

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

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| REPORT TO: | Corporate Performance Panel | | |
| DATE: | 26 November 2019 | | |
| TITLE: | Corporate Business Plan 2020-2024 | | |
| TYPE OF REPORT: | Monitoring | | |
| PORTFOLIO(S): | Leader of the Council | | |
| REPORT AUTHOR: | Ged Greaves | | |
| OPEN/EXEMPT | Open | WILL BE SUBJECT TO A FUTURE CABINET REPORT: | Yes |

REPORT SUMMARY/COVER PAGE

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| PURPOSE OF REPORT/SUMMARY: |
| <p>The Corporate Business Plan sets the broad framework for the council's work over the next four years. . Following the borough elections, it is timely to review the four year plan and this report sets out a summary of feedback and a final version of the proposed priorities and objectives for the panel to consider.</p> |
| KEY ISSUES: |
| <ul style="list-style-type: none"> • Current Corporate Business Plan ends in 2019/20. • Member induction identified a range of potential issues. • Initial draft priorities and objectives developed for member consideration. • Panels consulted in October cycle of meetings. • Final version of the priorities for consideration ahead of approval by Cabinet. |
| OPTIONS CONSIDERED: |
| Not applicable. |
| RECOMMENDATIONS: |
| <p>The Panel is asked to:</p> <ol style="list-style-type: none"> i. endorse the draft Corporate Business Plan in Appendix A. |
| REASONS FOR RECOMMENDATIONS: |
| To progress the development of the council's Corporate Business Plan. |

1. Developing the new Corporate Business Plan

1.1 The Corporate Business Plan sets the broad framework for the council's work over the next four years. The current plan was developed at a time when the council faced severe financial challenges as the government continued with its austerity approach to addressing the nation's financial deficit. It also sought to enhance the economic and social prosperity of west Norfolk. The current plan has the following priorities:

1. Provide important local services within our available resources
2. Drive local economic and housing growth
3. Work with our communities to ensure they remain clean and safe
4. Celebrate our local heritage and culture
5. Stand up for local interests within our region
6. Work with our partners on important services for the borough

- 1.2 These priorities were further defined in 18 objectives and reflected in directorate and service plans and individual objectives set during staff appraisals. Monitoring reports are provided to Management Team and the Corporate Performance Panel and quarterly updates on performance indicators are provided to the three scrutiny panels.
- 1.3 A variety of potential priorities were identified during the member induction programme. Management Team and Cabinet shaped these into high level priorities and objectives. Consultation with the 3 policy development panels provided members across the council with an opportunity to engage in the development of the corporate business plan and a summary of feedback is included in this report.
- 1.4 The outline Corporate Business Plan is at Appendix A.

2. Indicative process and timetable for developing the Corporate Business Plan

- 2.1 The proposed timetable below sets out the remaining stages of development:

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| Consultation with scrutiny panels | CPP – 26 November 2019 E&C – 3 December 2019 R&D – 17 December 2019 |
| Cabinet consideration and approval | 7 January 2020 |
| Council approval | 23 January 2020 |
| Dissemination | February 2020 |

3. Issues for the panel to consider

- 3.1 A composite of feedback from the three policy and development panels is attached at Appendix B. An article in Members Bulletin provided an additional route for comment although no responses were received.
- 3.2 In overall terms, the proposed corporate business plan priorities were supported. Suggestions for new and adapted services and activities were put forward and these will be considered as part of more detailed service planning that will take place after January 2020 and in the development of key documents and initiatives such as the Local Plan, climate change policy, ongoing regeneration work, etc.

4. Corporate priorities

The Corporate Business Plan sets the broad framework for the council's work over the next four years and corporate priorities.

5. Financial implications

None

6. Any other implications/risks

None

7. Equal opportunity considerations

None

8. Consultation

Policy and Development Panels, portfolio holders, Management Team and Extended Management Team.

9. Conclusion

The Corporate Business Plan is actively monitored and reported to Management Team and Corporate Performance Panel. Following the borough elections, it is timely to review the four year plan. Members should use the report to consider the council's future priorities and objectives.

10. Background papers

[Corporate Business Plan 2015/16 – 2019/20](#)

Appendix A – Draft Corporate Business Plan

The borough we serve

The Borough of King's Lynn and West Norfolk extends from the north Norfolk coast, along the eastern side of The Wash, through the Marshlands, Fens and Brecks to the borders of Lincolnshire, Cambridgeshire and Suffolk. King's Lynn is a service centre and economic driver to a sub-region with in excess of 200,000 population. It is the fourth largest district in England covering an area of some 550 square miles (142,879 hectares) with a population of 151,900 (2017 estimate). The main population centre is King's Lynn (41,590) though the borough also includes the market town of Downham Market (9,994), the coastal resort of Hunstanton (4,210) and more than 100 villages of varying sizes.

By 2036 some 29% of the population will be over retirement age, with 17% of residents aged over 75; while the proportion of those under 25 will be below the national average.

Main transport routes include the A47(T) trunk road (Leicester to Lowestoft), three principal roads (A10, A17 and A134), a direct electrified rail service to Cambridge and London, sea links to northern and eastern Europe and an extensive system of navigable waterways.

The Borough has a large rural area with a diverse landscape. Tracts of unspoilt coast, attractive countryside and numerous historic settlements and buildings form major attractions to the area and there are many examples of national and internationally important designations protecting aspects of the built and natural environments.

West Norfolk has extensive tracts of high quality and productive agricultural land, meaning agriculture is a key sector in the Borough's economy. A low-wage economy stemming from relatively low skills levels and associated low aspiration levels is a significant economic challenge. Pockets of isolation and deprivation are real issues, both in King's Lynn and in some of the more rural parts of the borough. Nevertheless, the economic base is changing and the borough is now home to world-leading businesses in pharmaceuticals, precision and aerospace engineering and advanced manufacturing sectors including commercial refrigeration, robotics, electronics and specialist chemicals. The key employment sectors now fall within advanced engineering and manufacturing, added value food activity and tourism.

Access to high quality communications technology is important for our communities. However, the borough currently lacks consistent access to quality broadband services, even in urban areas, such as King's Lynn.

The coastal areas of the borough are a major asset in terms of providing tourism, employment, homes, recreation, and habitats for species. Nevertheless these assets also introduce significant challenges in the management of visitor related development, environmental and ecological assets, and physical processes including erosion.

The services we provide

The Council provides a wide range of services to residents, businesses and visitors. We have a legal duty to provide many of these services such as community safety, elections, emergency planning, environmental health, housing and homelessness, internal audit, licensing, planning control, planning policy, revenue and benefits and waste collection and recycling.

In addition to our statutory services, we provide a comprehensive range of discretionary services to help meet and support community needs such as business operations, corporate projects, economic development, events, leisure, parks and open spaces, regeneration and tourism.

To support the effective delivery of our services we have corporate functions such as communications, the council information centre, democratic services, finance, information technology, legal, personnel, policy and performance, procurement and property services.

We continue to face ongoing financial challenges, demands and new pressures. Insightful planning, collaboration with partners, prioritization of core functions, innovation and the encouragement of commercial approaches have enabled us to maintain our services and will be necessary for the future.

Our corporate business plan is underpinned by key documents such as our Medium Term Financial Plan, directorate and service plans and a performance management framework.

Our vision

West Norfolk is a place where businesses and people can flourish; where communities are active and healthy; where residents and visitors can access fulfilling cultural, leisure and sporting activities; and where a good quality of life and environment are available to all.

As part of our vision, the council is committed to ensuring equality for all residents of and visitors to west Norfolk, and to its employees.

Our priorities and objectives

1. Focusing on delivery

- a) Delivery of value for money services.
- b) Enhancing governance.
- c) Ensuring the council's financial sustainability.

2. Delivering growth in the economy and with local housing

- a) Promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination.
- b) Develop and facilitate the range and quality of business premises available.
- c) Promote, lobby and support infrastructure improvements across the district.
- d) Increase the supply of suitable housing in appropriate locations.

3. Protecting and enhancing the environment including tackling climate change

- a) Develop and implement the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact.
- b) Encourage sustainable living through our local plan and development policies.
- c) Work with partners and the community to improve our natural environment.
- d) Improve recycling levels.
- e) Support measures that protect our communities from flooding.

4. Improving social mobility and inclusion

- a) Continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to.
- b) Prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible.
- c) Work with partners to improve education attainment levels and the skills of local people.

5. Creating and maintaining good quality places that make a positive difference to people's lives

- a) Protect, promote and enhance the borough's natural and built environment.
- b) Maintain accessible, clean, pleasant and safe public places and communities.

6. Helping to improve the health and wellbeing of our communities

- a) Provide early help support to communities and individuals who are vulnerable.
- b) Support our local communities to be healthy and more active.

Appendix B – Composite of feedback from the Policy and Development Panels

| Proposed priority and objectives | Panel feedback | Response |
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| 1. Focusing on delivery | <ul style="list-style-type: none"> • OK • Home working/flexible working – has it been applied to council staff, has a study been undertaken by council staff? • General principle of working closely with NCC and partners to achieve our aims. • Need more detailed actions. • Need to define what we mean by available resources and the things that we will prioritise or are not priorities. | <ol style="list-style-type: none"> 1. A limited number of roles involve home working. 2. Collaborative working referred to in the business plan introduction. 3. Detailed actions will be developed in service plans and reported within quarterly monitoring reports. |
| 1a) Delivery of value for money services | <ul style="list-style-type: none"> • Revise to say “ensuring delivery of value for money services”. • Need to understand how we measure /compare /benchmarking our services. • VFM is important. | <ol style="list-style-type: none"> 4. Wording has been revised. 5. Scheduled review of the council’s performance management framework to follow publication of the corporate business plan. |
| 1b) Enhancing governance | <ul style="list-style-type: none"> • Better legal coverage – as we become more commercial we need business oriented legal support. • Lifeblood of good management • How do these objectives take forward the 7 principles of public life (Nolan principles)? | <ol style="list-style-type: none"> 6. To be considered as part of a Commercialisation Plan. 7. Nolan principles taken forward via Code of Corporate Governance and Member/Officer Code of Conduct and assessed by Annual Governance Scheme, Monitoring Officer’s report, internal audit and external reports etc. |
| 1c) Ensuring the council’s sustainability | <ul style="list-style-type: none"> • OK. • Searching for new funding streams. • Exploring potential from new government policy and legislation and available funding and resources to find new funding and start up projects. • Need to be looking for innovative projects which are supported with due diligence and controls when implemented. • Resources to promote the borough and raise our national / international profile. • Maximise rental of existing business units and dispose of those that are difficult to let. • Ensure business units are fit for | <ol style="list-style-type: none"> 8. To be considered within future plans such as commercialisation, destination management plan, Future High Streets Fund, adopted Local Plan, etc. 9. We will continue to maintain our strong track record of attracting external funding. This will be progressed through existing opportunities such as the Future High Streets Fund and new opportunities that arise. 10. Due diligence enhanced by application of project management principles, new boards, ongoing reviews, etc. |

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| | <p>modern usage – internet access, power supply.</p> <ul style="list-style-type: none"> • The Borough Council is involved with provision of infrastructure. Such as doctors surgeries, open spaces, etc. • Need to define what we mean by infrastructure. • Ensure co-operation on CIL operation. • Increase supply application houses in suitable locations supporting neighbourhood plans. • Can we lobby government regarding scale and impact of development. Large parts of West Norfolk are in a flood zone and cannot be built upon. Government should take this into consideration with targets. • What is happening with the CITB site? • Develop relationships with parish councils. | |
| 2. Delivering growth in the economy and with local housing | | |
| 2a) Promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination. | <ul style="list-style-type: none"> • OK • Need to stimulate people to move into the borough who work in key occupations to ensure public services are provided and for commerce. • Technology hub/manufacturing/agricultural • Encourage agricultural economy/diversification. | <ol style="list-style-type: none"> 11. West Norfolk Strategy Group commissioned activities such as LoveWestNorfolk, updating the Destination Management Plan, working with West Norfolk Tourism Forum, maintaining Visitwestnorfolk website, tourism apps and seeking inward investment. 12. Explore as part of industrial strategy with New Anglia LEP. 13. Consider as part of Future High Streets Fund activities and explore potential of Towns Fund. |
| 2b) Develop and facilitate the range and quality of business premises available. | <ul style="list-style-type: none"> • OK • Support for small businesses to access 3 phase electricity supplies. • Building business premises away from King's Lynn for local people. | <ol style="list-style-type: none"> 14. Part of Local Plan review – allocation of commercial space. 15. Consider within ongoing regeneration activities such as the Enterprise Zone and explore potential of Towns Fund. |
| 2c) Promote, lobby and support infrastructure improvements across the district. | <ul style="list-style-type: none"> • OK • Lobby and pressure for improvements to road systems e.g. northern relief road/road bridge. | <ol style="list-style-type: none"> 16. Continue lobbying work. 17. Take forward via CIL, planning processes, ongoing regeneration activities. |

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| | <ul style="list-style-type: none"> • Invest in infrastructure e.g. healthcare, schools, etc. • Better local shopping facilities including villages. | |
| 2d) Increase the supply of suitable housing in appropriate locations. | <ul style="list-style-type: none"> • OK • “Affordable” housing – need more help for young residents who are unable to afford to raise deposits. Shared ownership and involve private landlords. • Housing figures – Government needs to recognise amount of land which is flood risk. • Sustainable housing and in areas that can serve the local community not just second homes. | <p>18. Take forward via ongoing regeneration activities.</p> <p>19. Subject to planning processes.</p> <p>20. Business plans and work programmes for West Norfolk Housing and Property companies.</p> |
| 3. Protecting and enhancing the environment including tackling climate change. | | |
| 3a) Develop and implement the council’s carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact. | <ul style="list-style-type: none"> • Need to define our policy and approach regarding renewables and links with use of brownfield sites. • Can we do more with water such as generation of power (tidal barrage, hydro-electric schemes). • Education on energy usage – climate change strategy. • Support for small businesses with climate change adaptations and access to 3 phase electricity supplies. • New builds should have solar panels, ground source heat pumps, air source heat pumps. • Retro-fitting energy efficiency in homes/buildings/social housing resulting in reductions in running costs. • Scrutiny of council contracts to assess environmental impact. • All our policies have affect. Develop a way of assessing decisions relating to climate change, bio-diversity, disability and equal opportunities. • Reduction carbon footprint – borough council needs to get involved with other bodies. | <p>21. Climate Change Officer Working Group established to develop carbon footprint and strategy and the council’s Chief Executive will be chairing a new county-wide group addressing climate change.</p> <p>22. Liaison with New Anglia LEP on climate change.</p> <p>23. Implementation of existing Tree and Woodland Strategy.</p> <p>24. Local Plan review considering climate change policy approach.</p> <p>25. Wider policy influences and changes e.g. sector responses to net zero by National Farmers Union, Confederation of Passenger Transport, car manufacturers, potential changes to national policy on building regulations, domestic and commercial energy, etc.</p> <p>26. Revised Cabinet report template introduces “Environmental consideration” section.</p> |

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| | <ul style="list-style-type: none"> • Promote tree planting • Improve council’s carbon footprint education/awareness events to influence others. • Encourage renewable energy production. • Reduce environmental impact of all of our own buildings e.g. solar panels. • Energy efficiency. • Working with local bus companies to reduce environmental impact. | |
| <p>3b) Encourage sustainable living through our local plan and development policies.</p> | <ul style="list-style-type: none"> • We are promoting Hunstanton which only encourages day trips from visitors – idling vehicles in traffic jams resulting in air pollution, CO2 emissions. • Park and ride. • Parking in West Lynn to encourage use of the ferry. • Improve infrastructure for the ferry. • Buses – improve bus routes and availability. • Issues with transport, especially in rural areas and access to services. What do we mean by sustainable living? | <p>27. Local Plan review considering climate change policy approach.</p> <p>28. King’s Lynn Transport Study and Strategy to consider a variety of options that aim to provide a safe environment for travel by all modes, encourage town centre accessibility by all modes, whilst conserving and enhancing King’s Lynn’s rich historic environment, support sustainable housing and economic growth, reduce the need to travel by car through development planning, manage traffic congestion in King’s Lynn, increase active travel mode share for short journeys, promote and encourage the use of public transport and reduce harmful emissions and air quality impacts.</p> <p>29. Carbon audit and related strategy will refer to active travel, use of public transport, etc.</p> <p>30. Explore potential of the Towns Fund to contribute towards local transport improvements.</p> |
| <p>3c) Work with partners and the community to improve our natural environment.</p> | <ul style="list-style-type: none"> • OK • Promote tree planting. • Need for wildlife corridors. | <p>31. Implementation of existing Tree and Woodland Strategy.</p> <p>32. Climate Change strategy to be developed.</p> <p>33. Local Plan review.</p> <p>34. Continued support to the Norfolk Biodiversity Partnership and implementation of its Action Plan (BAP).</p> <p>35. Continuing to encouraging volunteers.</p> |

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| 3d) Improve recycling levels. | <ul style="list-style-type: none"> • Education – promoting a clean borough, civic pride, more responsible behaviour with recycling, energy use, etc. • Engagement with schools, community groups, etc. • Need to consider ways of improving recycling by commercial sector. • Need to research why businesses sign up to our competitors for commercial waste services, what incentives may attract business to the council? • Ask explain recycling principles to wider community to encourage recycling and reduce contamination. • Can we improve the recycling facilities available in town centres? Some councils provide different facilities to ours. • Issues with recycling of paper, plastics, food, packaging. Need to encourage people to reuse and reduce more. | <p>36. Continued collaboration with Norfolk Waste Partnership on behaviour change and recycling awareness.</p> <p>37. Response to changes within national policy on waste collection and recycling.</p> <p>38. Commercialisation plan to refer to measures such as increasing income generated by commercial waste services.</p> |
| 3e) Support measures that protect our communities from flooding. | <ul style="list-style-type: none"> • OK • Don't build on flood plains. | <p>39. Planning processes.</p> <p>40. Existing policies/plans on shoreline management and emergency planning.</p> <p>41. Continued liaison with IDBs.</p> |
| 4. Improving social mobility and inclusion | | |
| 4a) Continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to. | <ul style="list-style-type: none"> • OK • Social mobility – public transport in rural areas is an issue and can prevent people from attending events such as evening classes. • Improve transportation with rural areas (NCC function). | <p>42. Liaison with and lobbying of NCC to seek improvements to rural transport services.</p> <p>43. Currently fund West Norfolk Community Transport and community car schemes.</p> |
| 4b) Prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible. | <ul style="list-style-type: none"> • Homelessness not just about providing housing. People need help! • Define what is meant by accessible. • Homelessness is often caused by issues such as mental health and addiction – need to ensure these services and support are available. | <p>44. Continue work with local agencies on response to homelessness and root causes.</p> <p>45. Emerging Homelessness and Rough Sleeping Strategy.</p> |
| 4c) Work with | <ul style="list-style-type: none"> • OK. | <p>46. Liaison with Norfolk County</p> |

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| <p>partners to improve education attainment levels and the skills of local people.</p> | <ul style="list-style-type: none"> • Is there anything we can do to support older people and access to education? • Rural areas have issues with access to opportunities due to lack of local provision and transport issues. • Educational attainment – need opportunities for those leaving education – work with local businesses. • Show what is possible in the Borough. • Practical skills/ambition/life skills • Work with NCC. • Need to inspire young people. • Opportunities for higher education locally. • How to encourage people back to the area after university. Imaginative ways to involve students. | <p>Council and funding of community transport and car schemes regarding rural transport services.</p> <p>47. Ongoing activities with the Local Cultural Education Partnership to raise attainment via culture.</p> <p>48. Explore potential of Towns Fund.</p> <p>49. Explore via Inclusive Growth Framework and Norfolk Inclusive Growth Coalition.</p> |
| <p>5. Creating and maintaining good quality places that make a positive difference to people's lives</p> | <ul style="list-style-type: none"> • Access to 5G and 4G mobile services. • Closing amenities – forcing people to travel. Requirement to invest in doctors surgeries and dentists. • Already doing lots under these but we need to promote it more. | <p>50. National initiative led by Dept of Culture, Media and Sport working with mobile providers to improve mobile service coverage in not spots.</p> <p>51. Ongoing regeneration and housing growth related activities will lead to improvements in physical spaces and raise funding to invest in new facilities.</p> |
| <p>5a) Protect, promote and enhance the borough's natural and built environment.</p> | <ul style="list-style-type: none"> • Tree planting – appropriate types of trees in planned locations. | <p>52. Deliver Tree and Woodland Strategy.</p> <p>53. Consider within Climate Change Strategy and InBloom activities.</p> |
| <p>5b) Maintain accessible, clean, pleasant and safe public places and communities.</p> | <ul style="list-style-type: none"> • OK • Improve (not just maintain) accessibility and cleanliness/look of public spaces. | <p>54. Future High Streets Fund, Anglia In Bloom, Green and Blue Flag awards driving standards.</p> |
| <p>6. Helping to improve the health and wellbeing of our communities</p> | <ul style="list-style-type: none"> • Already doing lots under these but we need to promote it more. | <p>55. Delivery of Alive West Norfolk business plan, Local Plan, King's Lynn Transport Strategy and related regeneration activities.</p> <p>56. Ongoing activities regarding Norfolk Health and Wellbeing Strategy.</p> |
| <p>6a) Provide early help support to communities and</p> | <ul style="list-style-type: none"> • OK • Once people have recognised they need help do we have a | <p>57. Continuation of District Direct West.</p> <p>58. Housing Assistance Policy.</p> |

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| <p>individuals who are vulnerable.</p> | <p>range of activities and services to help them in practical ways?</p> <ul style="list-style-type: none"> • Residents experience mental health issues, social isolation, leading to prescribing of medication that does not deal with underlying causes. Need to continue to tackle this with social isolation work, Lily, social prescribing. | <p>59. Integrated Housing Adaptations Team Continuous Improvement Plan.</p> <p>60. Progress LILY activities.</p> |
| <p>6b) Support our local communities to be healthy and more active.</p> | <ul style="list-style-type: none"> • OK • Encourage cycling, improve cycle routes and improve cycle safety. • Access to facilities for children to improve health and fitness – free/subsidised activities. • Alternative uses for the high street – leisure offers, etc. | <p>61. Alive West Norfolk business plan and initiatives.</p> <p>62. Local Plan review, King’s Lynn Transport Strategy and carbon audit will consider ways to increase active travel to encourage more cycling and walking.</p> <p>63. Future High Streets Fund and related regeneration activities to improve physical spaces.</p> <p>64. Service level agreement with Norfolk Museums Service.</p> <p>65. Ongoing work with Creative Arts East and Heritage Forum.</p> |