

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



# Cabinet

## Agenda

Tuesday, 31st October, 2023  
at 6.00 pm

in the  
Council Chamber  
Town Hall  
Saturday Market Place  
King's Lynn

Also available to view on Zoom and available for the public to view on [WestNorfolkBC on You Tube](#)





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

**CABINET AGENDA**

**DATE: CABINET - TUESDAY, 31ST OCTOBER, 2023**

**VENUE: COUNCIL CHAMBER, TOWN HALL, SATURDAY  
MARKET PLACE, KING'S LYNN PE30 5DQ**

**TIME: 6.00 pm**

**As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - Item 15 below will be considered in private.**

**Should you wish to make any representations in relation to the meeting being held in private for the consideration of the above item, you should contact Democratic Services**

**1. MINUTES**

To approve the Minutes of the Meeting held on 26 September 2023 (previously circulated).

**2. APOLOGIES**

To receive apologies for absence.

**3. URGENT BUSINESS**

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

**4. DECLARATIONS OF INTEREST (Page 6)**

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

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

**5. CHAIR'S CORRESPONDENCE**

To receive any Chair's correspondence.

**6. MEMBERS PRESENT UNDER STANDING ORDER 34**

To note the names of any Councillors who wish to address the meeting under Standing Order 34.

Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and on what items they wish to be heard before a decision on that item is taken.

**7. CALLED IN MATTERS**

To report on any Cabinet Decisions called in.

**8. FORWARD DECISIONS (Pages 7 - 11)**

A copy of the Forward Decisions List is attached

**9. MATTERS REFERRED TO CABINET FROM OTHER BODIES (Pages 12 - 14)**

To receive any comments and recommendations from other Council bodies which meet after the dispatch of this agenda.

Recommendations from the Environment and Community Panel meeting held on 3<sup>rd</sup> October 2023 are attached.

**10. CORPORATE STRATEGY 2023-27 (Pages 15 - 37)**

**11. UK SHARED PROSPERITY FUNDING 2024-25 BOOST PROJECT WEST NORFOLK TRAINING GRANTS (Pages 38 - 56)**

**12. CARE LEAVERS COVENANT (Pages 57 - 64)**

**13. NORFOLK COUNTY DEAL RESPONSE (Pages 65 - 71)**

**14. EXCLUSION OF THE PRESS AND PUBLIC**

The Cabinet is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the items below on the grounds that they involve the likely disclosure of exempt information as defined by paragraph 3 of Part 1 of Schedule 12A to the Act,

and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**PRIVATE ITEM**

Details of any representations received about why the following reports should be considered in public will be reported at the meeting.

**15. RENEWAL OF THE AGREEMENT FOR HOLDING THE MART (Pages 72 - 79)**

To: Members of the Cabinet

Councillors B Anota, A Beales, M de Whalley, J Moriarty (Vice-Chair),  
C Morley, T Parish (Chair), S Ring, J Rust and S Squire

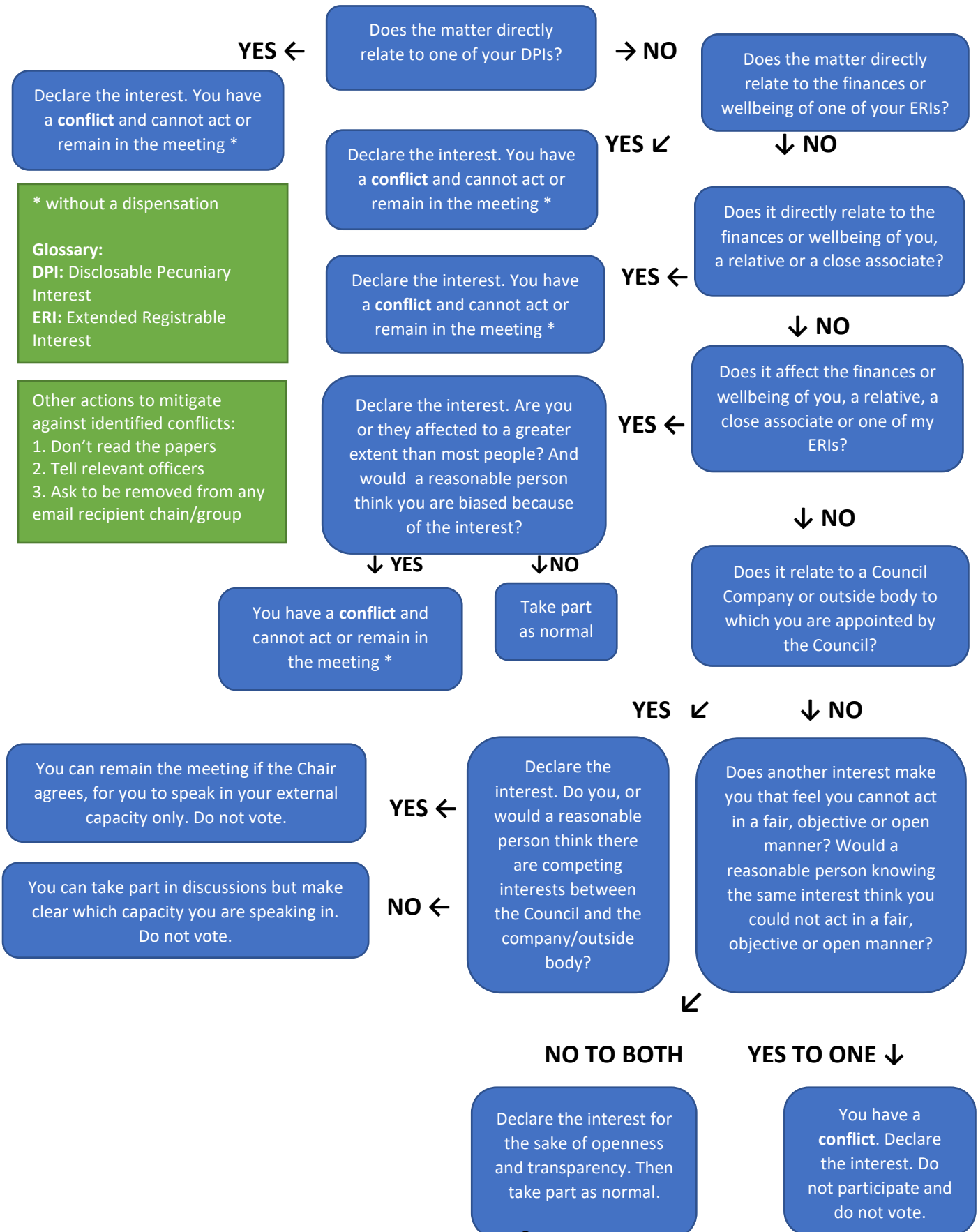
For Further information, please contact:

Sam Winter, Democratic Services Manager 01553 616327  
Borough Council of King's Lynn & West Norfolk  
King's Court, Chapel Street  
King's Lynn PE30 1EX

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



**START**



**FORWARD DECISIONS LIST**

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
31 October 2023						
	Corporate Strategy 2023-2027	Key	Cabinet	Leader Chief Executive		Public
	Norfolk County Deal response	Non	Council	Leader Chief Executive		Public
	UK Shared Prosperity Funding 24-25 Boost Project and West Norfolk Training Grants	Non	Cabinet	Business Assistant Director - D Hall		Public
7	Care Leavers Covenant	Non	Cabinet	People and Communities Asst Dir – B Box		Public
	5 Year Mart Agreement	Non	Cabinet	Tourism Events & Marketing Exec Dir – G Hall		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
20November 2023	Special meeting to deal with CIL applications	Non	Cabinet	Regeneration and Development Asst Dir S Ashworth		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
5 December 2023						
	Council Tax Support Scheme – Final Scheme 2024/25	Key	Council	Finance Asst Director – Resources		Public
∞	Care and Repair Contract – Handy Person Prevention Framework.		Cabinet			Private Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	St George's Guildhall Project – Design Proposals	Key	Cabinet			
	Assets of Community Value	Non	Council	Property and Corporate Services Monitoring Officer		Public
	Council Companies Funding	Key	Council	Business Assistant Dir D Ousby		Part public and part Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)



	Appointment of Honorary Aldermen	Non	Council	Chief Executive		Public
	Cabinet Task Groups	Non	Cabinet	Leader Chief Executive		Public
	Council Tax for Second Homes	Key	Council	Leader Exec Dir – Finance		Public

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
15 January 2024						
6	West Norfolk Shared Prosperity Funding update	Key	Cabinet	Business Asst Director – D Hall		Part Public Part Private Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Florence Fields – Tenure Mix	Non	Council	Deputy Leader Assistant Director – D Ousby		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Lynnsport One	Key	Council	Regeneration & Development Asst Dir Companies & Housing Delivery – D Ousby		Public

	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		Public
	King's Lynn Town Football Club	Non	Cabinet	Property Asst Dir – M Henry		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Polling District Review	Key	Council	Leader Chief Executive		Public
	Peer Review Challenge Final Report	Non	Council	Leader Chief Executive		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
6 February 2024						
	St George's Guildhall RIBA Stage 3 and project scope	Key	Cabinet	Regeneration & Development Asst Dir		Public
	Capital Programme	Key	Council	Finance Asst Director – Resources		Public
	Budget 2024/25	Key	Council	Finance Asst Director – Resources		Public
	Treasury Management Strategy/ Investment Strategy	Key	Council	Finance Asst Director – Resources		Public
	Empty Homes Strategy Review	Key	Council	People and Communities Asst Dir M Whitmore		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
-----------------	--------------	-------------------------	----------------	---------------------------------	---------------------------	---------------------------

5 March 2024						
	Review of Outside Bodies	Non	Cabinet and Council	Leader		Public
	Peer Review Challenge Action Plan	Non	Council	Leader Chief Executive		Public

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
23 April 2024						

**Items to be scheduled**

→	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	People & Communities Asst Dir B Box		Public
	Procurement Strategy	Non	Cabinet	Finance Asst Dir – D Ousby		Public
	Review of Planning Scheme of Delegation (summer 23)	Non	Council	Development and Regeneration Asst Dir – S Ashworth		Public
	Redundancy Policy	Non	Council	Leader Exec Dir – D Gates		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Southend Road Hunstanton	Key	Cabinet	Regeneration & Development Asst Dir – D Ousby		Public

**RECOMMENDATIONS TO CABINET 31 OCTOBER 2023 FROM THE ENVIRONMENT AND COMMUNITY PANEL MEETING HELD ON 3 OCTOBER 2023**

**EC44: CABINET REPORT – CARE LEAVERS COVENANT**

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

The Assistant Director presented the report which set out proposals for the commitment to sign the care leaver's covenant. She explained that Norfolk County Council was the primary support network, but each district also had an important role to play to support care leavers.

If the covenant was signed then a local offer of support would be developed. It was noted that there were already some schemes in place to offer support and signing up to the covenant would bring these all together for a joined up approach.

The Chair thanked the Assistant Director for her report and invited questions and comments, as summarised below.

Councillor Kemp indicated she was in favour of this national initiative and asked how care leavers were identified. The Assistant Director explained that work was carried out with Norfolk County Council Corporate Parenting Team for links and contacts to ensure that support was available for them.

Councillor Kemp referred to the Boost Project and asked if this offered training opportunities for care leavers. The Assistant Director confirmed that it did and additional opportunities would also be looked at, for example Mentoring programmes.

The Portfolio Holder for People and Communities, Councillor Rust commented that the Council was committed to providing the best offer for care leavers and hoped that signing up to the covenant would increase opportunities and aspirations.

The Vice Chair, Councillor Devulapalli, referred to the report and commented that it did not include any financial implications. The Assistant Director explained that signing up to the covenant did not have any financial implications, however any additional projects or offers would come back for a separate decision if required.

In response to a further question from the Vice Chair, the Assistant Director explained that links and information to access housing was provided and the provision of information could be looked at again as part of the local offer that would be put together.

**RESOLVED:** That the Environment and Community Panel support the recommendations to Cabinet, as set out below.

That the Council commits to taking action to meet the requirements of the Care Leavers Covenant.

## **EC45: CABINET REPORT – UKSPF 24/25 – CONTINUATION AND EXPANSION OF BOOST PROJECT AND WEST NORFOLK TRAINING GRANTS**

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

The Executive Director presented the report which set out detail of the projects to be delivered in 2024/25 under the investment priorities local Businesses and People and Skills to ensure smooth transition and continuation of existing projects which currently only had funding approved until March 2024.

The Chair thanked the Executive Director for the report and invited questions and comments from the Panel, as summarised below.

Councillor Kemp commended this project which was part of the Town Deal. The Executive Director referred Councillor Kemp to the report which provided statistics on how many individuals had benefitted from the project so far. The Portfolio Holder for People and Communities, Councillor Rust informed the Panel that originally as the project had been part of the Town Deal it was focussed on King's Lynn, however extension of the project utilising the UKSPF funding meant that it could be expanded across the Borough and work could be carried out with partner organisations as appropriate including the CITB and Swan Youth Project.

The Vice Chair, Councillor Devulapalli referred to the previous report considered by the Panel relating to the care leavers covenant and made a plea that they would be included in opportunities.

**RESOLVED:** That the Environment and Community Panel support the recommendations to Cabinet as set out below.

1. Endorse the continuation and expansion of the BOOST project for young people across West Norfolk as per section 6, table 2, option 2.
2. Approve the allocation of UKSPF 'People and Skills' funding for the Boost project for 2024/25 as set out in section 7, table 3 of the report.
3. Endorse the continuation and expansion of the West Norfolk Training Grant into 2024/25 as per section 13, table 6, option 3.
4. Approve the allocation of the UKSPF funding for the West Norfolk Training Grant project for 2024/25 as set out in section 12, table 5.
5. Approve the delegated authority to the Assistant Director for Regeneration, Housing and Place in consultation with the Leader and Portfolio Holder for Business to agree delivery arrangements and any changes to ensure the efficient delivery of the Boost and West Norfolk Training Grant projects for 2024/25
6. Officers to provide an annual report on the progress and performance of the projects to the Corporate Performance Panel.

## **EC49: - EXEMPT CABINET REPORT – MART AGREEMENT**

The Assistant Director presented the Cabinet report and responded to questions from the Panel as summarised below.

Councillor Kunes asked if, in the future, it could be built into the contract the need to reduce carbon emissions and the Assistant Director explained that the Mart operators were aware of efficiencies and moving towards this as they replaced systems.

The Panel discussed safety issues and suggested ways that the commercial operator could ensure its own future viability by trialling different ways of operating to increase participation, especially during the current economic climate.

The Portfolio Holder for Tourism, Events and Marketing, Councillor Ring, addressed the Panel and commented that he supported the proposals as set out in the report to ensure the Mart continued to operate safely and hoped that the operator would consider initiatives to ensure that it remained viable.

The Assistant Director confirmed that he had a good working relationship with the operator and would pass the Panels comments on to them, noting that the Panel wanted to see the Mart continue to be successful and viable.

**RESOLVED:** The Environment and Community Panel supported the recommendations to Cabinet, as set out in the report.

**REPORT TO CABINET**

<b>Open/Exempt</b>		Would any decisions proposed :			
<b>Any especially affected Wards</b>	<b>Mandatory/</b>	Be entirely within Cabinet's powers to decide		<b>YES/NO</b>	
	<b>Discretionary /</b>	Need to be recommendations to Council		<b>YES/NO</b>	
	<b>Operational</b>	Is it a Key Decision		<b>YES/NO</b>	
Lead Member: Cllr Terry Parish – Leader of the Council E-mail:		Other Cabinet Members consulted: Cabinet			
Lead Officer: Lorraine Gore – Chief Executive E-mail: Direct Dial:		Other Officers consulted: Management Team Assistant Directors			
Financial Implications YES/NO	Policy/ Personnel Implications YES/NO	Statutory Implications YES/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES/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: 31 October 2023

**CORPORATE STRATEGY 2023-2027**

<p><b>Summary</b></p> <p>This report appends the new corporate strategy for the period to the next local elections in 2027. It sets out the priorities of the new administration and how the achievement of these priorities and objectives will be monitored.</p> <p><b>Recommendation</b></p> <p>That Council adopts the attached corporate strategy.</p> <p><b>Reason for Decision</b></p> <p>To establish the council's policy framework for the term of the current administration, showing how the council will focus its resources over the next four years. The key priorities will be:</p> <ul style="list-style-type: none"> <li>• Promote growth and prosperity to benefit West Norfolk</li> <li>• Protect our environment</li> <li>• Support our communities</li> <li>• Efficient and effective delivery of our services</li> </ul>
---

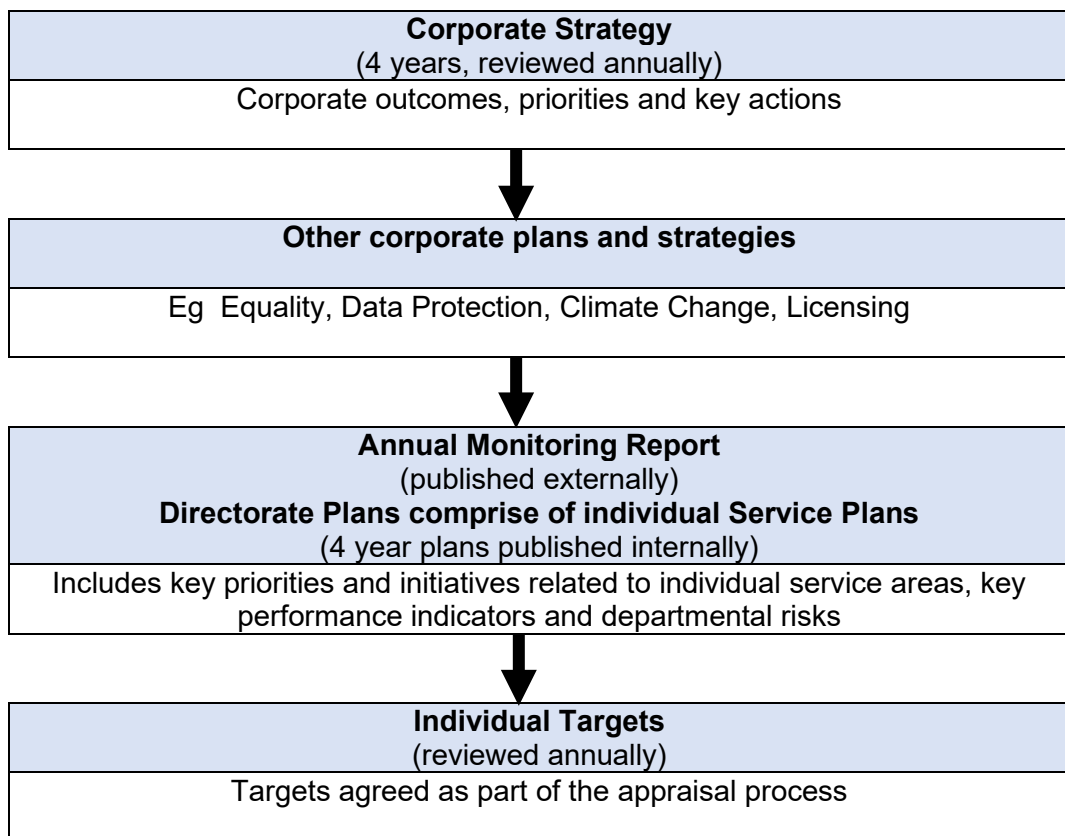
**1 Background**

1.1 This corporate strategy covers the four-year administrative term 2023 to 2027. It has been informed by Cabinet in consultation with Management Team and the Senior Leadership Team.

1.2 The strategy has been developed in a focused format as much of the detail underpinning this plan already exists in other strategies and documents or will be derived from developing work. There is a short narrative which sets out the direction of travel and the context within which the council operates. The key priorities will be:

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

1.3 The outline Corporate Strategy is appended at Appendix A. It is a high-level document and is underpinned by the individual Directorate Plans devised by each Assistant Director and supported by other strategies and plans already published. The diagram below demonstrates how the Corporate Strategy fits into the council's Performance Management Framework.



1.4 The strategy will be monitored via the Corporate Strategy Monitoring Report and formally presented to the Cabinet.

1.5 Work will also be undertaken, where possible, to align corporate performance targets to the priorities outlined in the corporate strategy. In addition, the priorities outlined in the strategy will underpin the annual monitoring report, directorate and service plans, which in turn will be cascaded into annual performance targets for employees through the council's performance management scheme.



## **2 Options Considered**

2.1 None

## **3 Policy Implications**

3.1 This document sets the council's policy framework for the next four years and as such is the council's primary policy document. All other documents and plans will need to take account of this new policy framework when they are being prepared or refreshed.

## **4 Financial Implications**

4.1 Delivery of the Corporate Strategy will be underpinned by the Medium-Term Financial Plan. Delivery of existing services and projects are already incorporated into the current Financial Plan. Any costs arising from new initiatives and projects will be subject to future reports.

## **5 Personnel Implications**

5.1 None

## **6 Environmental Considerations**

6.1 The Corporate Strategy includes a specific priority focused on the environment and climate change.

## **7 Statutory Considerations**

7.1 None

**8 Equality Impact Assessment (EIA)**  
(Pre-screening report template attached)

## **9 Risk Management Implications**

9.1 There are no risk management implications directly from this strategy. All council risks are detailed on the Corporate Risk Register.

## **10 Declarations of Interest / Dispensations Granted**

10.1 None

## **11 Background Papers**

11.1 None

**Pre-Screening Equality Impact Assessment**

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



Name of policy/service/function	Corporate Strategy 2023-2027				
Is this a new or existing policy/service/function?	New				
Brief summary/description of the main aims of the policy/service/function being screened.  Please state if this policy/service is rigidly constrained by statutory obligations	The corporate strategy sets the direction of the council and the priorities of the current administration.  The strategy reflects local need, local political priorities and the changing legislative and policy framework in which the council operates.				
<b>Question</b>	<b>Answer</b>				
<p><b>1.</b> Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups <b>according to their different protected characteristic</b>, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			<input checked="" type="checkbox"/>	
	Disability			<input checked="" type="checkbox"/>	
	Gender			<input checked="" type="checkbox"/>	
	Gender Re-assignment			<input checked="" type="checkbox"/>	
	Marriage/civil partnership			<input checked="" type="checkbox"/>	
	Pregnancy & maternity			<input checked="" type="checkbox"/>	
	Race			<input checked="" type="checkbox"/>	
	Religion or belief			<input checked="" type="checkbox"/>	
	Sexual orientation			<input checked="" type="checkbox"/>	
	Other (eg low income)			<input checked="" type="checkbox"/>	

Question	Answer	Comments
<p><b>2.</b> Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</p>	Yes	The priorities of the Corporate Strategy will reflect local needs and support the differing needs of communities across west Norfolk
<p><b>3.</b> Could this policy/service be perceived as impacting on communities differently?</p>	Yes	As above in Q2
<p><b>4.</b> Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	Yes	As above in Q2
<p><b>5.</b> Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</p> <p>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	<b>No</b>	<p><b>Actions:</b> The Corporate Strategy sets an overarching framework from which projects, initiatives and workstreams will be progressed. This report is seeking approval of the overall strategy, not agreement to the specific activities, which will, where appropriate, be subject to individual equality impact assessments as these are brought forward. Therefore a full impact assessment is not felt necessary at this point.</p> <p><b>Actions agreed by EWG member:</b></p> <p>... <i>B. Box</i> .....</p>
<p><b>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</b></p> <p>As initiatives and projects are developed, the equality impact assessment process will be followed and, where the need is identified, a full impact assessment will be undertaken.</p> <p><b>Decision agreed by EWG member:</b> ... <i>B. Box</i> .....</p>		
<p><b>Assessment completed by:</b></p> <p><b>Name</b></p>	Honor Howell	
<p><b>Job title</b></p>	Corporate Governance Manager/Assistant to the Chief Executive	
<p><b>Date</b></p>	20 September 2023	

# Corporate Strategy 2023-2027

20

---

**Promote  
growth and  
prosperity  
to benefit  
West Norfolk**



---

**Protect our  
environment**



---

**Efficient and  
effective  
delivery of our  
services**



---

**Support our  
communities**



## Foreword by the Leader of the Council

Since the election in May 2023, my cabinet members, the members of the Independent Partnership, and I, in consultation with Labour colleagues, have been working together with the senior leadership team at the council to develop a four-year corporate plan which sets out our priorities and how we will achieve the targets we have set ourselves. We have undertaken to work openly and transparently so that everyone understands the decisions we are making and why we are making them.

As an independent partnership it is important that this document reflects the priorities of all of our members. Developing it has been an interesting and eye-opening challenge, but one I believe has led to a well-rounded strategy that focuses on the health, wellbeing and development of individuals and communities, as well as the growth of businesses. It is also a strategy that acknowledges the differences between the rural, coastal, and urban areas of our borough, and embraces new development as well as the preservation of our wonderful heritage.

Our aim is to ensure that any new developments taking place help achieve our objectives of providing affordable homes for local people and employment opportunities, supporting our climate change agenda, or whatever else might help our communities and businesses thrive, and is within our power to deliver or influence.

Running through the strategy is a desire to tackle those issues that impact on our environment and on broader climate change issues, including water quality, flooding and CO<sub>2</sub> emissions. We want to ensure that over the term of this strategy the borough is cleaner, greener, and better protected. We will look to amend and adjust our policies to encourage individuals, businesses and developers to play their part as well as doing all we can to reduce our own impact on the environment.

Underpinning all the aims and objectives of this strategy is sound fiscal management. We want to ensure that the council remains in a strong financial position and is not left in a situation where it can only provide 'essential' services. This means we will be

constantly monitoring performance and ensuring that we work both effectively and efficiently within the resources we have available to us.

Finally, we commit to working for West Norfolk as a whole, ensuring that we consider the needs of all our communities and developing the area as a place on the map. A place where people choose to live, work, visit and invest.

Cllr Terry Parish





## Our priorities

Our key priorities are set out under four overarching themes:

### Promote 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.

### 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.

### Efficient and effective delivery of our services

To provide cost-effective, efficient services that meet the needs of our local communities, promote

## Our vision

To establish West Norfolk as a place on the map rather than an administrative boundary and ensure it is a welcoming rural district, with vibrant communities and successful, growing businesses. A place where people can thrive, the environment is protected, heritage is preserved, and development meets the needs of people as well as legislation.

good governance, and provide sustainable financial planning and appropriate staffing.

### 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.

## Our key principles

In delivering our priorities we undertake to work:

### Transparently

We will be open, honest and transparent in our decision making and ensure we follow best practice in governance.

### Respectfully

We will be respectful of others' views and balance these with statutory requirements and our corporate priorities in our decision

making. We will ensure we are inclusive by treating people fairly, equally and with understanding.

### Collaboratively

We will work closely with our local partners, businesses, communities and individuals to ensure we co-ordinate delivery of services across the borough, reducing duplication.

### Effectively

We will encourage innovation, develop staff, and carefully manage our finances and resources to effectively deliver services and projects to benefit our communities.

### Implementing our priorities:

This vision, its supporting priorities and key principles form the framework for the delivery of services and initiatives for our residents, businesses and visitors. Each priority will be part of officer led plans and follow guidance in policy documents.

This strategy is a 'live' document which will be monitored regularly and reviewed annually to allow for any new or emerging issues and to ensure it remains relevant to the current needs of our communities.

Core values are being developed with staff and members to establish a set of behaviours that support these priorities and the key principles.

## Monitoring progress

Performance will be tracked by monitoring progress of how senior officers' plans are progressing and also by how well individual officers' work targets are being achieved

Monitoring of senior officers' plans will take place and results provided to both Cabinet and the committee which scrutinises and provides a check on such matters – the Corporate Performance Panel.

# West Norfolk Facts & Figures 2022/23

West Norfolk has a population of

## 154,300

ONS census data



Average life expectancy **81yrs**

norfolkinsight.org.uk

**26%** aged 65 or over



of contacts with Council CIC are made using online services



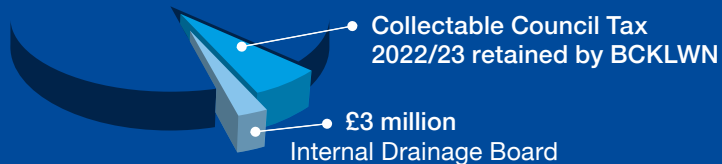
Last year we approved  
**1,394**  
planning applications

## 4.6 million

bins are emptied every year



## £7.4 million



## 74,992

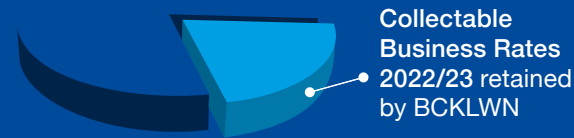


Total domestic properties at 31/3/2023

## 97.34%

Collection rate

## £11.7 million



## 6,767



Total business rates properties at 31/3/2023

## 98.14%

Collection rate

Approx. **6.4m**  
visitors come to West Norfolk annually

## 387,700



People make leisure day-trips to West Norfolk

These visitors are estimated to spend

## £299.58m

per year within the local economy

Source: Economic Impact of Tourism, delivered by Destination Research

## £24.4 million

Amount paid out in Housing Benefit

Housing Benefit caseload

## 4,786

## £9.8 million

Amount paid out in Council Tax Support

Council Tax Support caseload

## 9,373

Number of people presenting for housing advice

## 1,576

of which **915** were homelessness applications

Ranked

## 84

out of

## 151

areas of deprivation

norfolkinsight.org.uk

Borough Council of  
King's Lynn &  
West Norfolk



# Promote 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.

We will:

- Work with partners to develop a shared vision for a vibrant borough
- Attract new businesses to the borough to expand the local economy
- Support the borough’s new and existing businesses to grow and thrive
- Work with partners and local employers to equip our local workforce with the necessary skills and knowledge to meet current and future needs
- Maximise opportunities to transform and regenerate our high streets and heritage assets
- Increase the number of good quality new homes and associated infrastructure built through direct provision by working with registered social landlords and private sector developers
- Encourage private sector housing development that supports local need, delivers on local infrastructure and meets environmental and biodiversity requirements
- Promote West Norfolk as a desirable leisure, cultural and tourism destination
- Support a year-round programme of events, festivals and activities for residents and visitors

24



Enterprise Zone, King’s Lynn



The South Gate, King’s Lynn



Old Hunstanton Lighthouse



Nar Ouse Development, King’s Lynn



# 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.

We will:

- Lead by example by reducing our own carbon emissions and considering our impact on the climate with all our projects and initiatives
- Work with partners, locally and across Norfolk, to minimise carbon emissions from new and existing properties, housing and other developments
- Support others to minimise carbon emissions by promoting good practice, providing information and highlighting available grants from Government
- Encourage active travel by reducing barriers to walking and cycling. In addition, improve EV (electric vehicle) infrastructure when appropriate grants permit
- Minimise domestic and corporate waste by encouraging reuse, recycling and responsible disposal
- Take timely and proportionate planning and environmental enforcement action to protect West Norfolk
- Increase biodiversity where we can and create wildflower and pollinator opportunities
- Work with other agencies to manage and protect our coastline and to improve sea water quality

25



Park Run, The Walks



EV Chargers, Lynnsport



Cycleway, King's Lynn



Baker Lane Active Travel Hub



Wildflower and Pollinator Opportunities

# 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.

We will:

- Provide value for money through efficient and effective service delivery
- Focus our capital expenditure on priority areas
- Manage our finances to remove any projected budget deficit over the 4-year financial plan
- Provide information to local people, businesses and visitors in a timely and accessible manner
- Consult and engage with our communities, staff, parish councils and members to include measurement of how satisfied they are
- Retain a highly-skilled and motivated workforce, with appropriate training and development available to support current and future corporate priorities and statutory services
- Actively and continually examine and review the way we deliver our services in-house, through our companies, through procurement and other channels, to ensure they offer value for money and meet the needs of our communities
- Expand our support to help parish councils with governance and to attract new members
- Undertake a review of the Cabinet governance structure of the council
- Investigate the creation of a town council for the unparished area of King’s Lynn and the adoption of West Norfolk as the name of the borough



Clean-Up Team at Loke Road



Refuse Bin Collection



Sommerfeld & Thomas Building



Food for Thought

# 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.

We will:

- Work with partners, and provide access to leisure, cultural and outreach experiences, to reduce isolation, improve health and wellbeing, and support people to live independently at home for longer
- Tackle social and health inequalities, encourage healthy, active lifestyles and help prevent avoidable hospital admissions by working with the NHS and other partners
- Seek improvements to the provision of NHS dentistry in West Norfolk, working with the NHS and partners
- Work with schools and colleges to improve educational opportunities, inclusion, attainment and ambition
- Support the local voluntary sector as a vital element of the local community
- Improve access to affordable homes and work to improve the quality of rented accommodation
- Actively monitor food safety, housing standards, air quality and other statutory issues to minimise environmental health risks
- Address all types of anti-social behaviour and encourage respect for each other
- Promote and maintain attractive public open spaces across the borough for all to enjoy

27



Fawkes In The Walks



Community Event, Hunstanton



Installing Bird Boxes, The Walks



Community Event, Downham Market

# How our plans fit together

The Corporate Strategy sets out our priorities up to 2027. It is supported by a range of key plans and strategies, for example, equality and climate change.

To deliver our priorities, we have eight directorate plans, which comprise individual service plans. These will set out the actions and initiatives we will deliver to help us to achieve our ambitions for West Norfolk.

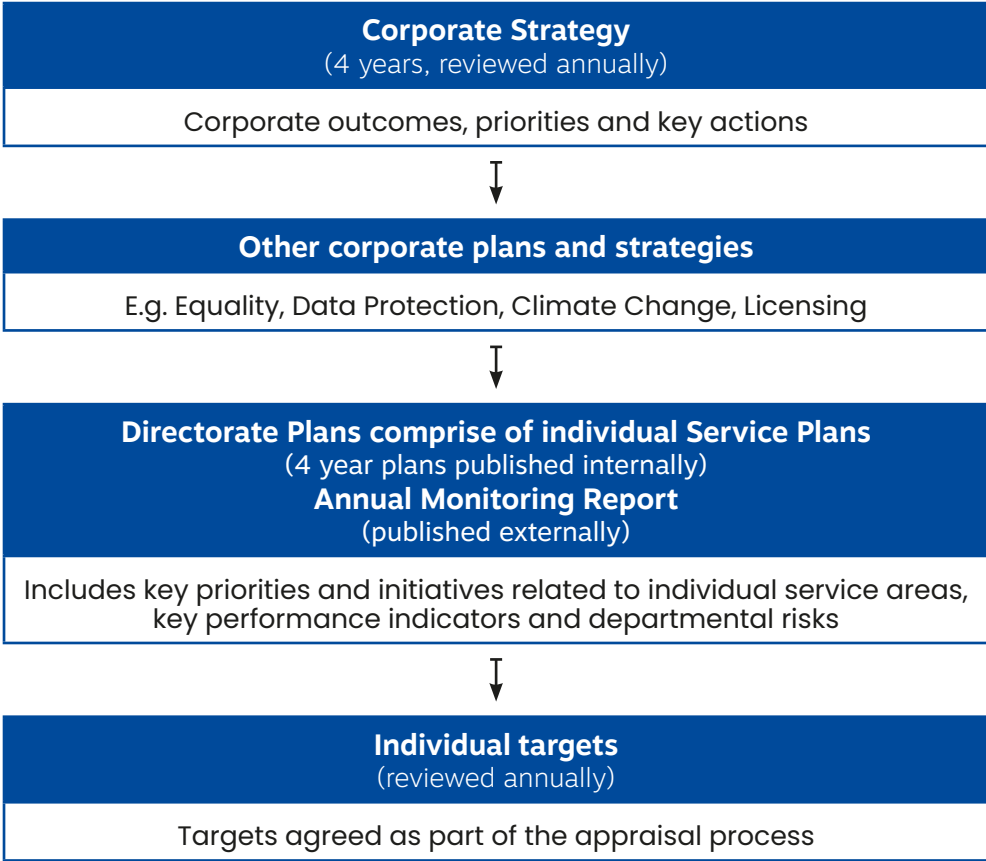
These actions and initiatives will filter into staff members' individual targets through the appraisal process.

Directorate plans cover:

- Central Services
- Health, Wellbeing and Public Protection
- Resources
- Legal, Governance and Licensing
- Environment and Planning
- Regeneration, Housing and Place
- Property and Projects
- Programme and Project Delivery

Progress against the Corporate Strategy will be regularly reported internally to our Corporate Performance Panel and to Cabinet, and externally to our residents through an Annual Monitoring Report. The Corporate Strategy will be reviewed annually.

# Corporate Strategy delivery model



# Corporate Strategy 2023-2027

29

---

**Promote growth and prosperity to benefit West Norfolk**



---

**Protect our environment**



---

**Efficient and effective delivery of our services**



---

**Support our communities**





## Foreword by the Leader of the Council

Since the election in May 2023, my cabinet members, the members of the Independent Partnership, and I, in consultation with Labour colleagues, have been working together with the senior leadership team at the council to develop a four-year corporate plan which sets out our priorities and how we will achieve the targets we have set ourselves. We have undertaken to work openly and transparently so that everyone understands the decisions we are making and why we are making them.

As an independent partnership it is important that this document reflects the priorities of all of our members. Developing it has been an interesting and eye-opening challenge, but one I believe has led to a well-rounded strategy that focuses on the health, wellbeing and development of individuals and communities, as well as the growth of businesses. It is also a strategy that acknowledges the differences between the rural, coastal, and urban areas of our borough, and embraces new development as well as the preservation of our wonderful heritage.

Our aim is to ensure that any new developments taking place help achieve our objectives of providing affordable homes for local people and employment opportunities, supporting our climate change agenda, or whatever else might help our communities and businesses thrive, and is within our power to deliver or influence.

Running through the strategy is a desire to tackle those issues that impact on our environment and on broader climate change issues, including water quality, flooding and CO<sub>2</sub> emissions. We want to ensure that over the term of this strategy the borough is cleaner, greener, and better protected. We will look to amend and adjust our policies to encourage individuals, businesses and developers to play their part as well as doing all we can to reduce our own impact on the environment.

Underpinning all the aims and objectives of this strategy is sound fiscal management. We want to ensure that the council remains in a strong financial position and is not left in a situation where it can only provide 'essential' services. This means we will be

constantly monitoring performance and ensuring that we work both effectively and efficiently within the resources we have available to us.

Finally, we commit to working for West Norfolk as a whole, ensuring that we consider the needs of all our communities and developing the area as a place on the map. A place where people choose to live, work, visit and invest.

Cllr Terry Parish





## Our priorities

Our key priorities are set out under four overarching themes:

### Promote 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.

### 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.

### Efficient and effective delivery of our services

To provide cost-effective, efficient services that meet the needs of our local communities, promote

## Our vision

To establish West Norfolk as a place on the map rather than an administrative boundary and ensure it is a welcoming rural district, with vibrant communities and successful, growing businesses. A place where people can thrive, the environment is protected, heritage is preserved, and development meets the needs of people as well as legislation.

good governance, and provide sustainable financial planning and appropriate staffing.

### 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.

## Our key principles

In delivering our priorities we undertake to work:

### Transparently

We will be open, honest and transparent in our decision making and ensure we follow best practice in governance.

### Respectfully

We will be respectful of others' views and balance these with statutory requirements and our corporate priorities in our decision

making. We will ensure we are inclusive by treating people fairly, equally and with understanding.

### Collaboratively

We will work closely with our local partners, businesses, communities and individuals to ensure we co-ordinate delivery of services across the borough, reducing duplication.

### Effectively

We will encourage innovation, develop staff, and carefully manage our finances and resources to effectively deliver services and projects to benefit our communities.

### Implementing our priorities:

This vision, its supporting priorities and key principles form the framework for the delivery of services and initiatives for our residents, businesses and visitors. Each priority will be part of officer led plans and follow guidance in policy documents.

This strategy is a 'live' document which will be monitored regularly and reviewed annually to allow for any new or emerging issues and to ensure it remains relevant to the current needs of our communities.

Core values are being developed with staff and members to establish a set of behaviours that support these priorities and the key principles.

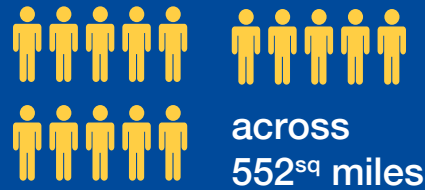
## Monitoring progress

Performance will be tracked by monitoring progress of how senior officers' plans are progressing and also by how well individual officers' work targets are being achieved

Monitoring of senior officers' plans will take place and results provided to both Cabinet and the committee which scrutinises and provides a check on such matters – the Corporate Performance Panel.

# West Norfolk Facts & Figures 2022/23

West Norfolk has a population of **154,300**  
ONS census data



Average life expectancy **81yrs**  
norfolkinsight.org.uk

**26%** aged 65 or over

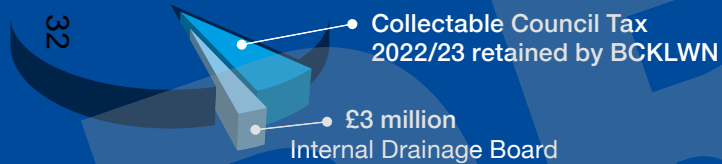
**24%** of contacts with Council CIC are made using online services

Last year we approved **1,394** planning applications

**4.6 million** bins are emptied every year



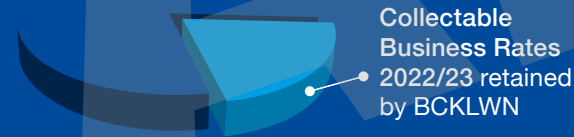
**£7.4 million**



**74,992** Total domestic properties at 31/3/2023

**97.34%** Collection rate

**£11.7 million**



**6,767** Total business rates properties at 31/3/2023

**98.14%** Collection rate

Approx. **6.4m** visitors come to West Norfolk annually

**387,700** People make leisure day-trips to West Norfolk

These visitors are estimated to spend **£299.58m** per year within the local economy

Source: Economic Impact of Tourism, delivered by Destination Research

**£24.4 million** Amount paid out in Housing Benefit

Housing Benefit caseload **4,786**

**£9.8 million** Amount paid out in Council Tax Support

Council Tax Support caseload **9,373**

Number of people presenting for housing advice

**1,576** of which **915** were homelessness applications

Ranked **84** out of **151** areas of deprivation

norfolkinsight.org.uk

Borough Council of King's Lynn & West Norfolk







## Promote 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.

We will:

- Work with partners to develop a shared vision for a vibrant borough
- Attract new businesses to the borough to expand the local economy
- Support the borough's new and existing businesses to grow and thrive
- Work with partners and local employers to equip our local workforce with the necessary skills and knowledge to meet current and future needs
- Maximise opportunities to transform and regenerate our high streets and heritage assets
- Increase the number of good quality new homes and associated infrastructure built through direct provision by working with registered social landlords and private sector developers
- Encourage private sector housing development that supports local need, delivers on local infrastructure and meets environmental and biodiversity requirements
- Promote West Norfolk as a desirable leisure, cultural and tourism destination
- Support a year-round programme of events, festivals and activities for residents and visitors



*Enterprise Zone, King's Lynn*



*The South Gate, King's Lynn*



*Hunstanton Lighthouse*



*Nar Ouse Development, King's Lynn*



## 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.

We will:

- Lead by example by reducing our own carbon emissions and considering our impact on the climate with all our projects and initiatives
- Work with partners, locally and across Norfolk, to minimise carbon emissions from new and existing properties, housing and other developments
- Support others to minimise carbon emissions by promoting good practice, providing information and highlighting available grants from Government
- Encourage active travel by reducing barriers to walking and cycling. In addition, improve EV (electric vehicle) infrastructure when appropriate grants permit
- Minimise domestic and corporate waste by encouraging reuse, recycling and responsible disposal
- Take timely and proportionate planning and environmental enforcement action to protect West Norfolk
- Increase biodiversity where we can and create wildflower and pollinator opportunities
- Work with other agencies to manage and protect our coastline and to improve sea water quality

34



*Park Run, The Walks*



*EV Chargers, Lynnsport*



*Cycleway, King's Lynn*



*Baker Lane Active Travel Hub*



*Wildflower and Pollinator Opportunities*



## 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.

We will:

- Provide value for money through efficient and effective service delivery
- Focus our capital expenditure on priority areas
- Manage our finances to remove any projected budget deficit over the 4-year financial plan
- Provide information to local people, businesses and visitors in a timely and accessible manner
- Consult and engage with our communities, staff, parish councils and members to include measurement of how satisfied they are
- Retain a highly-skilled and motivated workforce, with appropriate training and development available to support current and future corporate priorities and statutory services
- Actively and continually examine and review the way we deliver our services in-house, through our companies, through procurement and other channels, to ensure they offer value for money and meet the needs of our communities
- Expand our support to help parish councils with governance and to attract new members
- Undertake a review of the Cabinet governance structure of the council
- Investigate the creation of a town council for the unparished area of King's Lynn and the adoption of West Norfolk as the name of the borough



*Clean-Up Team at Loke Road*



*Refuse Bin Collection*



*Sommerfeld & Thomas Building*



*Food for Thought*



## 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.

We will:

- Work with partners, and provide access to leisure, cultural and outreach experiences, to reduce isolation, improve health and wellbeing, and support people to live independently at home for longer
- Tackle social and health inequalities, encourage healthy, active lifestyles and help prevent avoidable hospital admissions by working with the NHS and other partners
- Seek improvements to the provision of NHS dentistry in West Norfolk, working with the NHS and partners
- Work with schools and colleges to improve educational opportunities, inclusion, attainment and ambition
- Support the local voluntary sector as a vital element of the local community
- Improve access to affordable homes and work to improve the quality of rented accommodation
- Actively monitor food safety, housing standards, air quality and other statutory issues to minimise environmental health risks
- Address all types of anti-social behaviour and encourage respect for each other
- Promote and maintain attractive public open spaces across the borough for all to enjoy



*Coronation Badge Flowerbed, Tower Gardens*



*Community Event, Hunstanton*



*Installing Bird Boxes, The Walks*



*Community Event, Downham Market*



## How our plans fit together

The Corporate Strategy sets out our priorities up to 2027. It is supported by a range of key plans and strategies, for example, equality and climate change.

To deliver our priorities, we have nine directorate plans, which comprise individual service plans. These will set out the actions and initiatives we will deliver to help us to achieve our ambitions for West Norfolk.

These actions and initiatives will filter into staff members' individual targets through the appraisal process.

Directorate plans cover:

- Central Services
- Health, Wellbeing and Public Protection
- Resources
- Legal, Governance and Licensing
- Environment and Planning
- Operations and Commercial
- Regeneration, Housing and Place
- Property and Projects
- Programme and Project Delivery

Progress against the Corporate Strategy will be regularly reported internally to our Corporate Performance Panel and to Cabinet, and externally to our residents through an Annual Monitoring Report. The Corporate Strategy will be reviewed annually.

## Corporate Strategy delivery model



# Agenda Item 11

## REPORT TO CABINET

<b>Open</b>		Would any decisions proposed :			
<b>Any especially affected Wards</b>	<del>Mandatory/</del>	Be entirely within Cabinet's powers to decide		YES/NO	
	Discretionary /	Need to be recommendations to Council		<del>YES/NO</del>	
	<del>Operational</del>	Is it a Key Decision		<del>YES/NO</del>	
Lead Member: Cllr Terry Parish E-mail: <a href="mailto:cldr.terry.parish@west-norfolk.gov.uk">cldr.terry.parish@west-norfolk.gov.uk</a>			Other Cabinet Members consulted: CPP Panel		
			Other Members consulted: Cllr Beales, Cllr Rust		
Lead Officer: Duncan Hall E-mail: <a href="mailto:Duncan.hall@west-norfolk.gov.uk">Duncan.hall@west-norfolk.gov.uk</a> Direct Dial:			Other Officers consulted: Lorraine Gore, Becky Box		
Financial Implications YES/NO	Policy/ Personnel Implications <del>YES/NO</del>	Statutory Implications <del>YES/NO</del>	Equal Impact Assessment <del>YES/NO</del> If YES: Pre- screening/ Full Assessment	Risk Management Implications <del>YES/NO</del>	Environmental Considerations <del>YES/NO</del>

Date of meeting: 31 October 2023

### **UKSPF 2024/25: CONTINUATION AND EXPANSION OF BOOST PROJECT AND WEST NORFOLK TRAINING GRANTS**

#### **Summary**

The Council was allocated £1.8m from UK Shared Prosperity Funding (UKSPF) for the period 2022-2025 across 3 investment themes. In February 2023, the Council approved the programme for 2022-24 for two investment priorities: Communities & Place and Local Businesses. This report details the proposal to continue funding support for the Boost project and West Norfolk Training Grants (WNTG) initiatives under the Borough Council's UKSPF allocation for 2024/25 until a longer-term sustainable funding solution is determined for these vital projects for residents and businesses in West Norfolk.

This report is being taken forward ahead of a full UKSPF 2024/25 programme report to Cabinet due in January 2024, for projects to be delivered in 2024/25 under the investment priorities Local Businesses and People and Skills to ensure smooth transition and continuation of existing projects which currently only have funding approved until March 2024.

#### **Recommendation**

Cabinet is recommended to:

1. Endorse the continuation and expansion of the BOOST project for young people across West Norfolk as per section 6, table 2, option 2
2. Approve the allocation of UKSPF 'People & Skills' funding for the Boost project for 2024/25 as set out in section 7, table 3 of the report.
3. Endorse the continuation and expansion of the West Norfolk Training Grant into 2024/25 as per section 13, table 6, option 3
4. Approve the allocation of UKSPF funding for the West Norfolk Training Grant project for 2024/25 as set out in section 12 Table 5.
5. Approve the delegated authority to the Assistant Director for Regeneration, Housing & Place in consultation with the Leader and Portfolio Holder for Business to agree delivery arrangements and any changes to ensure the efficient delivery of the Boost and West Norfolk Training Grant projects for 2024/25.

6. Officers to provide an annual report on the progress and performance of the projects to the Corporate Performance Panel.

### **Reason for Decision**

To ensure smooth delivery of two projects in line with West Norfolk Investment Plan and Corporate Business Plan objectives. Approval of 2024/25 UKSPF investment for these projects will ensure continued delivery of packages of support which can maximise their reach to benefit residents across the Borough. Both projects will contribute towards the West Norfolk achievement of UKSPF objectives to build pride in place, facilitate high quality skills training, supporting pay, employment, productivity growth and increasing life chances.

## **1 Background**

- 1.1 Boost is a project developed and delivered initially through the Town Investment Plan and funded by the Town Deal for King's Lynn for the period 2022-24 at a cost of £480k, £442,000 of which is funded by the Town Deal with £38k match funding from Norfolk County Council. The project is delivered by Norfolk County Council on behalf of the Borough Council as the accountable body for the Town Deal.

- 1.2 In April 2022, the Government announced the UK Shared Prosperity Prospectus, which is a long-term funding stream to replace the EU structural funds following the UK's exit of the EU. The allocation of £1,836,407 UKSPF for investment in King's Lynn and West Norfolk across the period of 2022-25 was confirmed in December 2022 following government approval of the West Norfolk Investment Plan (WNIP).

A cabinet report in February 2023 set out the investment priorities for UKSPF and approval was agreed for a framework of project delivery for 2022-24. A further cabinet report is scheduled for January 2024 to set out the full UKSPF Programme priorities for 2024/25. The Boost project approval request for 2024/25 has been expedited ahead of this to ensure a seamless continuation and subsequent expansion of the currently successful scheme to maximise project benefits.

- 1.3 The aim of UKSPF is to support the government's commitment to levelling up all parts of the UK through the following objectives:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.
- Spread opportunities and improve public services, especially in places where they are weakest.
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost.
- Empower local leaders and communities.

- 1.4 These objectives are intended to be achieved through the three SPF Investment Priorities:

- Communities and Place.
- Supporting Local Business.
- People and Skills.

- 1.5 The Boost Project delivers within the People and Skills investment priority and will support the programme of increasing shared prosperity across the borough by providing cohesive, locally tailored support to address barriers to employment and reduce skills gaps.
- 1.6 The delivery to date of the 2 year funded Boost project has clearly evidenced the need for this service in King's Lynn (see section 2 & 3 for further detail). The Corporate Performance Panel received an update on the project delivery to date at its meeting on 21 July 2023 which can be viewed [here](#).
- 1.7 Boost has been developed to provide a coordinating function, working closely with a range of skills stakeholders, the employer base and targeted beneficiaries to provide a bespoke service for young people which sign posts/refers to existing providers/support and provide tailored support in accessing and engaging with training.
- 1.8 The project provides important support to the skills-infrastructure of the area, identifying and establishing referral routes for the cohorts into available training, employment and support services. In addition to direct project activity, the project reinforces the objective to Level-Up skill levels in and across the current delivery area – establishing a legacy of higher resident skills, a system of local collaboration and increased opportunities for young people to reach their potential.
- 1.9 In addition to Boost, the Borough Council has recently launched a West Norfolk Training Grants as part of the approved UKSPF programme for 2023/24. [West Norfolk Training Grants](#) (previously called Employer Training Grants in the February 23 Cabinet report) builds upon the successes of the Norfolk County Council Strategic Fund (Covid-19response) funded Employer Training Incentive Programme, for which there has been high demand, and provides a sector wide West Norfolk grant scheme to which businesses can apply to part fund external training courses to increase their employees' skill levels to improve productivity, growth or efficiency. The grant scheme is being delivered through the New Anglia Local Enterprise Partnership, as part of the wider UKSPF Growth Hub project. It is recognised that an approval of 2024/25 funding at this stage would enable seamless delivery of a 19-month project which builds in flexibility for applicants thereby enabling employers to consider the best quality training options for their employers.

## **2. Boost – Delivery to Date**

- 2.1 The 2 year town deal funded project has delivered successfully across the wide range of projected Towns Fund outcomes to date. In assuring performance, project updates have been provided to the Town Deal Board, Skills Working Group and Corporate Performance Panel. These groups have all recognised the project is providing excellent value for money and benefit-cost ratio on the initial Town Fund investment.
- 2.2 It is having an important impact for residents within the identified cohorts. In increasing this impact, it is now recognised that this project is able to broaden its reach geographically and offers support across the whole of West Norfolk. This would incorporate targeted employability support alongside training and skills, that was not available to the project under Town Deal funding.
- 2.3 Fundamental to the project's success to date, has been its partnership working. It is engaged with over 80 organisations supporting young people locally. However, it's most effective partnerships are with the College of West Anglia (who is a project partner) and the Department of Work & Pensions



(DWP). The project team work from these localities, collaborating closely with college and JCP staff to produce joined up and tailored solutions to individuals' skills challenges.

- 2.4 In this approach, the project has established itself as a focal point for skills support for the town and is already achieving its ambition to become a 'Skills Office' for King's Lynn – a repository for project and services available, in addition to actively supporting referral routes to other existing services for cohorts.
- 2.5 As of September 2023, the project has engaged 367 young people with the project with 7 months left to run to achieve the 400-person target. 260 of these are already engaging in a skills activity, with a significant pipeline of 77 individual referrals waiting for scheduled activity to commence in October. Based on the current level of activity and demand, an anticipated 84 of referred young people are expected to be supported during the first project quarter (April – June 2024).
- 2.7 In addition to the current Kings Lynn delivery, the project is proposed to increase geographical coverage across the West Norfolk area. This will offer the provision to residents across the locality in its entirety, increasing access and anticipated referral levels. The project anticipates the focus delivery on the market towns across West Norfolk, in addition to the key employment areas.
- 2.8 Additional to the strong project achievements to date, several areas of key learning have been realised, supporting the case for continued delivery in King's Lynn and the projects wider expansion across the West Norfolk geography.

These include:

- There has been a significant demand for project support from outside of the Towns Fund catchment area. Due to this restriction, large numbers of young people have been designated ineligible for support from the project.

In UKSPF proposal and with West Norfolk catchment indicated, the project seeks to expand and in the provision of employment & skills support, Borough-wide. This will include a focus on key employment opportunity areas such as the market and coastal towns.

- Levels of young people's engagement from Job Centre Plus (JCP) have been high.

The project has located an Activity Coordinator in-situ, working closely with JCP staff to support access to the project and wider services.

- A large cohort of young people with additional and complex needs have been identified. These face complex challenges in finding supported work placements and employment or engaging with employability activities.

The project seeks to place and increased focus on employer engagement and in developing work opportunities for these young people, as well as building the confidence of those young people. This will be reinforced by a further focus on employability support and localised work-readiness programmes for the cohorts.

- The Mental Health & Wellbeing needs amongst the cohorts has been much higher than anticipated. This has included 50+ specific wellbeing referrals from the College of West Anglia. The project has responded in the delivery of specific wellbeing/confidence building provision, in the addition to signposting young people to further specialist support.

The project has responded with the provision of a Student Mental Health Practitioner in post at College of West Anglia, with the aim to continue mental health support for young people throughout UKSPF delivery.

- Establishing connections with local schools, despite historical challenges has been considered successful. The project is working collaboratively and in referral arrangements with the King Edward VII and Springwood for example.

The project seeks to build upon this success, ensuring signposting to support for young people at risk of NEET status and facing additional challenges is clearly in place.

### **3 The Boost Project – Strategic Case for Continuation with UKSPF investment**

3.1 Skills, educational attainment and unemployment are significant economic and social issues for young people in King’s Lynn. The number of young people who are either low skilled, or are not in education, employment, or training (NEET) within King’s Lynn is historically high, and in some statistical cases is entrenched. Indicators for skills and attainment levels have remained comparatively low in the area for several years, factoring in the assessment of key measures such as GCSE achievement, transition to employment (participation) and the levels of training activity amongst the young adult workforce. This is supported by the following statistical evidence gathered through the developed of the West Norfolk Investment Plan;

- economic inactivity is higher than average at 22.9% compared with 21.3% nationally and has been rising since the pandemic (ONS, APS 2021). A high proportion of currently inactive people want to work (29.1% compared with 18.6% nationally), but have greater constraints that will require flexibility in employment (26.6% compared with 19.2% nationally are currently inactive due to caring responsibilities, and 36.9% compared with 24.6% nationally are currently inactive due to long-term sickness). Unemployment has been similar to nationally but rising, and Universal Credit claimant counts are currently at 2.6% compared with 3.8% nationally (ONS APS, 2021) but both increased during Covid and haven’t returned to pre-pandemic lows.
- People in work in the Borough face a low wage economy, with median earnings around £3,000 lower than the national average, with a widening earnings gap through slower growth than nationally, reflected in our occupational makeup that skews towards lower skilled jobs. The percentage of jobs earning below the real living wage has been falling faster than average but remains higher at 19.6% compared with 17% nationally (ONS ASHE, 2021).
- Skills in the adult population are lower than average, and attainment at schools has fallen. The proportion of people with NVQ4+ qualifications is low in King’s Lynn and West Norfolk at 30% compared to the national average of 43%. Despite a fall in the percentage of people with no qualifications of -5.4% in the last five

years, this remains higher than the national average (ONS APS, 2021). Employees in King's Lynn and West Norfolk are more likely to report receiving on-the-job training at 53% compared with 49% nationally (DfE, 2019), implying that employers see skills lacking in their workforce.

- Average attainment 8 score at GCSE is lower than the national average and have fallen against a national increase (DfE, 2021), suggesting that school leavers here will be falling behind their peers and miss opportunities for further skills attainment.
- 3.2 Young people's work readiness is also a persistent theme when consulting on youth employment and in consideration of future projects to be developed within the town and across the wider borough catchment.
  - 3.3 There is forecast to be little or no growth in the historically strong sectors like retail with higher technical skills demanded for, with entry and progression in growth sectors such as manufacturing, digital/creative media, healthcare and Agri-tech lower than need suggests – these sectors are identified as key contributors to the King's Lynn economy and future employment routes. In this context, transition into work for young people, particularly non-graduates, needs to be in a strong focus.
  - 3.4 Work inspiration and work readiness in its broadest sense is one of the key elements in successful transitions and will be a key element of the project, with an increased engagement with employers in developing education links and the prominent role in raising skills amongst their young adult workforce (aged 18-30).
  - 3.5 There is an increasing economic case for businesses to create more entry points and progression routes for young people and for local approach in supporting them to engage more fully, raising the profile of their organisation and higher skills in the workforce to drive innovation & growth. The project will take an active role in supporting businesses to build into business planning some form of commitment to support young people into and within work – from offering apprenticeships to providing quality work-based experience and upskilling opportunities for staff through.

#### **4 Proposed Continuation of Boost**

- 4.1 Cabinet are requested to approve the continuation and expansion of the Boost project west Norfolk wide utilising the year 3 UKSPF People & Skills allocation with match funding from Norfolk County Council for the period 2024/25.

#### **4.2 Project Participants**

The beneficiaries of the project will be young people living in West Norfolk aged 16-30 years.

Aligned to West Norfolk investment plan priorities the project will support three cohorts:

- 1. Young Adults (aged 18-30) who are employed without training –** These participants will be employed and/or residents within the BCKLWN area.

Participants from this cohort will typically be employed in low-skilled positions, they will be supported to access training and upskilling opportunities and progress into higher earning / higher skilled roles.

**2. Young people (aged 18-30) who are unemployed** (*increased from age 18-24*) – These participants will be residents in the BCKLWN area, economically active and unemployed.

Participants from this cohort will be unemployed and receiving a form of employment benefit or support. Individuals will be economically active (able to work) and supported to increase their employability, practical work readiness and entry into suitable employment.

**3. Young People (Aged 16-18) in full-time education with focus on those who NEET, or at risk of NEET** – Young people either resident and/or receiving education in the BCKLWN area.

Participants from this cohort will be engaged by the project and utilising the projects' delivery networks, signposted to enter life skills, basic skills or fuller training opportunities. Individuals will be introduced to locally available youth support services.

4.3 The project will engage and support 200+ young people (up to age 30) in activity and deliver the following UKSPF outputs and outcomes.

**Table 1: Boost and UKSPF target outputs and outcomes 2024/25**

<b>UKSPF Intervention Reference</b>	<b>UKSPF OUTCOMES &amp; OUTPUTS</b>	<b>Boost Forecast 2024-25</b>
<b>OUTPUTS – Total number registered to project</b>		
E33	Number of socially excluded people accessing support	135
E33	Number of people supported to access basic skills.	20
E33	Number of people supported to engage in job searching.	75
E34	Number of people supported to engage in life skills.	75
E37	Number of people supported to participate in education.	20
E37	Number of people in employment engaging with the skills system	25
<b>OUTCOMES</b>		
E33	Number of people engaged in job searching following support.	60
E33	Number of people in employment, including self-employment, following support	30
E34	Number of people in education/training	20
E37	Number of people gaining qualifications, licences and	15

	skills	
--	--------	--

\*The project anticipates working collaboratively with West Norfolk Training Grants (WNTG) in the achievement of funded training outcomes.

- 4.4 The interventions and support being delivered under Boost will have long term benefits to the economic and social mobility of young people, beyond the term of the funding being provided and associated reporting to funders. The original [Business Case](#) for the Boost project was prepared to secure the Town Deal funding for the project during 2021. The Economic Case set out the longer term direct and indirect benefits of the project over 30 years against HM Treasury Green Book guidance. The Boost project team will provide a report of final outcomes and results as part of an impact report at the end of the 12 months of UKSPF funding to provide recommendations for future programmes/next steps. This will be based on an evaluation of feedback, project data, lessons learned and defrayed costs. This report will also incorporate preceding data from the Town Deal funded project to provide a long-term impact review. This information will be made available to the Borough Council to inform future investment decisions. Continuation of this analysis will be subject to the achievement of future project funding.
- 4.5 There is an existing Funding Agreement with Norfolk County Council for the delivery of the Boost project on behalf of BCKLWN as the accountable body for the Town Deal. The same contractual arrangement will be in place under the UKSPF. This includes quarterly monitoring and evaluation of project outputs and outcomes to ensure achievement of the targets are on track and funding paid retrospectively.

## 5 UK Shared Prosperity Funding and Boost

- 5.1 The UKSPF People and Skills investment priority includes specific objectives to reduce levels of economic inactivity by enabling local authorities to invest in: bespoke life and employment support tailored to local need; enabling the joining up of mainstream provision and local services through the use of keyworker support; and improving economic outcomes for specific cohorts who face labour market barriers. Additionally, the priority identifies opportunities for local areas to fund gaps in local skills provision, both qualification and non-qualification based, to support progression in work.
- 5.2 These objectives support achievement of national targets to improve employment and productivity, improve well-being and increase the number of people successfully completing high quality skills training.
- 5.3 Across King's Lynn and West Norfolk investment of UKSPF into the People and Skills will complement mainstream provision, without duplication, to ensure that the local offer is comprehensive and widely accessible.
- 5.4 The Boost project will meet the objectives across the following UKSPF Intervention areas within the People and Skills Investment Priority, which were highlighted as areas requiring local support within the WNIP:
- E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional

and/or specialist life and basic skills (digital, English, maths\* and ESOL) support where there are local provision gaps.

E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications.

E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses.

## 6. Boost Options Considered

**Table 2: Boost Options**

<b>Option 1</b>	<b>Considerations</b>
Do nothing and allow project to close in March 2024	<p>Support for the young people in the current cohort will cease.</p> <p>The project was identified with the capacity to address the longer-term entrenched skills challenges across the area. On closure the project will be without legacy and unable to provide ongoing outcomes for participants and stakeholders.</p> <p>The project has developed important relationships with key skills and employment stakeholders in the area, this has established referral routes for young people into local services and training opportunities. In the event of no further funding, working arrangements with organisations such as College of West Anglia and Job Centre+ services, in addition to these referral routes will cease.</p>
<b>Option 2</b>	
<p>To fund the project including staff costs and activity costs.</p> <p>This includes the provision of Norfolk County Council match funding.</p>	<p><b>Recommended</b></p> <p>Continued delivery of project for a further year, mitigating the above considerations and enabling successful delivery of the service and outcomes.</p> <p>This will minimise the risk of the project failing due to a funding and staff shortfall, with delivery partners unable to commit to the cost.</p> <p>During this time a longer-term delivery plan will be developed, to ensure the project is continued and participants continue to be supported in BCKLWN UKSPF legacy.</p>

## 7. Boost Financial Implications

7.1 The costs and funding arrangements for continuing the recommended option (option 2) for 2024/25 are as follows.

**Table 3: Boost Budget 2024/25**

<b>Salaries</b>		<b>£</b>
Skills Partnership Project Manager		51,900.72
Project Activity Co-ordinator 1fte		45,124.11
Project Activity Co-ordinator 1fte		45,124.11
Management oversight 0.2fte		13,513.60
		<b>155,662.54</b>
<b>Project Delivery</b>		
Course and activity costs		57,900.00
Marketing materials		1,000.00
Legal Costs		1,000.00
		<b>59,900.00</b>
<b>Total Project Cost</b>		<b>215,562.54</b>
Match Funding from NCC for Management Oversight		(13,513.60)
Additional Match from NCC		(55,000.00)
<b>Total ask from UKSPF</b>		<b>147,048.94</b>

7.2 The West Norfolk Investment Plan secured an allocation of £354,237.52 for the for People and Skills priority for 2024/25 comprising £91,948.96 capital and £262,288.56 revenue. The funding request for the Boost project will sit within the revenue budget of this investment priority.

7.3 Funding post 2025 is being sought to ensure the longer-term sustainability of the Boost project. In recognition of the historical challenge of increasing skills and employment levels for young people in West Norfolk, stakeholders are committed to the longer-term delivery and associated outcomes produced

through the project, ensuring legacy and the continued statistical shift in these levels across the Borough.

A range of funding sources are identified as in scope from 2025, these include the Norfolk Investment Fund, Pooled business rates, National Youth Employment Initiative, DWP Flexible fund and potential future UKSPF funding within BCKLWN or NCC administration. UKSPF allocation for 2024/25 allows time for longer term financial sustainability to be established.

## **8. West Norfolk Training Grants (WNTG) Background**

- 8.1 West Norfolk Training Grants (WNTG) builds upon the successes of the Employer Training Initiatives Programme, which was funded and delivered by Norfolk County Council (NCC). The scheme provides a West Norfolk focused grant opportunity for which businesses can apply to part fund external training courses to increase their employees' skill levels thereby improving productivity, growth or efficiency. WNTG (named Employer Training Incentive Programme in Feb23 cabinet report) has been progressed in liaison with New Anglia LEP and will be delivered through the UKSPF funded New Anglia Growth Hub as an additional programme of support for West Norfolk businesses. The scheme will provide cross sector grant opportunities for businesses to apply for a 75% grant towards non statutory employee training up to a value of £3,000 per business.
- 8.2 Investing in staff training will increase employee engagement, staff retention and improve productivity. Staff that receive quality training will feel more independent, resilient and improve the workplace morale and culture. Courses can be modular to work around the business.

## **9. Justification for continuing ETIP priorities for WNTG**

- 9.1 Through the Employer Training Initiative Programme (ETIP) between March 2021 – June 2022 45 businesses were awarded ETIP grants across West Norfolk totalling £39,163 against training costs of £56,183, with an average grant award of £879 across the borough and 281 training interventions delivered. The ETIP scheme attracted applications from all sectors with Construction, Tourism and Leisure and Personal Services receiving the most applications. In terms of the training courses chosen, Health & Safety, Leadership/Management/Mentoring, Digital Skills and Engineering were the most popular. Applicant evaluations included comments that the fund provided the opportunity to secure training that businesses would otherwise could not have afforded to access, and that training helped to achieved hoped for outcomes. At the close of ETIP in June 2022 there was a Norfolk wide waiting list demonstrating a need for fund continuation and Norfolk County Council referred as many of these as possible to other funding streams so that they could access alternative forms of funding. As this was a successful award-winning project, NCC had a clear ambition to continue ETIP delivery across Norfolk however they were unable to secure funding to do so. WNTG has therefore been established to ensure that delivery can still be undertaken across West Norfolk to continue to benefit local businesses.

## **10. UKSPF Outputs and Outcomes: West Norfolk Training Grants**

- 10.1 WNTG will achieve the UKSPF measurable outputs and outcomes during 2024/25 programme delivery as set out in table 4.



**Table 4: WNTG and UKSPF target outputs and outcomes 2024/25**

UKSPF Intervention Reference	UKSPF OUTCOMES & OUTPUTS	WNTG Target Total
	OUTPUTS	
E37	Number of people in employment engaging with the skills system	147
	OUTCOMES	
E30	Increased number of businesses supported	33
E37	Number of people gaining qualifications, licences and skills	147

## 11 UK Shared Prosperity Funding and WNTG

- 11.1 For King’s Lynn and West Norfolk, establishing business support measures to drive employment growth and improve business sustainability is a key UKSPF investment priority. The West Norfolk Training Grant scheme directly responds to this priority by providing funded opportunities to improve access to work related training.
- 11.2 This grant scheme meets the ‘Supporting Local Business’ investment priority of the UKSPF by increasing private sector investment in growth-enhancing activities, through targeted support for self-employed, micro, small and medium-sized businesses. It also meets the ‘People & Skills’ investment priority by upskilling the working population, yielding personal and societal economic impact by supporting employment and local growth.

## 12 WNTG Timescales and Funding

- 12.1 The scheme launched at the start of September 2023 with a budget of £77,006 revenue for until March 2024. This comprises £27,466 originally detailed within the February cabinet report for 2022/23, but deferred to 2023/24 due to funding approval delays, and £50,000 for 2024/25 with a small adjustment made to balance overall Local Business programme costs against available budget.
- 12.2 Due to the proven success of the Employer Training Incentive Programme, it is anticipated that West Norfolk Training Grants, which is based upon the key principles of ETIP, including lessons learned, will be well received and subscribed to. The current March 2024 end date provides only 7 months of delivery, and it is recommended that a second year funding commitment would facilitate seamless delivery until the end of the UKSPF 2022-25 programme. A scheme which spans the two financial years would allow funding of training that may extend beyond the original deadline and fits better with academic timescales.
- 12.3 It is proposed that an additional £22,994 is committed to 2024/25 delivery of the West Norfolk Training Grant scheme providing a total budget of £100,000 revenue. At a maximum grant rate this could fund training for 33 businesses and this number will increase if lower grant totals are applied for and approved.

**Table 5: West Norfolk Training Grants Budget 2023-2025**

<b>West Norfolk Training Grants – Revenue Budget</b>	<b>2023/24</b>	<b>2024/25</b>	<b>TOTAL</b>
Local Businesses <b>E30</b> : Business support measures to drive employment growth / People & Skills <b>E37</b> : Tailored support for the employed to access courses	£77,006	£22,994	£100,000

12.4 Committing funding to the project in 2024/25 will ensure that applications and awards can be continued over the threshold between the two financial years.

12.5 As part of the reporting process for UK Shared Prosperity Funding, any in year underspends must be reported as part of an end of financial year ‘credible plan’ to DLUHC. This is to ensure that local UKSPF investment is well planned and secure. It is anticipated that by creating a two year WNTG programme that the Council will be able to secure the carry forward of any unspent WNTG budget from the first year into 2024/25 by setting out clear intentions for a two year programme. This is important due to the later start of the programme.

### 13 West Norfolk Training Grants Options Considered

**Table 6: WNTG Options**

<b>Option 1: Do nothing</b>	By separating out the two years of funding employers would need to ensure that training is delivered, and claims are made within the boundaries of each financial year. This would mean that training courses that span the two years may be ineligible for funding and that training providers may not be able to meet in year demand. This would minimise opportunities for employee development and could cause reduced take up of the grant scheme due to lack of flexibility. A rolling grant scheme which spans both the financial and academic years will also enable businesses to access training which fits internal schedules to limit any negative impact on business productivity.
<b>Option 2: Defer decision until January 2024</b>	Delaying approval for Year 2 funding introduces a level of doubt within the WNTG programme which will hinder establishment of fast and effective promotion of the project at its early stages. With early confirmation of 2024/25 funding, the Growth Hub and local training providers will be able to actively promote the scheme with the knowledge that future or extended training opportunities can be accommodated. This will ensure that employers can access the best training courses for their employees and their

	business.
<b>Option 3: Approve a two year allocation in October 2023</b>	<b>RECOMMENDED</b> A rolling grant scheme which spans both the financial and academic years will provide sector wide opportunities by enabling businesses to access training at the right time for them with no negative impact on productivity or limitations on training options that might be imposed by a shorter deadline.

## 14 Policy Implications

14.1 The Boost project aligns with the King’s Lynn Town Investment Plan (2021) priority to provide new opportunities for skills and jobs for young people. The development of the Boost project (formally Youth & Retraining Pledge) directly responded to the evidence and need around skills levels and attainment identified in the TIP.

14.2 Metro Dynamics was appointed in 2022 to support the development of the West Norfolk Investment Plan required to secure the UKSPF allocation. Evidence and analysis of the opportunities and challenges were collated, and stakeholder engagement was undertaken to guide identification of priority themes for West Norfolk. The agreed priorities, approved by Cabinet on 21 July 2022, for West Norfolk included:

### **Supporting people to access opportunities.**

- Creating better quality, higher skilled jobs across sectors
- Supporting people into employment and volunteering opportunities
- Improving skills that employers need

The two projects outlined within this report meet the agreed priorities above.

14.3 The WNIP prioritises supporting People and Skills interventions in 2024/25 through a framework of provision which will help people further from the labour market overcome barriers to access training and support into employment opportunities.

14.4 The West Norfolk Investment Plan identifies that employees in King’s Lynn and West Norfolk are more likely to report receiving on-the-job training at 53% compared with 49% nationally (DfE, 2019), implying that employers see skills lacking in their workforce. WNIP identified a need to work with employers and build on our supporting Local Business interventions to enable more high-quality jobs creation and business growth and ensure that people are accessing the skills support and connection into new jobs that they and employers need with access to qualifications for adults at Level 3 and progressing into Level 4+. The West Norfolk Training Grant scheme responds directly to these locally identified needs and opportunities and works towards the achievement of the identified outcomes.

## 15. Personnel Implications

15.1 The proposal for Boost includes funding for staff posts to be employed by Norfolk County Council. One of the primary reasons for bringing this report forward

ahead of the overall UKSPF programme overview in early 2024 is that there are existing staff employed in delivery of the Boost project and an early decision on the continuation funding will ensure the staff contracts can be extended to ensure a smooth continuation of project delivery.

15.2 The proposed continuation of the West Norfolk Training Grants project will continue to be delivered through the partnership arrangement established between the Borough Council, New Anglia LEP and New Anglia Growth Hub. This partnership working arrangement is also in place through the UKSPF investment in continued New Anglia Growth Hub delivery for West Norfolk and the Rural England Prosperity Funded West Norfolk Rural Business Capital Grants delivery.

## 16. Environmental Considerations

16.1 The SPF framework specifically includes interventions which supports the government's clean growth policies.

## 17. Statutory Considerations

N/A

## 18. Equality Impact Assessment (EIA)

(Pre screening report template attached)

See pre-screening report template.

## 19. Risk Management Implications

Risk	Risk Implications and Mitigation	Level of Risk
Investment Delivery	<p><b>Risk</b> The Council must commit to spend the allocation in accordance with the spending profile set out by government with a deadline of March 2025.</p> <p><b>Consequences</b> Insufficient resources and support to implement and deliver individual projects in full leads to an inability to spend the allocation and the funding is clawed back.</p> <p><b>Mitigation</b> Credible project planning is essential to set out clear local intentions for investment and protect funding from potential claw back. Projects must be well resourced with built in forward planning to ensure successful delivery. Use of experienced third-party providers and expanding on proven successes and existing networks to deliver grant programmes and specialist support will expediate delivery.</p>	Low
Stakeholder Support	<p><b>Risk</b> Stakeholders do not support the project.</p> <p><b>Consequences</b> Projects does not reflect the needs of the local area and deliver the required outputs/outcomes or meet the</p>	Low

	<p>objectives of the SPF due to lack of stakeholder support.</p> <p><b>Mitigation</b> Development of the initiatives has involved extensive engagement and partnership working with stakeholders, including local organisations, other government bodies, educational institutions and the Town Deal Board. The reported projects respond directly to local needs gaps identified within the WNIP and supported by stakeholders.</p>	
Staff delivery	<p><b>Risk</b> Fully trained staff are not in post to ensure timely project delivery.</p> <p><b>Consequences</b> Delays in project start through under resourced personnel would impact on the credibility of project delivery and could result in funding being clawed back and outputs not achieved.</p> <p><b>Mitigation</b> Both projects are currently active and existing personnel are in post and fully trained to deliver project outcomes. Early approval of continuation funding for 2024/25 will minimise the risk of employee attrition and ensure streamlined service delivery.</p>	Low
UKSPF Outputs and Outcomes not delivered or measured	<p><b>Risk</b> Non delivery of UKSPF Outputs and Outcomes</p> <p><b>Consequences</b> The West Norfolk Investment Plan sets out intentions for achievement of UKSPF outputs and outcomes through local investment of the UKSPF Programme. Non achievement of these would de value local UKSPF investment impact.</p> <p><b>Mitigation</b> The establishment of credible projects with proven previous success matched with existing local need identified through the WNIP ensures that outputs and outcomes can be confidently forecast and measured. Regular project monitoring processes are established to provide quarterly returns to DLUHC including qualitative and quantitative analysis of spend against budget and the achievement of outcomes and outputs through the delivery of SPF investment, compared with the targets set out in the approved WNIP.</p>	Low

**20. Declarations of Interest / Dispensations Granted**

N/A

**21. Background Papers**

(Definition : Unpublished work relied on to a material extent in preparing the report that disclose facts or matters on which the report or an important part of the report is based. A copy of all background papers must be supplied to Democratic Services with the report for publishing with the agenda)

**Pre-Screening Equality Impact Assessment**

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



Name of policy/service/function	BOOST & WNTG				
Is this a new or existing policy/service/function?	Existing				
Brief summary/description of the main aims of the policy/service/function being screened.  Please state if this policy/service is rigidly constrained by statutory obligations	<p>The project delivers a package of support in youth skills, youth employment and young adult workforce development – addressing the ongoing impact of Covid-19 and the longer-term labour market challenges of the locality.</p> <p>It has been developed specifically to bring further coherence to current provision and maximise engagement and access to learning for residents.</p>				
<b>Question</b>	<b>Answer</b>				
<p><b>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</b></p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age	✓			
	Disability	✓			
	Gender			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
Other (eg low income)	✓				

Question	Answer	Comments
<p><b>2.</b> Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</p>	No	
<p><b>3.</b> Could this policy/service be perceived as impacting on communities differently?</p>	No	<p>As a result of the proposal there will be a further mechanism to support the development and take up of learning opportunities across the delivery area (West Norfolk locality).</p>
<p><b>4.</b> Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	Yes	<p>The scheme will support NEET individuals.</p>
<p><b>5.</b> Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</p> <p>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	No	<p><b>Actions:</b></p>
		<p><b>Actions agreed by EWG member:</b></p> <p>.....</p>
<p><b>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</b></p> <p><b>Decision agreed by EWG member: .....</b></p>		
<p><b>Assessment completed by:</b></p> <p><b>Name</b></p>	Tom Humphries	
<p><b>Job title</b></p>	Skills Policy Manager	
<p><b>Date</b></p>	5 <sup>th</sup> September 2023	



**REPORT TO CABINET**

<b>Open</b>		Would any decisions proposed :			
<b>Any especially affected Wards</b>	Mandatory/	Be entirely within Cabinet's powers to decide		YES	
	Discretionary /	Need to be recommendations to Council		NO	
	Operational	Is it a Key Decision		NO	
Lead Member: Cllr Jo Rust E-mail: <i>Cllr.Jo.Rust@west-norfolk.gov.uk</i>			Other Cabinet Members consulted: All Cabinet Members		
			Other Members consulted:		
Lead Officer: Becky Box E-mail: <i>becky.box@west-norfolk.gov.uk</i> Direct Dial: 01553 616502			Other Officers consulted: Management Team, Senior Leadership Team		
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening	Risk Management Implications NO	Environmental Considerations NO

Date of meeting: 31<sup>st</sup> October 2023

**CARE LEAVERS COVENANT**

**Summary**

Local Authorities have a legal obligation to support care leavers under the Children & Social Work Act 2017. The Care Leavers Covenant has been developed in response to the Government's 2016 policy document "Keep on Caring" to support young people from care to independence. Agreeing that the Council should undertake action to meet the requirements of the Care Leavers Covenant will provide a framework for developing the Council's offer to Care Leavers in west Norfolk and demonstrate our commitment to helping those leaving/having left care to live independently.

**Recommendation**

That the Council commits to taking action to meet the requirements of the Care Leavers Covenant.

**Reason for Decision**

To recognise the challenges faced by young people leaving/having left care and to take action which will have a positive impact on the quality of life for these residents in west Norfolk.

## **1 Background**

- 1.1 The Children (Leaving Care) Act 2000 defines a Care Leaver is someone who has been in the care of the Local Authority for a period of 13 weeks or more spanning their 16th birthday. The term “care experience” is now commonly used to describe any adult who spent time in care as a child.
- 1.2 There are currently c.700,000 children in Care in England. Some key statistics are:
- The majority of the children (75%) are fostered, and the rest are in residential care
  - Approximately 38% of children in care have more than one placement during a year (11% had three or more placements)
  - In 2016 40% of all care leavers aged 19, 20 and 21 were not in employment, education or training (compared to 14% of all 19, 20 and 21 year old's)
  - In 2016 only 7% of those entering in university were children in care
  - 20% of young homeless people have previously been in care
  - Children in care are four times more likely to have a mental health difficulty, often attributed to isolation and loneliness
- 1.3 Figures obtained from Norfolk Children's Services indicate that there are currently 41 young people in care in west Norfolk, and that 9 of these young people are aged 17. There are approximately 90 care leavers in west Norfolk aged 18-25.
- 1.4 Local authorities have a legal obligation to support care leavers. Under the Children & Social Work Act 2017 authorities are required to publish a 'local offer' setting out what services are available in their area to support care leavers. Under the Government's principles for corporate parenting all departments in local authorities are expected to recognize their role as corporate parents and to look at the support and services they provide to care leavers.

## **2 Care Leavers Covenant**

- 2.1 In 2016 the Government published a major policy document “Keep on Caring” to support young people from care to independence. It is recognized that a large proportion of young people leave their care setting poorly prepared for independence, for example, lacking the appropriate skills to acquire and retain gainful employment, manage their financial affairs and manage domestic arrangements.
- 2.2 A key policy commitment in this paper was a strategic pledge to introduce a Care Leaver Covenant. By signing the Covenant an organization commits to providing additional practical support and/specific offers to those aged 16-25 to help them live independently.

- 2.3 The overarching ambition of the Covenant is for society – civic, civil and business – to be the lifelong ‘universal family’ for those who have been in care.
- 2.4 The mission of the Covenant is to promote five key outcomes, so that care leavers:
- are better prepared and supported to live independently
  - have improved access to employment, education and training
  - experience stability in their lives and feel safe and secure
  - have improved access to health and emotional support
  - achieve financial stability
- 2.5 Many of the issues identified for Care Leavers are the responsibility of Children’s Services. However, there are services provided by the Borough Council which could help address key issues/barriers faced by Care Leavers such as:
- Housing and homelessness
  - General rights and entitlements
  - Mental Health
  - Financial support/advice
  - Isolation/feeling alone
- 2.6 The Council has already taken some actions to support care leavers, including:
- Introducing a Council Tax discount scheme
  - Providing advice/guidance with regards to housing
  - Introducing a guaranteed interview scheme

However, information on these would benefit from being collated centrally and enhanced with additional information on the wider offer for Care Leavers within Norfolk.

- 2.7 A commitment to signing the Care Leavers Covenant would set a framework for the Council further developing its local offer to care leavers. Working towards and then signing the Covenant would also support our corporate parenting role and signal our commitment to improving the life chances of care leavers in west Norfolk.

### **3 Options Considered**

#### **3.1 Option 1**

Make a commitment to meeting the requirements of the Care Leavers Covenant. This will involve:

1. Signing a ‘Statement of Intent’ form with the Care Leavers Covenant to indicate our interest in signing the Covenant.
2. Further developing links with Norfolk County Council’s corporate parenting team to obtain insights into the views of care leavers to

inform further work, share/promote information and help develop a joined up approach across the county.

3. Establishing an officer working group and associated work programme with representatives from all relevant services/functions to develop our local offer which will in turn enable us to sign the Covenant.
4. Signing the 'Care Leaver Friendly Charter' for employers and progressing the various actions within this charter to demonstrate our commitment to employees who are Care Leavers.
5. Promoting the work the Council is undertaking to support the Care Leavers Covenant and our local offer to care leavers. To include development of a webpage which will bring our existing local offer together and promotes the wider Norfolk offer and Care Leaver Covenant generally.
6. Reporting back to Cabinet on the work of the officer group, and to agree the Council's offer to care leavers, prior to signing the Covenant.

### 3.2 Option 2

No change. Continue to support Care Leavers on a service by service basis.

## **4 Policy Implications**

Commitment to the requirements of the Care Leavers Covenant will support the Council's corporate objectives to reduce potential inequality and increase inclusion for minority groups, and to have a positive impact on the quality of life for these residents.

The Corporate Policy team will be responsible for coordinating the Council's approach to Care Leavers and work towards the objectives of the Covenant.

## **5 Financial Implications**

None at this stage. Work to develop the Council's local offer to Care Leavers will be undertaken within existing resources. Any proposals with financial implications would be subject to a future Cabinet report.

## **6 Personnel Implications**

None.

## **7 Environmental Considerations**

None.

## **8 Statutory Considerations**

- 8.1 Signing the Care Leavers Covenant would help to promote the Council's local offer to Care Leavers as required by the Children & Social Work Act 2017.
- 8.2 Working towards and signing the Covenant would also support the Government's principles for corporate parenting, through which all departments in local authorities are expected to recognize their role as corporate parents and to look at the support and services they provide to care leavers.

## **9 Equality Impact Assessment (EIA)**

Completed pre-screening form attached. This highlights that further impact assessments may be required as the Councils' specific local offer is developed.

## **10 Risk Management Implications**

The Council recognises the challenges which young people face when they leave care and understands that the provision of additional support/information will assist care leavers to secure the best possible outcomes for their future. Many existing and forthcoming care leavers will remain in west Norfolk and contribute to our local communities and the Council has a role in supporting residents to improve their quality of life.

## **11 Declarations of Interest / Dispensations Granted**

None.

## **12 Background Papers**

None.

**Pre-Screening Equality Impact Assessment**

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



Name of policy/service/function	Care Leavers Covenant				
Is this a new or existing policy/service/function?	New				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>	<p>The aim of this report is to obtain agreement to the Council committing to meet the requirements of the Care Leavers Covenant. This will support the council's corporate objectives to address inequalities within west Norfolk</p> <p>This will assist the Council in meeting it's obligations under the Children &amp; Social Work Act 2017.</p>				
<b>Question</b>	<b>Answer</b>				
<p><b>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</b></p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age	√			
	Disability			√	
	Gender			√	
	Gender Re-assignment			√	
	Marriage/civil partnership			√	
	Pregnancy & maternity			√	
	Race			√	
	Religion or belief			√	
	Sexual orientation			√	
	Other (eg low income)	√			

Question	Answer	Comments
<p><b>2.</b> Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</p>	No	<p>There are relatively low numbers of care leavers in west Norfolk and these will be individuals living within our existing communities who require additional support in order to live independently.</p>
<p><b>3.</b> Could this policy/service be perceived as impacting on communities differently?</p>	Yes	<p>The Care Leavers Covenant commits an organisation to providing additional practice support and/or specific offers to those aged 16-25 leaving care to help them live independently.</p>
<p><b>4.</b> Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	Yes	<p>The Covenant, a national initiative, has been specifically developed to address the fact that a large proportion of young people leave their care setting poorly prepared for independence.</p>
<p><b>5.</b> Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</p> <p>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	Yes / No	<p><b>Actions:</b> The Care Leavers working group will be mindful of the potential impact of the work undertaken – both in terms of potential positive and negative impacts on different groups/communities within west Norfolk on an ongoing basis. Actual impacts will depend on the local offer developed by the Council. Elements of that offer will be subject to individual equality impact assessments as appropriate to ensure full consideration is given to proposals.</p> <p><b>Actions agreed by EWG member:</b></p> <p>.....</p>
<p><b>If ‘yes’ to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</b></p> <p>This report is seeking a commitment to working towards the Care Leavers Covenant, not agreement to the specifics of the local offer which will be developed to demonstrate the Council’s ability to meet the requirements of the Covenant. Care Leavers are not currently recognised as a protected group/care experienced in not currently a protected characteristic. However, within its Equality Policy the Council has made a commitment to remove identified barriers to participation and ensure access for all members of the community. It is recognised that Care Leavers face particular challenges/barriers and the work undertaken to support the Covenant will look at these issues and consider how Council services/information can be adapted to assist with removing/reducing any identified barriers. Any specific proposals developed will be subject to individual equality impact assessments as these are brought forward. Therefore a Full Impact Assessment is not felt necessary at this point in time.</p> <p><b>Decision agreed by EWG member:</b> .....</p>		
<p><b>Assessment completed by:</b></p> <p><b>Name</b></p>	<p><b>Becky Box</b></p>	
<p><b>Job title</b></p>	<p><b>Assistant Director Central Services</b></p>	
<p><b>Date</b></p>	<p><b>1<sup>st</sup> September 2023</b></p>	





**REPORT TO CABINET**

<b>Open</b>		Would any decisions proposed :			
<b>Any especially affected Wards</b>	<del>Mandatory/</del>	Be entirely within Cabinet's powers to decide		<del>YES/NO</del>	
	<del>Discretionary/</del>	Need to be recommendations to Council		YES/ <del>NO</del>	
	Operational	Is it a Key Decision		YES/ <del>NO</del>	
Lead Member: Cllr Terry Parish E-mail: Cllr.Terry.Parish@West-Norfolk.gov.uk			Other Cabinet Members consulted: Cabinet		
			Other Members consulted:		
Lead Officer: Lorraine Gore E-mail: Lorraine.Gore@West-Norfolk.gov.uk Direct Dial:			Other Officers consulted:		
Financial Implications YES	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre- screening	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: 31 October 2023

**COUNTY DEAL FOR NORFOLK**

<p><b>Summary</b></p> <p>The Borough Council of King's Lynn and West Norfolk (BCKLWN) agreed at the Council meeting on 30 March 2023 to make a clear public position on the County Deal for Norfolk before Norfolk County Council (NCC) make a final decision at the NCC Council meeting on 12 December 2023.</p> <p><b>Recommendation</b></p> <p>It is recommended to Council that:</p> <ul style="list-style-type: none"> <li>The Leader and Chief Executive continue to engage in the County Deal discussions with NCC on behalf of BCKLWN with a focus on             <ul style="list-style-type: none"> <li>this council's powers and sovereignty remain undiminished;</li> <li>West-Norfolk will have a fair say in the priorities being set for any new funding under the 'deal'</li> <li>West-Norfolk will have a fair opportunity to access such funding to secure the best deal for Norfolk</li> </ul> </li> <li>That BCKLWN gives it's support to NCC to negotiate with Government to secure the best deal for Norfolk subject to 1. above</li> </ul> <p><b>Reason for Decision</b></p> <p>To respond to the Motion agreed at the Council meeting on 30 March 2023 (Minute 6/23).</p>
--

# 1 Background

## 1.1 The following Motion was agreed at Council on 30 March 2023:

This Council has received briefings on the County 'devolution' Deal currently being considered by Norfolk County Council.

In light of these we note that there is nothing in the 'deal' currently that impacts on the powers and sovereignty of this council and more money could be coming to Norfolk as a consequence of it.

However, the 'deal' text is currently out to public consultation and going through Parliament before a final debate and decision at Norfolk County Council at around December 2023, so alterations in the coming months are a real possibility.

Consequently, this council believes it is prudent to reserve its final position on the ultimate 'deal' at this time and instructs officers to continue engaging on behalf of West-Norfolk, focussed on 3 areas; this council's powers and sovereignty remain undiminished; West-Norfolk will have a fair say in the priorities being set for any new funding under the 'deal' and West-Norfolk will have a fair opportunity to access such funding with a report being brought before council promptly if anything material to the above changes or in sufficient time for consideration and debate to occur and a clear public position to be taken before the County Council decision in December 2023.

## 1.2 NCC Cabinet and Council has considered reports on the proposed County Deal at their meetings in January and June 2023 and these reports can be accessed via the NCC website. A final decision on a County Deal for Norfolk will be made by NCC at the NCC Council meeting on 12 December 2023.

## 1.3 NCC have not asked for this public position from BCKLWN for their December meeting. The decision taken by BCKLWN will not have a direct impact on the decision making by NCC in December nor will it impact on BCKLWN projects being considered for funding from the County Deal.

## 1.4 The governance arrangements for the County Deal funding are still being developed in discussion with Norfolk Leaders. These arrangements will be based on joint working principles:

- We work together for what's in the best interest of Norfolk
- We are ambitious for Norfolk
- We focus on improving outcomes for our residents and on reducing inequalities
- We build on our strong track record of respect, collaboration and delivery
- We work on the basis of consensus, wherever possible

- We are evidence-based, intelligence-led, and build on good practice
- We commit to mutual oversight to ensure the best outcomes are delivered

1.5 It is planned that these arrangements will include a Norfolk Leadership Board (NLB) (building on the existing Norfolk Public Sector Leaders Board), all district leaders are included on this Board. The role of the NLB will include:

- Consider issues of strategic importance to Norfolk where collective action/coordination has the greatest impact (eg cost of living, strong communities & climate change)
- Develop a shared understanding and analysis of strategic need in Norfolk
- Empower partners to take action together, and within their own organisations
- Advocate for Norfolk by amplifying our voice to Government & other bodies
- Promote ongoing benefit to Norfolk from devolution - make recommendations on the development of future County Deal strategies and receiving an annual report on the Deal

1.5 The proposed governance arrangements will include a Business Board, Employment and Skills Board and Investment Board which will consider bids/proposals and make final recommendations into the NCC Directly Elected Leader and Cabinet for decision making. Each of the Boards will include district representation. The final criteria for consideration of bids/proposals has not yet been finalised. The Norfolk Devolution Deal document does include the following at paragraph 25:

*Norfolk County Council considers the Norfolk Public Sector Leader's Board an important vehicle through which city, district and borough councils together with other public, private and voluntary sector leaders can join in creating a renewed vision for Norfolk in the context of successful delivery of the devolution deal. Norfolk wishes to work across all sectors with a view to creating a non-statutory Norfolk Leadership Board, building on the Public Sector Leaders' Board, to contribute to the development of the County Deal strategy, and any subsequent deals, and oversee its implementation and delivery. Norfolk County Council also recognises the importance of a strong business voice in driving economic growth, and will continue to ensure they are fully represented through Business Boards, and reflected in the deal's implementation and oversight.*

1.6 It should be noted that NCC will continue to develop the County Deal for Norfolk up until their report to NCC Council on 12 December 2023. If any material changes occur which impact on the recommendations in this report these can be updated verbally to Corporate Performance Panel/Cabinet/Council when this report is considered.

## **2 Options Considered**

- 2.1 BCKLWN do not take a position on a County Deal for Norfolk. The decision to progress a County Deal for Norfolk is between the Government and NCC. As set out in paragraph 1.3 NCC have not asked for a public position from BCKLWN for their December meeting. This option would also be recommended if the option to support was not agreed.
- 2.2 BCKLWN do not support a County Deal for Norfolk. As set out in paragraph 1.3 NCC have not asked for a public position from BCKLWN for their December meeting. This option would not be recommended if the option to support was not agreed. The Norfolk Devolution Deal document sets out that the involvement of city, district and borough councils will be pivotal to the success of the devolution deal. This will require an effective and inclusive governance arrangement for the County Deal which gives fair access to the funding as included in the recommendations.

## **3 Policy Implications**

- 3.1 None at this time. Policy implications will need to be considered for any projects which come forward for consideration for funding under the governance arrangements for the County Deal for Norfolk.

## **4 Financial Implications**

- 4.1 There are no financial implications for the borough's current medium term financial plan. The County Deal will secure £20m for 30 years for investment in Norfolk. There is potential that future funding opportunities may come forward to those areas which are part of a County Deal arrangement.
- 4.2 BCKLWN will have the opportunity to put forward projects for consideration for funding under the governance arrangements for the County Deal for Norfolk.

## **5 Personnel Implications**

- 5.1 None at this time. Personnel implications will need to be considered for any projects which come forward for consideration for funding under the governance arrangements for the County Deal for Norfolk.

## **6 Environmental Considerations**

- 6.1 None at this time. Environmental considerations will need to be considered for any projects which come forward for consideration for funding under the governance arrangements for the County Deal for Norfolk.

## **7 Statutory Considerations**

- 7.1 None at this time. Statutory considerations will need to be considered for any projects which come forward for consideration for funding under the governance arrangements for the County Deal for Norfolk.

## **8 Equality Impact Assessment (EIA)**

- 8.1 Pre screening report attached.

## **9 Risk Management Implications**

- 9.1 None at this time. Risk management considerations will need to be considered for any projects which come forward for consideration for funding under the governance arrangements for the County Deal for Norfolk.

## **10 Background Papers**

- 10.1 A County Deal for Norfolk presentation (Appendix A)

**Pre-Screening Equality Impact Assessment**

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



Name of policy/service/function	County Deal for Norfolk				
Is this a new or existing policy/service/function?	New				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>	<p>The County Deal for Norfolk proposal will bring additional funding to Norfolk for investment in projects and programmes yet to be determined.</p>				
<b>Question</b>	<b>Answer</b>				
<p><b>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</b></p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			/	
	Disability			/	
	Gender			/	
	Gender Re-assignment			/	
	Marriage/civil partnership			/	
	Pregnancy & maternity			/	
	Race			/	
	Religion or belief			/	
	Sexual orientation			/	
	Other (eg low income)				



Document is Restricted



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

Document is Restricted