Group (CEWG) continued to meet throughout Q3 and progress actions via the various subgroups. We have established a peer-to-peer support group for staff which will focus on dyslexia support in the workplace, first meeting is scheduled for 29 January 2026. The anti-racism charter was signed on 23rd September 2025 and an action plan has been developed which will be progressed through 2025-26. **Q4 actions**: The anti-racism toolkit for managers will be launched during February 2026 and work will recommence on the policy now key roles in the team have been filled.	Ongoing	G ↔
Develop a Health and Wellbeing Strategy and Action Plan The Yr 1 Marmot report is due for publication at the beginning of January 2026. The Institute of Health Equity are working with key partners to coproduce recommendations. The Health and Wellbeing Partnership have determined that the existing strategy will remain in place until October 2026 when work to align with the full Marmot report will be undertaken. **Q4 actions:** Understand and identify appropriate delivery models for the Yr 1 recommendations within the existing strategy.	Apr 2026	G ↔
Develop 5-year Strategy for Leisure and Culture ensuring growth and additional partnership working The draft document is currently under review following the recent change of management for Leisure and Culture. **Q4 actions**: Revisit key areas to include new insight from the industry and health and wellbeing partners.	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 Voluntary, Community, and Social Enterprise rep has been appointed and work to develop an engagement plan has begun. Priority area for Yr2 has been agreed. **Q4 actions:** Institute of Health Equity (IHE) to meet with Children and Young People stakeholders to develop Yr1 recommendations. IHE to meet with businesses in roundtables to discuss Yr2 focus of skills and employment. Steering Group to identify opportunities for action in Yr2.	Oct 2026	G ↔
CIC transformation plan The Talkative web chat and digital helper (Nova) was introduced on our website in October 2025. Nova is trained to deal with benefits, council tax, waste, care and repair, careline, clean-up, environmental health, electoral role, housing, licensing and Norfolk County Council enquiries. Since launching Nova, we have received 1,632 web chat enquiries and Nova has dealt with 739 of these (45% deflection rate). We are closely monitoring Nova's interactions and continue to improve the knowledge base. Work in underway to extend Nova's opening hours to 24/7 as well as looking at the funding / procurement for Talkative VOICE on the telephones.	Completed	

Managing the Business

Our Performance Indicators in detail

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

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%		70%	G ↔	
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	94%	80%	87%	90%		60%	G ↔	
1.3	% of decisions on applications for **major** development that have been overturned at appeal, measured against total number of major applications determined	3.03%	3.06%	2.94%	2.73%		10%	G ↔	
1.4	% of decisions on applications for **non-major** development that have been overturned at appeal, measured against total number of non-major applications determined	0.85%	0.93%	0.91%	0.77%		10%	G ↔	
1.5	% of major planning applications provided with an extension of time (EOT)	50%	60%	88%	33%		50%	G ↑ R	
1.6	% of non-major planning applications provided with an extension of time (EOT)	25%	33%	39%	22%		40%	G ↔	
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	£0	£0		Monitor Only	M	
1.8	% of new enforcement cases actioned within 12 weeks of receipt	85%	85%	87%	87%		85%	G ↔	

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

Protect our Environment

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

Efficient and effective delivery of our services

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

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

Support our communities

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

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

Ref	Performance indicator	2024/25	2025/26						
			Q1	Q2	Q3	Full Year	Target	Comments	
4.15	Increase the number of outreach activities into the community	-	13%	11%	6%		10%	G ↓ R	Due to budget constraints, sessions are streamlined to maximise resource, high outreach attendance recorded at KASET
4.16	Improve Alive customer satisfaction levels	-	Annual data to be reported in Q4				5%		Data release from Net Promoter Score (NPS) in March 2026
4.17	Increase number of Alive participants on exercise referral or special populations programme	-	86%	12%	17%		10%	G ↔	
4.18	Reduce net subsidy per head	-	47%	85%	86%		-5%	R ↔	Significant maintenance challenges on aging sites and no capital provision available
4.19	Energy usage per user	-	-11%	-11%	-9%		-10%	G ↓ R	Q3 is impacted by winter energy consumption and lower attendance.

Our Organisation

The following is a selection of our people performance measures:

Performance Indicator		2024/25	2025/26					Summary Notes Ref
		Full Year	Q1	Q2	Q3	Full Year	Target	
Permanent staff	Total established permanent posts	**572**	707	709	711		-	
	Total permanent post FTE	**537.34**	651.20	653.20	655.20		-	
	Total number of people in established posts	**537**	667	661	657		-	
	% of voluntary permanent staff turnover (cumulative)	**9.82%**	2.27%	4.38%	5.65%		12%	(1)
	Number of voluntary leavers from permanent roles (cumulative)	**50**	16	21	38		-	(2)
	Number of starters to permanent roles (cumulative)	**47**	12	25	35		-	(2)
	Average number of working days lost to sickness absence per permanent employee FTE (cumulative)	**10.85**	2.20	4.81	8.28		8.70 days	(3)
	Number of permanent employees who have had a period of long term sickness (cumulative)	**70**	17	43	64		-	(4)
	% of employees undertaking an apprenticeship	**3.8%**	2.6%	3.0%	2.39%		2.3%	
Temporary staff	Total number of temporary posts	**22**	27	30	29		-	(5)
	Total number of temporary staff FTE	**19.46**	25.43	27.95	26.23		-	(5)
	Average number of working days lost to sickness absence per temporary employee FTE (cumulative)	**5.79**	0.81	1.75	3.11		-	

Position summary

1. Voluntary turnover rate remains within the anticipated turnover levels.
2. Indicators in relation to the number of voluntary leavers from permanent roles and the number of starters to permanent roles should be read in isolation from each other due to the time lag between resignation of one employee and start date for a new employee, which often spans any particular quarter.
3. The number of days lost to sickness absence are consistent to Q3 2024/2025 (8.34). HR are supporting proactive management to address sickness absence issues and are actively monitoring compliance by liaising with managers regarding targets for return to work reviews and case reviews.
4. Number of employees who have had a period of long term sickness is slightly higher than this time last year (56). The number of long term sickness cases will fluctuate and are measured cumulatively.
5. Temporary staff includes short and long term contracts, fixed term contracts and apprenticeships throughout the Council.

Delivering our Transformation Programme

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

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

Pillar One – Organisational Development	
Senior Responsible Officers (SRO):	**Assistant Director Corporate Services** **Assistant Director Environment and Planning**
Workstreams	
1. Develop a People Strategy roadmap that reflects a modern and flexible workforce and aligns with our aim to deliver efficient and effective public services	
2. Develop an agreed set of core values and behaviours that become embedded in the organisation's culture and shape the way employees work.	
3. Support a culture of high performance in line with corporate priorities, to ensure we deliver our services in the best way possible.	
4. Support the development of an organisational structure, which enables effective and efficient delivery of services and projects.	
Achievements in Q3	
• All staff workshops have been completed on exploring the values for the organisation. Workshops have also taken place for elected members. Work will begin on the behaviours in January 2026. • There have been two 4th tier managers meetings in September and December covering numerous topics including updates on the overall transformation programme, cascading corporate information, presentation from Entec Si who are leading on the digital programme and various HR related topics which managers need to be aware of. • The content for manager sessions on anti-racism initiatives and sexual harassment are finalised. There will be a toolkit for managers to roll out at team meetings. These sessions and toolkits will cover the 'why', 'our responsibility' and 'key messages'. • Work is continuing on reviewing HR policies and procedures. • Meetings will be set up shortly to engage with the change champions. This will include talking to the group about what they need in order to undertake this role in their teams (development/support). • Work has started to integrate LGR readiness work (HR strands) into business as usual.	

Pillar Two – Service Innovation & Digital Transformation	
Senior Responsible Officers (SRO):	**Assistant Director Corporate Services** **Assistant Director Health, Wellbeing and Public Protection**
Workstreams	
1. Review and modernise the various technologies used by colleagues at all levels to ensure that they are fit for purpose.	
2. Discovery and baselining of ICT to shape requirements to support ICT transformation and enablement across the council whilst minimising business risk	
3. Empower and enable the workforce by developing training, access to online learning and in-person to fully utilise our range of IT systems and infrastructure.	
4. Unlock and enable assisting technologies (AI) to remove unnecessary administrative burdens	
5. Improve health equity for all residents of the borough, through the implementation of the eight Marmot Principles	
Achievements in Q3	
• New ICT governance process established and signed off at Corporate Leadership Team. • Established working group for this part of the transformation roadmap (representatives from HR, Comms and IT); developed Digital Skills pulse survey questions with HR/Comms input; survey finalised following feedback and ready to share with the organisation. • Yr1 Marmot Report 'Starting Well' drafted and reviewed.	

Pillar Three – Enterprise our Assets

Senior Responsible Officers (SRO):	**Assistant Director Regeneration, Housing and Place** **Assistant Director Leisure and Culture**
Workstreams	
1. Improve the place of work by reviewing office accommodation	
2. Prepare a housing delivery strategy	
3. Develop a property strategy and an asset management strategy to recognise that council owned property assets can be used strategically as well as operationally for the benefit of the council, its residents and other stakeholders	
4. Review our leisure and culture assets to ensure we are maximising their potential, financially, environmentally, and for the wellbeing of our communities	
Achievements in Q3	
• Further accommodation project team meetings have taken place. Each subgroup is working on their area of the project and regular reports are received by the group. The staff survey on accommodation is ready to go and will be sent once a suitable timeframe is identified with Comms. • Workshops and dialogue with key stakeholders started in November which are key to informing the Housing Delivery Strategy • Draft Strategic Asset Management Plan (SAMP) to go to Cabinet in early 2026. Draft disposals policy has been circulated to CLT and Cabinet. • Leisure and Culture strategy finalised. • Investment project for a new swimming pool at Lynnsport is ongoing.	