

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide		YES/NO	
	Discretionary /			Need to be recommendations to Council	
	Operational	Is it a Key Decision		YES/NO	
Lead Member: Cllr Terry Parish – Leader of the Council E-mail:		Other Cabinet Members consulted: Cabinet			
		Other Members consulted: Joint Panels			
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If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					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

Summary

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.

Recommendation

That Council adopts the attached corporate strategy.

Reason for Decision

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:

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

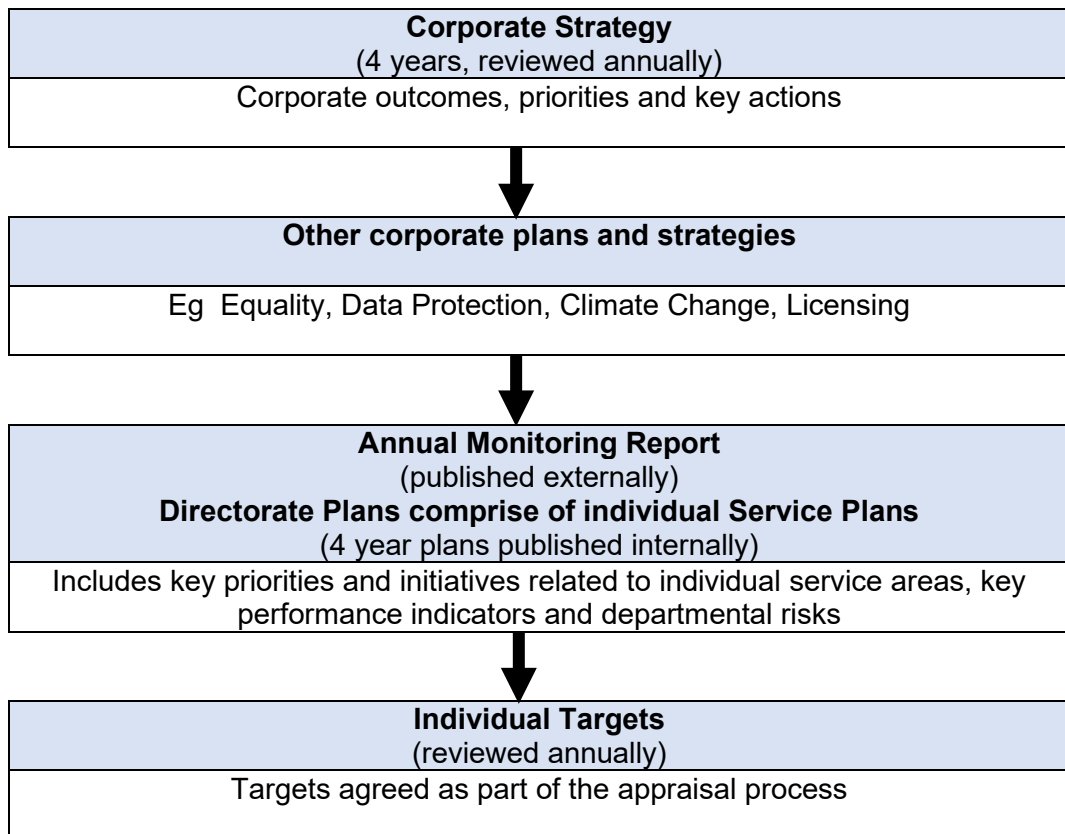
1 Background

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				
<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 corporate strategy sets the direction of the council and the priorities of the current administration.</p> <p>The strategy reflects local need, local political priorities and the changing legislative and policy framework in which the council operates.</p>				
Question	Answer				
<p>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?</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>2. 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>3. Could this policy/service be perceived as impacting on communities differently?</p>	Yes	As above in Q2
<p>4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	Yes	As above in Q2
<p>5. 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>Actions: 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>Actions agreed by EWG member:</p> <p>... <i>B. Box</i></p>
<p>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:</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>Decision agreed by EWG member: ... <i>B. Box</i></p>		
<p>Assessment completed by:</p> <p>Name</p>	Honor Howell	
<p>Job title</p>	Corporate Governance Manager/Assistant to the Chief Executive	
<p>Date</p>	20 September 2023	

Corporate Strategy 2023-2027

**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 CO₂ 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

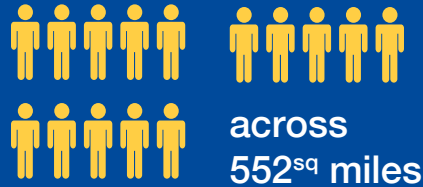
Monitoring of senior officers' plans will take place and results provided to both Cabinet and the committee which scrutinises and provides a check on such matters – the Corporate Performance Panel.

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



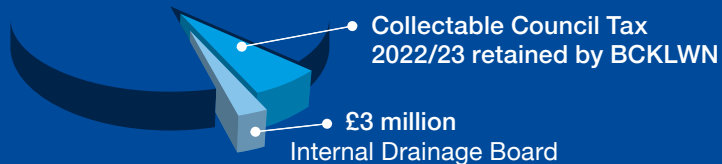
Last year we approved
1,394
planning applications

4.6 million

bins are emptied every year



£7.4 million



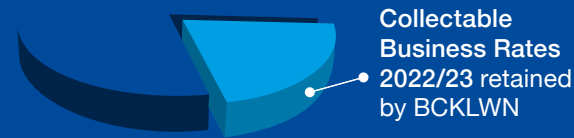
74,992

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



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



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



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

