



Annual Corporate Action Plan 2025/26

Mid-Year Progress Update

Enabling Our Communities & Supporting Our Vulnerable Residents

Objective	Description	Lead Officer	Progress Summary
Homelessness Prevention	We are committed to maintaining a zero rough sleeping rate. We recognise the need for specialised housing to meet the needs of the most vulnerable members of our community, and pledge to work closely with partners to make this a reality.	Executive Director (Communities)	We continue to work with our partners to provide those at risk of homelessness and those who present as homeless with advice, support and accommodation. We deliver against our Homelessness and Rough Sleeping Strategy and continue to provide temporary accommodation through our purchased units. Council has approved funding for the purchase of more units, and we are in active discussions to bring forward more council owned accommodation to support the most vulnerable.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Temporary Accommodation	Continue to develop our offer of Temporary Accommodation to support the Homelessness Strategy in terms of the Operating Model and identifying additional opportunities to expand the offer.	Group Manager - Environmental Health, Housing & Community Service 31-Mar-2026	<p>Temporary Accommodation Support Project</p> <p>The project has moved from development to delivery readiness. The structured questionnaire has been designed, tested and finalised, providing a consistent tool to assess residents' needs and track progress over time.</p> <p>Partners, including Citizens Advice and Go Learn, have been confirmed to provide financial, tenancy and wellbeing support.</p> <p>Go Learn have co-developed the content with the Work and Skills Officer to align with the project's focus on tenancy readiness, budgeting and employability. Staff training, led by Citizens Advice, is scheduled to take place ahead of the first event on Wednesday 12 November 2025.</p> <p>Engagement with temporary accommodation residents has begun, with referral pathways and case management processes now established. The original target of supporting 100 individuals by March 2026 will be under close review, as the uptake for the first session is not as high as expected.</p>

Enhancing & Maintaining our Natural & Built Environments

Objective	Description	Lead Officer	Progress Summary
Council Net Zero 2030	In an effort to be a responsible and exemplary organisation, and in response to the global climate change crisis, Blaby District Council aims to reduce its carbon emissions to 'Net Zero' by 31 March 2030. The collection of projects and initiatives within this work programme are contributing to that aim.	Executive Director (Communities)	The Council has developed a pipeline of potential projects and opportunities to achieve Net Zero by 2030, such as employee salary sacrifice schemes, electric pool cars and heating efficiencies which is being overseen by the creation of the Member Net Zero Working Group the current project to provide electric vehicle charging at the Depot will ensure that there is infrastructure in place to continue our ambitions.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Go Net Zero at the Depot (EV Charging)	Adaptations to the council depot to contribute towards our ambition to be carbon neutral by 2030. This will include installation of phase 1 electric vehicle charging infrastructure to facilitate the gradual evolution towards an electric fleet.	Group Manager - Neighbourhood Services 31-Dec-2026	The council has commissioned a full evaluation of electric vehicle (EV) charging requirements at Whetstone Depot, including detailed designs of future EV charging provision, incorporating a phased approach in line with our vehicle replacement programme.

Objective	Description	Lead Officer	Progress Summary
National Waste Collection Reform	To ensure we can deliver the new Government requirements with respect to food waste and have adequate funding in place to ensure effective and efficient provision of service.	Executive Director (S151)	Funding has been provided for the implementation costs of food waste collection and costs are being closely monitored as the project progresses. We are currently awaiting confirmation of government funding for the new food waste service to be delivered from April 26.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Food Waste Collections	New national government policy on waste collections has mandated the introduction of separate weekly food waste collections by 1 April 2026.	Group Manager - Neighbourhood Services 01-Apr-2026	Building on the successful procurement of vehicles and caddies in 2024/25, the focus has now shifted to policy development and operational planning. A six-week public consultation over the summer helped shape the new kerbside waste collection policy, which was formally ratified by Council in September 2025. The project team has since mapped out the new collection rounds, which have been uploaded to the in-cab system, incorporating feedback from staff and Trade Unions. Looking ahead, the next six months will concentrate on recruitment, finalising a comprehensive communications plan, and preparing for the district-wide delivery of food waste caddies. We are still awaiting confirmation of the revenue funding allocation from central government, which is expected before the end of the year.

Objective	Description	Lead Officer	Progress Summary
Emerging Local Plan	To continue development of the emerging local plan towards adoption of an up to date and robust plan that sets the spatial vision for the district and re-establishes a five-year housing land supply.	Executive Director (Place)	Collation of the evidence required for the Local Plans submission to Regulation 19 continues. There are however two significant pieces of evidence which require completing, these are the HENA and Transport evidence. Consequently, the Local Plan will now go to Council in April 2026, seeking the permission of Council to commence the Regulation 19 consultation.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Progress the Local Plan	The production of the Local Plan will continue throughout the year, with milestones to include publication of the Regulation 19 phase, which will include consultation with the public.	Group Manager - Planning & Strategic Growth 31-Mar-2026	<p>The ongoing development of the Local Plan, in line with the Government's revision of the National Planning Policy Framework (NPPF), has created additional requirements for the Council to respond to.</p> <p>One of these changes relates to transport. In line with the new NPPF, we are undertaking a vision led transport study to identify the magnitude and extent of transport effects associated with our proposed approach to growth. This method seeks to deliver growth based on achieving well-designed, sustainable places, and providing the transport solutions, which offer better access to local services and facilities. Housing and employment growth must be sustainable and through the Local Plan process we are assessing how the provision of new or enhanced public transport, and active travel infrastructure, can ensure the plan is compliant with the new legislation. This work is being undertaken in partnership with the County Highways team to ensure the Local Plan compliments a strategic vision for growth. This work will take longer to complete and as such Blaby District Council now intends to publish the Regulation 19 Local Plan in April 2026.</p> <p>The Regulation 19 provides an opportunity for public consultation on the Local Plan. The next formal stage will be the submission of to the Planning Inspectorate for Examination. At the Examination stage the Local Plan will be examined by an independent Inspector who will consider the Plan against the Government's criteria.</p>

Growing & Supporting our Economy

Objective	Description	Lead Officer	Progress Summary
Economic Development Framework	The Economic Development Framework brings together all economic development activities that are occurring within the district and considers how they complement each other to maximise the benefits for our residents, businesses and visitors.	Executive Director (Place)	The implementation of the Economic Development Framework continues at pace. The recent establishment of the Blaby Business Board, consisting of local SME's, provides another layer of governance that will inform and drive growth opportunities across our district. Partnerships are vital for the Frameworks success. The Community, Work, Business and Skills team's role in facilitating networks and relationships throughout the Blaby Business community is vital to the continued success of the EDF. Equally important are the relationships of other Blaby District Council teams who are integral to informing and delivering economic growth potential across the district.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Delivery of the Economic Development Framework action plan	Working with partners and across BDC teams, the newly created EDF action plan will be delivered. The plan enables delivery across the five thematic areas of the EDF, drawing upon the expertise and skills of both private and public sector bodies to ensure objectives are achieved.	Group Manager - Assets and Major Projects 31-Mar-2026	Implementation of the EDF action plan is progressing well, with cross-council coordination and active engagement from partners across the public and private sectors. The Business and Skills Partnership continue to drive delivery, strengthening links with employers and training providers to support growth and workforce development. Measurable progress has been made in business engagement, innovation support and the green economy, with UK Shared Prosperity Fund projects aligned to the EDF's thematic areas. While some major schemes remain externally led, BDC continues to play a strong strategic and influencing role to ensure district priorities are advanced.

Objective	Description	Lead Officer	Progress Summary
Tourism Growth Plan	The Tourism Growth Plan for Blaby District outlines the ambition, objectives and priorities for managing, developing and promoting tourism in the district. The plan has been developed by the Blaby District Tourism Partnership. The plan's purpose is to focus efforts by the Council, its partners and tourism businesses on the actions which are likely to have the most benefit for the visitor economy of Blaby District.	Executive Director (Place)	The Tourism Growth Plan continues to support Blaby District tourism businesses and partnerships to grow. Its relaunch in early 2025 has enabled a wide range of projects and initiatives to be delivered including the highly successful summer 2025 campaign, delivered in partnership with Visit Leicester. The Tourism partnership was also successful in recently securing four nominations for the regional tourism awards.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Delivery of the Tourism Growth Plan action plan, in conjunction with the Tourism Partnership.	The newly created Blaby Tourism Growth Plan will be delivered throughout the year. The plan will bring together partners from across the district to maximise the opportunities for growth in visitor numbers and increase the overall economic impact of tourism.	Group Manager - Assets and Major Projects 31-Mar-2026	BDC continues to work closely with the Blaby District Tourism Partnership and local stakeholders to deliver the Tourism Growth Plan. Joint activity has focused on promoting key destinations, improving visitor information and developing a stronger evidence base through visitor and business engagement. Partnership working has increased coordination across marketing, events and infrastructure projects, ensuring a joined-up approach to growing the visitor economy. BDC continues to play a leading role in influencing delivery, supporting investment readiness, and maintaining momentum towards long-term tourism growth.

Keeping You Safe & Healthy

Objective	Description	Lead Officer	Progress Summary
Active Travel Strategy	This Strategy will set out plans for enabling further active travel in the district.	Executive Director (Place)	The Council's Active Travel Strategy has started to deliver tangible benefits to the district. As well as supporting the development of the Lubbethorpe to Leicester City cycle scheme, the strategy has informed s106 planning conditions. This will lead to improved active travel infrastructure on new developments throughout the district, as they are built out.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Improvement of Infrastructure	The key focus for this year is working with partners to identify and apply for funding opportunities to improve active travel infrastructure across the district.	Group Manager - Assets and Major Projects 31-Mar-2026	Despite national funding being directed to county-level programmes and rising infrastructure costs, the Council has maintained an active influencing role to ensure Blaby's key routes are recognised and ready for delivery when future opportunities arise. This has included support for the Lubbethorpe to Leicester City active travel route and other district-wide connections that underpin long-term sustainable transport goals.

Objective	Description	Lead Officer	Progress Summary
Community Safety Strategy	The strategy sets out the work that will be undertaken to meet our statutory duties under the Community Safety requirements	Executive Director (Communities)	Through the Community Safety Partnership and targeted work, we continue to deliver our strategies focussing on Hate Crime and Serious Violence reduction.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Delivery of the Community Safety Partnership Action Plan	The key focus for this year is improving the survivors of domestic abuse, tackling serious violence and reducing the intentional self-harm rates.	<p>Group Manager - Environmental Health, Housing & Community Service</p> <p>31-Mar-2026</p>	<p>The Community Safety Partnership continues to deliver a wealth of work around three key areas of focus within the Community Safety Strategy: Protecting and Supporting People, Reducing Offending and Re-offending and Preventing and Reducing Serious Violence. Delivery is driven via the Community Safety Partnership Action plan which continues to realise positive outcomes. The Community Safety Partnership actions plans are on track for delivery and are overseen on a quarterly basis by the Community Safety Partnership Strategy Board. Some examples of delivery for 2025-26 to date include</p> <ul style="list-style-type: none"> • Engagement with high numbers of young people via prevention and awareness work in schools and other young people settings • Commissioning of detached youth outreach services and Leicester City Premier Kicks programme to engage positively with young people in hotspot areas for anti-social behaviour/ serious violence • Involvement in the government's Safer Streets Summer work has seen increased police patrols and enhanced work in Fosse Park over the summer months, focussing on reducing anti-social behaviour and retail crime • Successful bid to the OPCC regarding street marshalls supporting the NTE during the festive period in December in Blaby Town Centre • Community Safety Team joint campaign for Safer Summer with police and fire service at Everards meadows – great attendance and engagement • Partnership campaigns for ASB Awareness Week and Hate Crime Awareness week each taking place in Blaby precinct where advice and community safety merchandise was provided to residents

Objective	Description	Lead Officer	Progress Summary
Contaminated Land Strategy	The Contaminated Land Strategy sets out how the authority approaches the management, mitigation and monitoring of contaminated land within the district.	Executive Director (Communities)	Working in conjunction with our specialist contractor both sites at Southey and Sandhill currently continue to be monitored monthly to compile a full annual data set for each site providing a better baseline for analysis to guide a long-term management plan for both sites.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Delivery of Contaminated land initiatives	We will continue to deliver management operations on identified contaminated land sites.	Group Manager - Environmental Health, Housing & Community Service	Working in conjunction with our specialist contractor both sites at Southey and Sandhill currently continue to be monitored monthly until the new year. This will allow us to compile a full annual data set for each site providing a better baseline for analysis to guide a long-term management plan for both sites.
		31-Mar-2026	<p>We plan to undertake some further testing focusing on CO2 levels at the Southey site in the new year and will look to reduce monitoring from monthly to bi-monthly or quarterly once data analysed and confirms that this is appropriate.</p> <p>Monitoring is to continue at the Sandhill site, but we will be looking to reduce the frequency of visits in the new year as long as data analysis shows this is appropriate.</p>

Objective	Description	Lead Officer	Progress Summary
Leisure Provision	Identification of Leisure provision in the district to promote access to sports and fitness opportunities	Executive Director (Place)	<p>The Leisure offer across the district continues to attract people from Blaby District and beyond. As Enderby Leisure Centre grows, an extension to the site will commence later in the calendar year. This will provide improved weight and fitness facilities.</p> <p>Options for improving the facilities and usage of the Huncote site are currently being explored.</p>

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Progress the scoping of the Lubbethorpe leisure offer	Work with the Developer, Sport England, Football Foundation, Lubbethorpe Parish Council and any other relevant stakeholders to scope the design for a leisure offer at Lubbethorpe and to commence the planning arrangements.	<p>Group Manager - Assets and Major Projects</p> <p>31-Mar-2026</p>	BDC officers continue to collaborate with the Developer, Sport England, the Football Foundation and Lubbethorpe Parish Council to define the scope of a future leisure facility at New Lubbethorpe. Steady progress has been made in shaping the concept and aligning partners around a shared vision. The Council's ongoing engagement ensures that local needs, site design and community access remain central to any future proposals, positioning the project for progression when development and funding conditions allow.

Ambitious & Well-Managed Council, Valuing our People

Objective	Description	Lead Officer	Progress Summary
Local Government Re-organisation and Devolution	This work programme contains the actions required to enable Blaby District Council to be at the heart of the LGR and Devolution Agenda for Leicester and Leicestershire and ensure that our residents and staff are supported, empowered and represented.	Chief Executive	There has been an extensive process of developing our local government reorganisation and devolution proposal. This has involved public engagement, stakeholder engagement, workstream development, culminating in the production of a draft submission.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Submission of LGR Proposal	Develop with Partners the Proposal for Local Government Re-organisation in Leicester, Leicestershire and Rutland.	Chief Executive 31-Mar-2026	The draft submission has been produced and at the time of writing is being considered through our governance process. We are on target to submit the proposal to MHCLG on the 28 November 2025. Internal and External communication plans are in place and enacted to ensure staff, councillors, public and key stakeholders are all engaged and informed.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
External and Internal Communication Strategies	Delivery of External and Internal communication plans to ensure that messages are disseminated in an accurate and timely manner to minimise anxiety and maximise engagement in the LGR and Devolution agenda.	Group Manager - Corporate Services & Monitoring Officer 31-Mar-2026	<ul style="list-style-type: none"> • April - August 2025 - BDC led the public and stakeholder engagement for the 8 authorities involved in the North, City, South proposal. • 9 June - 20 July 2025 - Internal and external comms for public and stakeholder engagement • Internal and external comms on 'no boundary extension' release on 5 September 2025

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Human Resource Capacity	Providing staff with support, skills and tools to adapt to change and prosper in a new organisation, as well as sustainable recruitment and retention	Group Manager - ICT & Transformation 31-Mar-2026	In recognition of Local Government Reform (LGR) we have commenced discussions with neighbouring authorities to explore opportunities for coming together creating best value in terms of developing and setting our workforces up to succeed with the skills and tools that will position them to embark on the LGR/Devolution journey with confidence. Recruitment and Retention continue to be at the forefront of our action planning, particularly but not exclusively considering LGR and Devolution. We want to continue to recruit and retain a diverse and future proofed workforce therefore we are continuously reviewing the systems we use and the way we use them, alongside our processes and more generally our wraparound workforce engagement offers to support our ambition to be one of many great places to work in Blaby District. To further support this and fulfil our desire and appetite to expand on that further, we are now growing the team to include additional in-house, focussed coordination, expertise and specialism for the key areas of recruitment, retention, learning and organisational development.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Councillor Capacity	Engagement with external partners such as the Planning Advisory Service to equip our Councillors with the knowledge and skills	Group Manager - Corporate Services & Monitoring Officer 31-Mar-2026	Officers ensure that members are kept up to date and informed as to progress made around Local Government Reorganisation. Regular briefing sessions are held, the last of these being held in October. Members are also signposted to any external training, for example organised by the Local Government Association around LGR in the weekly bulletin circulated by Democratic Services.

Objective	Description	Lead Officer	Progress Summary
Financial Sustainability for Blaby District Council	This work programme contains the actions required to demonstrate the Council's ability to fund its current and future services, including the adequacy of reserves, and the approach to identifying savings to close the forecast budget gap.	Executive Director (S151)	Work continues to monitor the Council's financial position with considerable changes to funding being brought in from April 2026. Communications from MHCLG suggest that Blaby will see funding reductions of between 5-7% and officers are working to model how efficiencies, income streams and funding reductions will feed into the MTFS.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Medium Term Financial Strategy	Revising the MTFS to reflect the Local Government Funding Reform and Business Rate Reset expected. Linking to our key strategies such as transformation and commercialisation, the plan will clearly articulate how to address the budget gap within our budgets and the expected growing demands for our services.	Group Manager – Finance & Income 31-May-2026	Officers have been closely following the consultation and announcements regarding the changes to the Settlement which are due to be brought in from April 2026. Work is progressing to revise the MTFS, however we await further information from government to accurately forecast the MTFS.

Objective	Description	Lead Officer	Progress Summary
Transforming Blaby Together	Transforming Blaby Together is our over-arching response to the challenges that we face as a council. This Strategy and its associated work programme is to enable the authority to adopt a culture of continuous improvement to facilitate opportunities and different ways of working to drive operational effectiveness and build in cost effective efficiencies. This is particularly important as we move into Local Government Reorganisation.	Executive Director (S151)	<p>Delivering against the backdrop of our Transforming Blaby Together strategy our transformation journey continues to make good progress. Though still small our Transformation and Projects Team continue to work consistently across the organisation to enable and support impactful change at Blaby District Council.</p> <p>Our network of Transformation Champions continues to bring together officers from across the organisation, raising the profile and enabling the cross pollination of ideas. Champions are supporting and empowering staff to take personal responsibility for transformation; developing digital solutions to eliminate paper and deliver process efficiencies.</p> <p>We will continue Transforming Blaby Together embarking on further projects to ensure our culture of transformation and continuous improvement continues to be embedded at Blaby District Council and places us firmly on the map as we progress towards Local Government Reform (LGR) and Devolution</p>

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Enhance Data Intelligence	Embracement of emerging technologies such as MS Power BI and AI to identify improvements and drive effectiveness.	<p>Group Manager - Corporate Services & Monitoring Officer</p> <p>31-Mar-2026</p>	<p>Microsoft Power Bi is a tool that can unlock significant efficiency to our analysis and reporting of service delivery via its automated connection to underlying databases. This means that visualised reports are updated without any manual intervention. The improved insights from these reports can also drive further service improvement and data intelligence.</p> <p>Automated reports using Power BI have already been built and implemented in Lightbulb, Building Control, Licencing, Information Governance (Complaints & Freedom of Information), ICT, Health & Safety and Assistive Technology service areas.</p> <p>Reports are currently under development in Environmental Health & Services, Human Resources, Payroll, and Planning Development with these on track to be live by March 2026.</p>

Objective	Description	Lead Officer	Progress Summary
Commercial Strategy	Planned activities that sit within the priority action plan contained within our Commercial Strategy.	Executive Director (Place) Executive Director (S151)	<p>The commercialisation of council assets and services continues to develop through a range of initiatives:</p> <ul style="list-style-type: none"> • The Council continues to explore investment opportunities to reduce the costs of temporary accommodation. • The Council's vision to develop Hayes Gardens, a 700-home community, in partnership with Santander is being progressed. • The utilisation of ICT to enable effective and efficient working is now starting to be progressed as the ICT service has been brought in house.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
UK Shared Prosperity Fund	Deliver projects funded from year 4 UKSPF allocation.	Executive Director (S151) 31-Mar-2026	A considerable portion of the UKSPF was identified to be invested in further purchases of property to utilise for homelessness cases. Discussions with local developers are currently ongoing.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Progress Strategic Asset management approach	Continue to develop the Hayes Gardens site proposal, in partnership with Santander, seeking its inclusion in the Local Plan. Progress the sale of South Drive in line with Council's decision.	Group Manager - Assets and Major Projects 31-Mar-2026	<p>Hayes Gardens Site Proposal Steady progress continues to be made in advancing the Hayes Gardens proposal, with the compilation of technical reports now complete to support consideration for inclusion within the new Local Plan. Partnership working with Santander, the co-landowner, has been constructive and is helping to maintain momentum on the project.</p> <p>Land off South Drive, Stoney Stanton The sale of land off South Drive, Stoney Stanton continues to progress, with a preferred bidder being considered.</p>

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Disposal of Assets	Continue with programme to sell or transfer land in line with the Parks and Open Spaces Strategy.	Group Manager - Neighbourhood Services 31-Mar-2026	As part of the Council's ongoing commitment to delivering the Parks and Open Spaces Strategy, progress continues with the programme to sell or transfer land to ensure long-term sustainability and local stewardship. Earlier this year, Council approved the transfer of land at Glen Hills Nature Area, Trinity and High Street Whetstone, and Narborough Park to their respective Parish Councils. In accordance with relevant legislation, the land was advertised for disposal and received no adverse comments or expressions of interest. Each Parish Council, along with their legal representatives, is now working through the pre-transfer requirements, and subject to no complications arising, the transfers are expected to be completed before the end of the financial year. This initiative supports local ownership, enhances community engagement, and aligns with the strategic goals of the Parks and Open Spaces Strategy.

Objective	Description	Lead Officer	Progress Summary
ICT Service Provision Improvement	To ensure that ICT provision for Blaby District Council is robust, reliable and the infrastructure is fit for purpose. In addition, the Blaby ICT provision should support Blaby to realise future digital ambitions.	Executive Director (S151)	<p>The Councils ICT service provision was successfully bought in-house in July 2025. Blaby District Council (BDC) recognises an absolute need to change the way our ICT service provision is delivered to achieve its digital ambitions, and to have available a reliable, resilient and secure ICT service. In response to this our new ICT service will provide BDC a complete level of assurance, influence and decision making to meet its digital aspirations for ongoing transformation of services and accelerate BDC towards achieving the ambitions of the Blaby District Plan.</p> <p>With plenty of challenges ahead we are pleased to see our dedicated in-house team developing and progressing our new ICT service, projecting us forward from stabilisation to steady state by the end of March 2026 to ensure the new service continues to grow from strength to strength, something which we can all be extremely proud of.</p>

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Ensure Our ICT Provision Meets the Needs of the Business	Continue the transition to an in-house service and identify and implement service improvements	Group Manager - ICT & Transformation	The ICT transition to an in-house service was successfully completed on 1st July 2025, and there will now be a period of stabilisation undertaken to reach steady state as defined in the exempt Council report of February 2024.
		31-Mar-2026	The steady state action plan has been created. This has been reviewed with the Group Manager ICT & Transformation and is expected to be completed end of Q4 2025/26 (March 2026).