

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If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					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

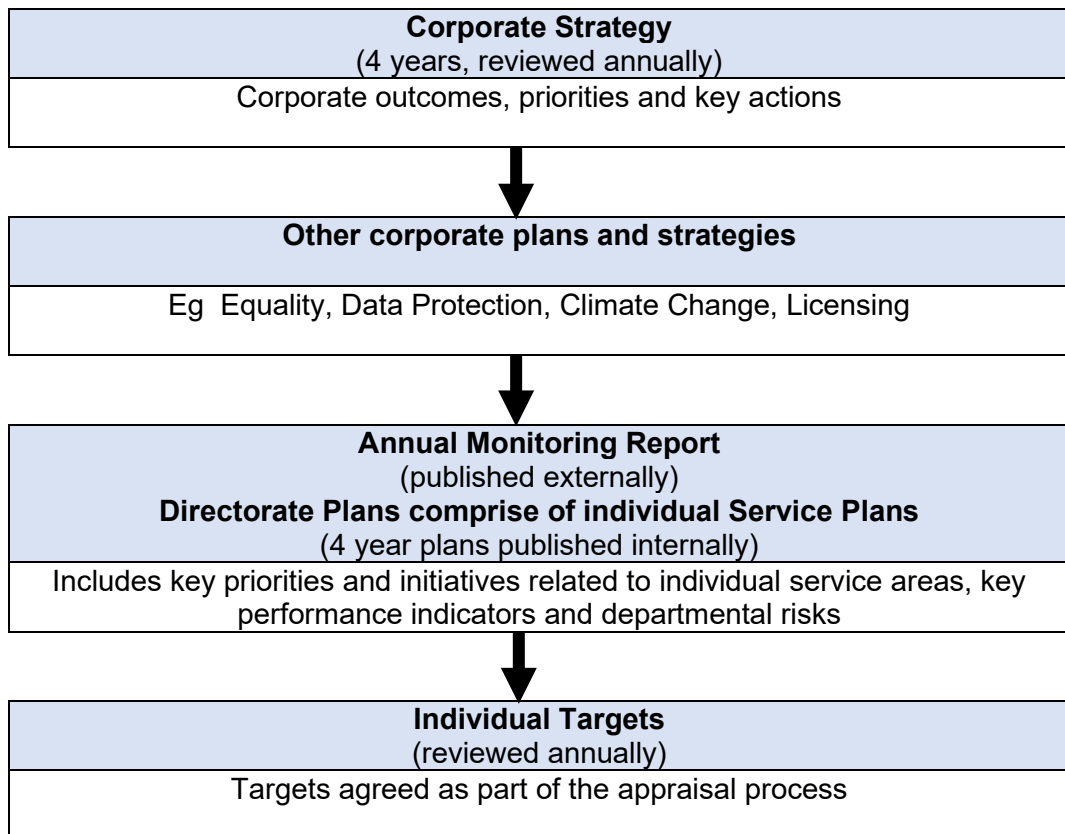
1 Background

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				
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.				
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	