

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Operational	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
Lead Member: Cllr Alistair Beales, Leader E-mail: cllr.alistair.beales@west-norfolk.gov.uk		Other Cabinet Members consulted: Cabinet			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Kate Blakemore, Chief Executive Officer E-mail: kate.blakemore@west-norfolk.gov.uk Direct Dial: 01553 616200		Other Officers consulted: Executive Team Corporate Leadership Team			
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If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					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: 24 July 2025

2025-2027 ACTION PLAN

Summary

The Corporate Strategy was adopted by council on 23 November 2023. The Corporate Strategy sets out the priorities of the Council to the next local elections in 2027.

The Council is currently going through unprecedented change, from Local Government Reform to transformation and within that context it is important that the Council does not lose sight of what it aimed to achieve with its Corporate Strategy.

Therefore, this Action Plan covers the final period of our Corporate Strategy, 2025–2027, outlining how key activities have been prioritised to deliver our Corporate Strategy and more importantly meets the needs of the residents of the borough.

Recommendation

That Cabinet resolve to endorse and adopt the Action Plan for 2025-2027.

Reason for Decision

To enable the Council to set out their priorities for 2025-2027, considering the budget setting process and external factors affecting the residents, businesses and visitors of the borough.

1. Background

- 1.1 The Corporate Strategy 2023-2027 was adopted by council in November 2023. To underpin the four-year Corporate Strategy, Cabinet resolved to produce an Annual Action Plan each year to highlight the key priorities for the year ahead which reflected the current economic climate, financial position and the needs of residents, visitors and businesses.
- 1.2 The new 2025-2027 Action Plan will cover a wider timescale following the government's announcement on Devolution and Local Government Reorganisation and confirmation of Norfolk being accepted onto the Devolution Priority Programme. This will ensure better focus on what we need to achieve to deliver our Corporate Strategy as other priorities arise during this period of significant change.
- 1.3 The Action Plan will continue to focus on the four corporate priorities and activities grouped under each of these areas:
- Promote growth and prosperity to benefit West Norfolk
 - Protect our environment
 - Support our communities
 - Efficient and effective delivery of our services
- 1.4 In addition to the corporate priorities, the Transformation Programme launched on 1st April 2025, will be an additional key area to monitor over the next two years and will cover:
- Organisational development
 - Service innovation and digital transformation
 - Enterprising our assets
- 1.5 Cabinet members play a key role in supporting all council services to establish policies and review budgets to ensure that services are aligned with the council's strategic objectives and community needs. Some Cabinet members, similar to some members of our Corporate Leadership Team are more focussed on the day-to-day delivery of our services such as the collection of waste or ensuring our parks and open spaces are kept clean, alongside other Cabinet members that are more focussed on the actions outlined in this action plan.

2. Options Considered

None

3. Policy Implications

There are no policy implications

4. Financial Implications

There are no direct financial implications of this plan as its implementation is through the existing services, programmes, and budget provision already in place.

5. Personnel Implications

None

6. Environmental Considerations

The Corporate Strategy and Action Plan include specific priorities focused on environment.

7. Statutory Considerations

None

8. Equality Impact Assessment (EqIA)

Pre-screening form attached.

9. Risk Management Implications

There are no risk management implications directly from the Action Plan. All council risks are detailed on the Corporate Risk Register.

10. Declarations of Interest / Dispensations Granted

None

11. Background Papers

2023-2027 Corporate Strategy



Stage 1 - Pre-Screening Equality Impact Assessment

For equalities profile information please visit [Norfolk Insight - Demographics and Statistics - Data Observatory](#)

Name of policy/service/function	2025-2027 Action Plan				
Is this a new or existing policy/ service/function? <i>(tick as appropriate)</i>	New	<input checked="" type="checkbox"/>	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, and identify relevant legislation.	To enable the Council to set out their priorities for 2025-2027, consider the budget setting process and external factors affecting the residents, businesses and visitors of the borough.				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>	Cabinet, Corporate Performance Panel, Corporate Leadership Team				
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, 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> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p> <p><i>*For more information on health inequalities please visit The King's Fund</i></p>		Positive	Negative	Neutral	Unsure
	Age			<input checked="" type="checkbox"/>	
	Disability			<input checked="" type="checkbox"/>	
	Sex			<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"/>	
	Armed forces community			<input checked="" type="checkbox"/>	
	Care leavers			<input checked="" type="checkbox"/>	
	Health inequalities*			<input checked="" type="checkbox"/>	
	Other (eg low income, caring responsibilities)			<input checked="" type="checkbox"/>	
<p>Please provide a brief explanation of the answers above:</p> <p>The action plan sets out the high-level corporate priorities across the council, and as such there are no direct equality considerations. However, each project linked to the priorities will have a separate EqIA completed.</p>					



Question	Answer	Comments
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?	Yes / No	
3. Could this policy/service be perceived as impacting on communities differently?	Yes / No	
4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	Yes / No	Actions:
		Actions agreed by EWG member:
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: Decision agreed by EWG member:		
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes / No	Please provide brief summary:
Assessment completed by:		
Name	Debbie Ess	
Job title	Corporate Performance Officer	
Date completed	24/06/2025	
Reviewed by EWG member	Laura Randall	<div>Date</div> <div>25.06.2025</div>

✓ Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)

Action Plan 2025-2027

Main Road, Brancaster, West Norfolk

Borough Council of
King's Lynn &
West Norfolk



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Foreword by the Leader and Chief Executive Officer of the Council

Over the past year, the Borough Council of King's Lynn and West Norfolk has undergone a period of significant change and strategic development. Key milestones include the appointment of a new Chief Executive Officer and the formation of a refreshed Corporate Leadership Team, both of which have brought renewed focus and energy to our organisation.

In addition, the Council has responded to the Devolution White Paper, published in December 2024, which identified Norfolk as part of the national Devolution Priority Programme. While this presents exciting opportunities for the residents of King's Lynn and West Norfolk, it also requires the Council to operate at considerable pace to meet emerging expectations and deliver on the potential benefits of devolution and local government reorganisation.

Despite this period of transition, the Council has remained resolute in its mission to deliver high-quality services and implement the priorities outlined in our Corporate Strategy. From the construction of new homes to the installation of electric vehicle charging points in our car parks, our work reflects our ongoing commitment to sustainability, growth, and the wellbeing of our residents.

Every project we undertake is driven by a shared dedication to making King's Lynn and West Norfolk a great place to live, work, and visit.

We have launched a comprehensive transformation programme. This initiative is designed to modernise the Council by streamlining processes, embracing innovation, and identifying efficiencies that lead to long-term financial sustainability. It also seeks to enhance the way we deliver

services by focusing on customer experience and smarter ways of working. Crucially, the transformation programme is not a separate initiative, it is fully aligned with our Corporate Strategy, and therefore, it is a central feature of our new action plan.

This action plan outlines the steps we will take over the next two years to continue delivering on the four key priorities set out in our Corporate Strategy:

- Promoting growth and prosperity to benefit West Norfolk
- Protecting and enhancing our environment
- Delivering services that are efficient, effective, and responsive
- Supporting and strengthening our communities

These priorities reflect both our long-term vision and the immediate needs of our residents. While the scale of work required to prepare for devolution and local government reorganisation is substantial, our action plan makes it clear that we remain focused and ambitious in our goals. It represents a proactive approach to managing change while staying true to our values and commitments.

As we move forward, we will continue to regularly monitor and report on our performance. Transparency and accountability remain central to our approach, and we are committed to keeping our residents, partners, and stakeholders informed every step of the way.

Together, we will navigate this period of transformation and build a resilient, forward-looking Council that delivers for everyone in King's Lynn and West Norfolk.



Councillor Alistair Beales
Leader



Kate Blakemore
Chief Executive Officer

2024/2025 Corporate Achievements



100%
relief
on council tax
to people on the
lowest incomes



95 Business
grants
awarded

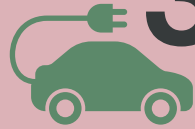
100%
of fly tipping cases
initially assessed
within one day of
being recorded



94%
of food premises
achieved a rating
of 3 or above



86%
of phone calls
reduced by
web chat



30
EV charging
points installed in
council car parks

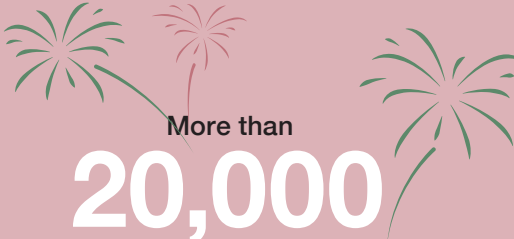
Completed an extensive spending
review resulting in savings of
£6 million
for 2024/25

6
new lockable
bike storage
units in
King's Lynn



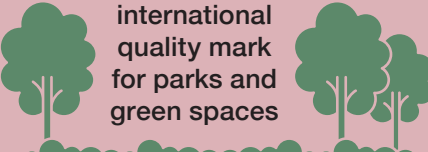
99%
of people attending
Food for Thought sessions
rated the information
provided as GOOD
or above

Bcost
helped 302 students
access the skills
they need




More than
20,000
enjoyed Fawkes in the Walks,
one of the most popular free
displays in the east of England

5
locations in
West Norfolk
achieved an
international
quality mark
for parks and
green spaces



94%
of major planning
applications determined
within 13 weeks or
within agreed timescale



98%
of supplier invoices
paid within 30 days

Borough Council of
King's Lynn &
West Norfolk



Delivered in 2024/2025

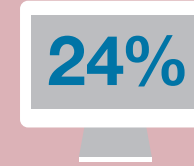
West Norfolk has a population of

154,300*



91%

of people surveyed by the council said that they received a good or excellent service from us



of contacts with Council CIC are made using online services

4.6 million



Last year we approved

1,179

planning applications

65

New homes built for sale by the council in West Norfolk



57

Housing completions within the borough for 2024/2025

Approximately

10.5 million

visitors come to West Norfolk each year

£43.8 million

Business rates income due for 2024/25

6,693



Total business rates properties at 31/3/2025

98.6%

Collection rate

£119 million

Total Council Tax income collectable (NCC, Police, BCKLWN and Parishes) for 2024/25

£12.2m

BCKLWN council tax collectable

76,032



Total domestic properties at 31/3/2025

97.1%

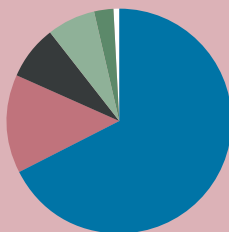
Collection rate

9.98 million

People make leisure day-trips to West Norfolk

Breakdown of an average Band D Council bill of £2,215.68 for 2024/25

Norfolk County Council - General	£1,443.9 6 65.2%
Norfolk County Council - Adult Social Care	£228.15 10.3%
Police Precept	£315.90 14.3%
Borough Council of King's Lynn & West Norfolk	£148.37 6.7%
Parish/Town Council (Avg)	£63.53 2.9%
Special Expenses (Avg)	£15.77 0.7%



The borough council pays £65.17 per Band D tax bill to Internal Drainage Boards

£25.4 million

Amount paid out in Housing Benefits

Housing Benefit Caseload

3,689

£10.6 million

Amount paid out in Council Tax Support

Council Tax Support Caseload

9,245

1,637

Number of people presenting for housing advice

of which **826**

were homelessness applications

These visitors are estimated to spend

£565.16 million

per annum within the local economy.

*based on figures provided by Office of National Statistics (ONS) Census 2021



Promote growth and prosperity to benefit West Norfolk

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.

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
Develop the investment plan for West Norfolk Plan for Neighbourhoods investment plan. Norfolk and Suffolk Investment Fund.	March 2026	<ul style="list-style-type: none"> – Investment in infrastructure and projects that will deliver long-term benefits to improve the lives of people through higher skilled, higher value work that is age appropriate – Investment that will transform connectivity, learning and investment opportunities, improving the attractiveness of the area – In line with Marmot principles, support the creation of healthy and sustainable places and communities through positive social value outcomes 	Assistant Director, Regeneration, Housing and Place Leader, Cllr A Beales Deputy Leader & Business, Cllr S Ring
Complete housing needs assessment	November 2025	<ul style="list-style-type: none"> – Inform housing investment decisions and priorities to ensure the right type and tenure of housing is planned and delivered to meet identified needs – Identify gaps in provision where the creation of a stable home can transform lives, providing a foundation for individuals to build successful and fulfilling futures 	Assistant Director, Regeneration, Housing and Place Leader, Cllr A Beales

Promote growth and prosperity to benefit West Norfolk

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
Progress the West Winch Housing Access Road Project Work to support the commencement of the Housing Access Road.	August 2026	<ul style="list-style-type: none"> – Unlock the development of 4,000 new homes – Improve the environment in the existing community of West Winch blighted by traffic 	Assistant Director, Regeneration, Housing and Place Planning and Licensing, Cllr J Moriarty
Southgates Masterplan Progress the Southgates Masterplan to deliver and support/identify funding programmes. Implement sustainable transport/active travel opportunities for local residents.	Ongoing	<ul style="list-style-type: none"> – Improve Southgates to reduce traffic dominance, enhance pedestrian and cyclist access, and restore the historic South Gate as a central visual and cultural landmark – Upgrade surrounding public spaces to create an attractive and accessible entry point to King's Lynn 	Assistant Director, Regeneration, Housing and Place Leader, Cllr A Beales Deputy Leader & Business, Cllr S Ring
King's Lynn Neighbourhood Board (formerly known as King's Lynn Town Board) delivery of existing projects 1. St George's Guildhall & Creative Hub 2. Active & Clean Connectivity 3. Riverfront Regeneration 4. Rail to River 5. Multi-User Community Hub	March 2026 (in contract)	<ul style="list-style-type: none"> – Improve town centre attractiveness and cultural experience – Create a successful, modern, mixed-use town centre – Enhance connectivity and accessibility – Improve safety, security and community wellbeing – Raise young people's aspirations and support business and skills growth 	Assistant Director, Regeneration, Housing and Place Leader, Cllr A Beales Deputy Leader & Business, Cllr S Ring

Promote growth and prosperity to benefit West Norfolk

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
<p>King's Lynn Neighbourhood Board - development of an investment and regeneration plan for the 'Plan for Neighbourhoods programme'</p> <p>Regeneration plan for Plan for Neighbourhoods Fund.</p> <p>Capital and revenue elements commencing April 2026.</p>	<p>November 2026</p>	<ul style="list-style-type: none"> – Create a more inclusive, vibrant and sustainable town, placing local people at the heart of regeneration 	<p>Assistant Director, Regeneration, Housing and Place</p> <p>Leader, Cllr A Beales</p> <p>Deputy Leader & Business, Cllr S Ring</p>
<p>King's Lynn Masterplan</p> <p>To support developer and investment confidence and be incorporated into a new Local Plan.</p>	<p>May 2026</p>	<ul style="list-style-type: none"> – Incorporating a number of existing strategies; Local Plan context; and new Town Investment Priorities (emerging from Plan for Neighbourhoods consultation and engagement) commission a Masterplan document for Kings Lynn Town Centre – 6 sites to be subject to more detailed design and project development – Create investible propositions in the context of devolution funding to support outcomes of a 'vibrant and re-purposed' town centre 	<p>Assistant Director, Regeneration, Housing and Place</p> <p>Leader, Cllr A Beales</p> <p>Deputy Leader & Business, Cllr S Ring</p>
<p>Hunstanton Masterplan</p> <p>To support developer and investment confidence in Hunstanton.</p>	<p>November 2025</p>	<ul style="list-style-type: none"> – Deliver a clear vision for future investment and growth in Hunstanton, supporting future Council decisions and wider investment opportunities 	<p>Assistant Director, Regeneration, Housing and Place</p> <p>Deputy Leader & Business, Cllr S Ring</p>

Protect our environment

Create a cleaner, greener, and better-protected West Norfolk, consider environmental issues in all we do and encourage residents and businesses to do the same.

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
<p>Adopt the new Climate Change Strategy and Action Plan, including:</p> <p>Publish BCKLWN carbon audits for 2023/2024, 2024/2025, 2025/2026.</p> <p>Update current climate change action plan with a position statement on the existing plan (2025/2026).</p> <p>Draft a new climate change strategy and action plan for consideration by Environment and Community Panel and Cabinet.</p> <p>Action plan implementation for projects to be completed in 2025/2027.</p>	March 2027	<ul style="list-style-type: none">– Confirmation of Council decarbonisation target and actions that will contribute towards decarbonisation– Transparency of Council progress with climate change	<p>Assistant Director, Environment and Planning</p> <p>Climate Change and Biodiversity, Cllr M de Whalley</p>
<p>Householder group-buying scheme</p> <p>Promote solar panels, battery storage and electric car chargers.</p>	August 2027	<ul style="list-style-type: none">– Quantifiable increase in community energy generation through uptake and participation in the scheme– CO2 equivalent reduction related to renewable energy generation	<p>Assistant Director, Environment and Planning</p> <p>Climate Change and Biodiversity, Cllr M de Whalley</p>

Protect our environment

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
<p>Procurement Strategy on net zero</p> <p>Design tenders, where relevant and proportionate, to include quality questions that place sufficient weighting on carbon reduction so as to have an impact on the outcome.</p> <p>Include the Council's Climate Change Strategy and Action Plan in all tender packs to send a clear message to bidders that we expect them to support our aims and objectives.</p> <p>For specific and identified higher-value tenders, request bidders submit their own climate change and/or carbon reduction strategies with their bids.</p> <p>Ensure that, where relevant and proportionate, contracts include clauses on carbon reduction and scope 3 emissions.</p> <p>Manage contracts proactively and monitor suppliers' performance in this area to ensure they deliver on any promises made in their tender submissions (development of appropriate KPIs).</p>	<p>March 2027</p>	<ul style="list-style-type: none"> – Supporting our net zero ambitions 2035 – The profile and application of sustainable procurement is increased – Establishment of mechanisms to track and report on environmental impact and risk of the Council's contracts 	<p>Assistant Director, Governance / Monitoring Officer</p> <p>Finance, Cllr C Morley</p> <p>Climate Change and Biodiversity, Cllr M de Whalley</p>
<p>Air Quality Action Plan and Strategy</p> <p>Published June annually (2025-2027).</p> <p>Review and assess air quality across the district, and complete annual air quality report and submit to DEFRA.</p>	<p>June 2027</p>	<ul style="list-style-type: none"> – Better air quality across the Borough 	<p>Assistant Director, Environment and Planning</p> <p>Climate Change and Biodiversity, Cllr M de Whalley</p>

Protect our environment

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
<p>Implement the Hunstanton Coastal Management Plan</p> <p>Work jointly with Environment Agency to review and update Wash East Coast Management Strategy.</p> <p>Complete Geotechnical Study of Hunstanton sea defences.</p> <p>Implement outcomes of the Geotechnical Study as necessary.</p> <p>Complete ongoing essential repairs to Hunstanton sea defences and groynes.</p> <p>Complete biennial Hunstanton cliff regression study.</p>	<p>August 2028</p>	<ul style="list-style-type: none"> – Maintenance of the sea defences for the benefit of the community – A new Wash East Coast Management Strategy (WECMS) for the future 	<p>Assistant Director, Environment and Planning</p> <p>Environmental and Coastal Cllr S Squire</p>
<p>New Local Plan</p> <p>Stage 1 - Plan visioning and strategy development.</p> <p>Stage 2 - Council formally submits the Local Plan and associated documents to the Secretary of State for its examination in public.</p>	<p>March 2028</p>	<ul style="list-style-type: none"> – Gain feedback from formal public consultation to develop strategic options for growth and issues and opportunities for the Borough – Completion of the Local Plan and associated documents 	<p>Assistant Director, Environment and Planning</p> <p>Planning and Licensing, Cllr J Moriarty</p>
<p>Hold a climate change-focused business expo in both 2025 and 2027</p> <p>To engage with businesses around climate change.</p>	<p>November 2027</p>	<ul style="list-style-type: none"> – Support to business sector on climate change activities – Encouragement of investment in green skills, jobs and local supply chains 	<p>Assistant Director, Environment and Planning</p> <p>Climate Change and Biodiversity, Cllr M de Whalley</p> <p>Environmental and Coastal, Cllr S Squire</p>

Efficient and effective delivery of our services

Providing cost-effective, efficient services that meet the needs of our local communities, promote good governance, and provide sustainable financial planning and appropriate staffing.

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
<p>Review the Community Infrastructure Levy (CIL) infrastructure requirements and assess the new governance arrangements</p> <p>Engagement with Planning Advisory Service (PAS) to help produce new Governance document.</p> <p>Members to agree new system of CIL governance.</p> <p>Adopt new CIL governance process ahead of future round of CIL projects.</p>	<p>October 2025</p>	<ul style="list-style-type: none"> – New CIL infrastructure charging regime, updated and better aligned to corporate priorities 	<p>Assistant Director, Environment and Planning</p> <p>Planning and Licensing, Cllr J Moriarty</p>
<p>Lobby Government for alternative means of Internal Drainage Board funding by:</p> <p>Maintaining pressure on MHCLG and DEFRA through MPs and raising questions around a long- term funding solution.</p>	<p>March 2026</p>	<ul style="list-style-type: none"> – House of Commons lobbying event in September 2025 – Increased grant allocation from MHCLG – Review by DEFRA undertaken with support to better inform the future direction of IDB funding – Spending Review reflects future funding of IDBs – Support and representation from MPs on IDBs 	<p>Deputy Chief Executive</p> <p>Finance, Cllr C Morley</p>

Efficient and effective delivery of our services

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
Engage with the Devolution programme to deliver the best outcome for West Norfolk	March 2027	<ul style="list-style-type: none"> – Engagement and representation with key partners on the Devolution Programme and action plan – Preparedness for outcome and implications for West Norfolk of a new Strategic Authority including appropriate Governance arrangements – Communication and engagement plan for variety of stakeholders – Agreed list of projects which reflect priorities for West Norfolk 	Chief Executive Officer Assistant Director, Transformation and Change Leader, Cllr A Beales
Engage with the Local Government Reorganisation (LGR) programme to deliver the best outcome for West Norfolk	March 2027	<ul style="list-style-type: none"> – Comprehensive and evidenced-based business case submitted to Government – Working in partnership with other Norfolk authorities to support LGR and develop vision and values for new unitary – Comprehensive workplan/roadmap to shape the organisation in preparation for LGR – Communication and engagement plan for variety of stakeholders – Refresh of governance and working arrangements to support transition to LGR 	Chief Executive Officer Assistant Director, Transformation and Change Leader, Cllr A Beales
Improve governance and assurance of corporate health and safety Ensure high standards of health and safety are embedded across the whole organisation.	November 2025	<ul style="list-style-type: none"> – Updated governance and improved assurance around compliance with health and safety requirements across directorates 	Assistant Director, Health, Wellbeing and Public Protection Leader, Cllr A Beales

Efficient and effective delivery of our services

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
<p>Implement and embed improvements to internal and external communications and engagement</p> <p>Continue our improvement journey around internal and external communications.</p> <p>Deliver communications and engagement to support Devolution and LGR.</p>	Ongoing	<ul style="list-style-type: none"> – Better-informed residents – More inclusive participation – Stronger trust in local decision-making 	<p>Assistant Director, Corporate Services</p> <p>Leader, Cllr A Beales</p> <p>Deputy Leader & Business, Cllr S Ring</p>
<p>Delivery of the Council's Medium-Term Financial Strategy</p> <p>Ensure ongoing financial sustainability of the council.</p>	Annual	<ul style="list-style-type: none"> – Achievement of target and sustainable savings for 2025/26 – Identification and commitment to savings in future years 	<p>Assistant Director, Finance</p> <p>Finance, Cllr C Morley</p>
<p>Development of the Corporate Leadership Team and service managers</p> <p>Create a culture of high performing leadership across the organisation.</p>	March 2026	<ul style="list-style-type: none"> – Work with service managers on shaping our future together – People Management Passport programme implemented for all managers – Established programme of team coaching for Corporate Leadership Team 	<p>Chief Executive Officer</p> <p>Assistant Director, Corporate Services</p> <p>Leader, Cllr A Beales</p>

Support our communities

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

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
Develop a Health and Wellbeing Strategy and Action Plan	April 2026	<ul style="list-style-type: none"> – Launch of new Strategy – Completion of Health Inequalities Toolkit 	Assistant Director, Health, Wellbeing and Public Protection People and Communities, Cllr J Rust
Develop 5-year Strategy for Leisure and Culture ensuring growth and additional partnership working Set a clear strategy for Leisure and Culture.	June 2026	<ul style="list-style-type: none"> – Improved focus on transformation and change – Understanding of the strategic objectives by all key partners, stakeholders and staff – Link strategy with West Norfolk Health & Wellbeing Partnership strategy review and Integrated Healthcare Enterprise Marmot report (Improved partnership working with Health & Wellbeing service providers) – Review the social isolation and loneliness service in light of recommissioning by NCC (Supporting residents at risk of social isolation and cost of living pressures) – Annual report produced for 2025/26 	Assistant Director, Leisure and Culture Assistant Director, Health, Wellbeing and Public Protection Business, Cllr S Ring Culture and Events, Cllr S Lintern People and Communities, Cllr J Rust

Support our communities

2025-2027 Actions	Key Dates	Outcomes	Lead Officer & Portfolio Holder
<p>Develop and support partnerships with key stakeholders to deliver improved health and wellbeing for West Norfolk residents drawing on outcomes of Health & Wellbeing Strategy and Marmot recommendations.</p> <p>Working with, but not limited to, the following groups:</p> <ol style="list-style-type: none"> 1. Health and Wellbeing Partnership 2. West Place Board 3. RISE 4. Sport England Place Expansion 5. Supporting delivery of new QE Hospital 6. Marmot review recommendations 	<p>October 2026</p>	<ul style="list-style-type: none"> – Improved partnership working across the Health & Wellbeing system and greater understanding of needs of our communities – Voluntary Community and Social Enterprise sector which supported and capable of delivering health and wellbeing priorities – Leisure and culture offer aligned with health and wellbeing priorities 	<p>Assistant Director, Health, Wellbeing and Public Protection</p> <p>People and Communities, Cllr J Rust</p>
<p>CIC transformation plan</p> <p>Offer various communication channels to provide customers with greater flexibility and control</p> <p>Upgrade the Call Centre and Webchat Software</p> <p>Introduce SMS and WhatsApp</p> <p>Introduce the Virtual Agent on digital channels, service area calls and replace the Interactive Voice Response options</p>	<p>November 2025</p>	<p>Improved customer service delivery with the introduction of AI-powered virtual agents to provide:</p> <ul style="list-style-type: none"> – Faster enquiry resolution to common questions and customers directed to the appropriate communication channel – 24/7 availability to ensure customers can access our services outside of regular business hours – Deliver multilingual support 	<p>Assistant Director, Corporate Services</p> <p>People and Communities, Cllr J Rust</p>

Transformation Programme

The programme has been established to support the council in becoming the most effective and high-performing organisation it can be, ensuring operational efficiency and the successful delivery of its strategic objectives.

The aims are to:

- **Empower** the workforce, by allowing officers to have autonomy about how they do their jobs. This requires an organisational culture that fosters trust, open communication and a shared commitment to the council's vision and corporate plan.
- **Modernise** the council: from how we support the work we do through improving our digital infrastructure to the way we operationally do our jobs, there is a huge opportunity to learn from what others are doing well (or not so well).
- Improve the way we **engage** with officers and Members, residents, partners and stakeholders to ensure we better hear feedback about how we are doing and what we could do to continuously improve the way we operate.
- Become an **agile** workforce, where we can respond quickly to challenges or opportunities without destabilising our day-to-day delivery of services.
- Make sure we are **efficient** in all that we do, ensuring we deliver best value for our residents alongside ongoing financial sustainability for the council.
- **Deliver**, whether it's getting spades in the ground for our capital projects or delivering a project supporting our most vulnerable residents, we have a good track record of delivery but there are opportunities to accelerate what we already do for the benefit of our residents.

Key pillars of activity

- Organisational Development
- Service Innovation and Digital Transformation
- Enterprise our Assets

Cross-cutting themes

- **Financial sustainability:** without ongoing financial stability the council will not be able to deliver its strategic priorities. Each programme of work will need to consider the impact of any activity within that programme in line with the council's Medium-Term Financial Strategy.
- **Communication and engagement:** it is essential we continue to build on how we communicate both internally and externally by actively engaging, listening, and responding to feedback from staff, stakeholders, and partners.
- **Governance:** in delivering this Transformation Programme, effective governance will enable clear and concise accountability and responsibility for the delivery of the programme, giving assurance to Members and the Executive Team.
- **Diversity, equalities and inclusion:** we are fully committed to equality, diversity, and inclusion in all that we do and therefore, the impact of any activity within our Transformation Programme must be considered.
- **Climate action:** ensure climate and sustainability are considered in every aspect of transformation, making the programme responsible, resilient and adaptive.

Organisational Development, focus on how to move forward with developing our workforce strategy, organisational behaviours, and values. Develop how we use data to enable more informed decision making, also ensure that our procedures and processes are streamlined and enable the organisation to focus on delivery.

2025-2027 Actions	Key Dates	Outcomes	Senior Responsible Officer	Corporate Priority
Develop a People Strategy roadmap that reflects a modern and flexible workforce and aligns with our aim to deliver efficient and effective public services.	October 2025	<ul style="list-style-type: none"> – People Strategy is likely to be developed as a road map over the coming period to achieve long term goals and align with the challenges of LGR/ Devolution. 	Assistant Director Corporate Services Assistant Director Environment and Planning	Efficient and effective delivery of our services
Develop an agreed set of core values and behaviours that become embedded in the organisations culture and shape the way employees work.	December 2025	<ul style="list-style-type: none"> – Plan to develop values and behaviours through Summer and Autumn 2025, working with representatives of all staff. 	Assistant Director Corporate Services Assistant Director Environment and Planning	Efficient and effective delivery of our services
Support a culture of high performance in line with corporate priorities, to ensure we deliver our services in the best way possible.	March 2026	<ul style="list-style-type: none"> – A programme of people management development is being delivered from May 2025 through until October with a focus on management skills and managing high performing teams. – Review of performance management system 	Assistant Director Corporate Services Assistant Director Environment and Planning	Efficient and effective delivery of our services
Support the development of an organisational structure, which enables effective and efficient delivery of services and projects.	March 2026	<ul style="list-style-type: none"> – Implement a programme of CLT development including team coaching via solace to aid corporate leadership and service delivery. – Continue to review service structures and roles to support service and projects 	Assistant Director Corporate Services Assistant Director Environment and Planning	Efficient and effective delivery of our services

Service Innovation and Digital Transformation, focus on how we use technology to deliver efficient and effective services for our residents, e.g. Artificial Intelligence (AI), digital technology and business process re-engineering. Consider the outcomes from our Marmot Place work and how we can innovate better to improve the life chances of our disadvantaged communities.

2025-2027 Actions	Key Dates	Outcomes	Senior Responsible Officer	Corporate Priority
Review and modernise the various technologies used by colleagues at all levels to ensure that they are fit for purpose.	March 2026	<ul style="list-style-type: none"> – Desktop refresh – Sharepoint intranet – Upgrade of meeting rooms and town hall 	Assistant Director Corporate Services Assistant Director Health, Wellbeing and Public Protection	Efficient and effective delivery of our services
Discovery and baselining of ICT to shape requirements to support ICT transformation and enablement across the council whilst minimising business risk	March 2027	<ul style="list-style-type: none"> – Deliver a series of “quick wins” to gain momentum and confidence across the Council – Improved digital capability and customer experience for end user – Tackling ICT areas of significant impact to staff and member user experience – Business systems improvements aligned to LGR planning 	Assistant Director Corporate Services Assistant Director Health, Wellbeing and Public Protection	Efficient and effective delivery of our services
Empower and enable the workforce (and members) by developing training, access to online learning and in-person to fully utilise our range of IT systems and infrastructure.	March 2027	<ul style="list-style-type: none"> – Identify the full capability of the systems available – Availability of training and clear accessible guidance – Ensure users can optimise use of systems and software with confidence and ease 	Assistant Director Corporate Services Assistant Director Health, Wellbeing and Public Protection	Efficient and effective delivery of our services

2025-2027 Actions	Key Dates	Outcomes	Senior Responsible Officer	Corporate Priority
Unlock and enable assisting technologies (AI) to remove unnecessary administrative burdens	March 2027	<ul style="list-style-type: none"> – Enhance customer experience – Resource focus on more complex issues – Improved productivity 	Assistant Director Corporate Services Assistant Director Health, Wellbeing and Public Protection	Efficient and effective delivery of our services
Improve health equity for all residents of the borough, through the implementation of the eight Marmot principles	October 2026	<ul style="list-style-type: none"> – Key areas of work will be examining the effects of rural inequalities, housing energy efficiency, educational inequalities and other challenges facing young people and advancing housing initiatives and promoting economic development through skills building and employment opportunities. – Future practical application of this work is to be developed. 	Assistant Director Corporate Services Assistant Director Health, Wellbeing and Public Protection	Support our Communities

Enterprise our Assets, focus on delivering against our emerging asset management strategy, consider future investment in our leisure facilities and maximise the utilisation of our asset base with the aim of financially supporting the Council and its residents into the future.

2025-2027 Actions	Key Dates	Outcomes	Senior Responsible Officer	Corporate Priority
<p>Improve the place of work by reviewing office accommodation with an initial focus on King's Court trialling some modern workspace arrangements.</p> <p>Look at environmental improvements and having a general tidy-up in all council workspaces.</p>	November 2025	<ul style="list-style-type: none"> – More productive time spent in the office with spaces suitable for modern ways of hybrid and flexible working. – Improvements to recruitment and retention. 	Assistant Director Regeneration, Housing and Place Assistant Director Leisure and Culture	Efficient and effective delivery of our services

2025-2027 Actions	Key Dates	Outcomes	Senior Responsible Officer	Corporate Priority
Review our leisure and culture assets to ensure we are maximising their potential, both financially and for our communities	April 2026	<ul style="list-style-type: none"> – Develop strategy to understand and tackle key gaps, opportunities and drivers to success financially, culturally, and environmentally. – Create Marketing & Comms Strategy to improve awareness, perception, and participation. – Creation and introduction of Culture Working Group. – Achieve quality accreditations at all sites 	Assistant Director Regeneration, Housing and Place Assistant Director Leisure and Culture	Support our Communities
Prepare a housing delivery strategy	March 2026	<ul style="list-style-type: none"> – Stakeholders clear about an approach to delivery that can inform business planning and investment decisions – Support sustainable ways of living and working through housing delivery – Promotes well-being and prevent homelessness and improve life chances of children 	Assistant Director Regeneration, Housing and Place Assistant Director Leisure and Culture	Promote growth and prosperity to benefit West Norfolk
Develop an Asset Management Strategy to determine how best to manage the property assets that will remain in the council's control.	August 2025	<ul style="list-style-type: none"> – Improve return on investment – Improved and modern fit-for purpose council assets to attract existing and new businesses – Improve council's income and reduce risk associated with existing stock condition 	Assistant Director Regeneration, Housing and Place Assistant Director Leisure and Culture	Efficient and effective delivery of our services

Measuring our Performance

It is important that we measure our performance and the extent to which it is delivering against our corporate priorities. It is also important that the way in which the Council measures its performance is effective, and that the role of staff, service teams, the leadership team and members is coordinated. The purpose of our performance framework is to set out how the Council will measure its performance and how in practice the Council will deliver better outcomes for its communities.

By measuring performance we will ensure that we will know where we have been successful and where we need to improve. It will also help us to remain focused on what's important to our communities. The 2023-2027 Corporate Strategy outlines the strategic direction of the Council and sets out our vision and priorities.

The quarterly Performance Management reports provide the Corporate Leadership Team and Members with an update on the Corporate Strategy and analysis of key performance indicators to inform our service delivery.

Executive Team Plans are another important element of the council's Performance Management Framework, plans include:

- A number of performance measures and targets - all of which relate to one or more of the corporate priorities demonstrating how services are helping to deliver the Corporate Strategy.
- Measures and targets that are managed at both a strategic level and at an operational level.
- Other targets, actions, and priority areas relevant to the performance of individual service teams.
- Help to provide clear linkages ('a golden thread') between the Corporate Strategy, service team and individual staff member's objectives.

Reporting our performance, roles and responsibilities - Members, Corporate Leadership Team, residents and staff all have a part to play in reviewing the Council's performance.

- Members have overall responsibility for the approval of and the accountability for the Corporate Strategy, organisational and service priorities and targets.
- The Corporate Leadership Team are effectively the 'guardians' of the Corporate Strategy with responsibility for delivery. They have an overview of council performance ensuring that the Council's priorities are being delivered against, and that actions are assigned to the right services.
- The Council has a responsibility to provide quality services that are value for money for our communities; we will continue to develop how we capture how others view our performance and utilise new ways of capturing views.
- Managers ensure that all staff have quality conversations and are aware of their own targets and goals and how these contribute to achieving Council priorities.

Comments and Feedback

We always welcome comments, suggestions and feedback on our plans and improvements in the way that we write our documents and communicate them



Go online and provide your comments and feedback on the [west-norfolk.gov.uk](https://www.west-norfolk.gov.uk)

E-mail our Communications Team at Communications@west-norfolk.gov.uk



Drop written comments off at our main office at

**Kings Court,
Chapel Street,
King's Lynn, PE30 1EX**



Telephone our Customer Information Centre on **01553 616200**



Speak to your local Councillor who will be able to pass your comments back if you wish

Contact details for your Councillor can be found at [Find your borough councillor](#)

