

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



Cabinet

Agenda

Tuesday, 10th December, 2024
at 6.00 pm

in the

The Council Chamber
Town Hall
Saturday Market Place
King's Lynn

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



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

CABINET AGENDA

DATE: CABINET - TUESDAY, 10TH DECEMBER, 2024

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

TIME: 6.00 pm

As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - Item 19 below will be considered in private.

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

1. MINUTES

To approve the Minutes of the Meeting held on 5 November 2024 (previously circulated).

2. APOLOGIES

To receive apologies for absence.

3. URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST (Page 6)

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

withdraw from the room whilst the matter is discussed.

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

5. **CHAIR'S CORRESPONDENCE**

To receive any Chair's correspondence.

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

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

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

7. **CALLED IN MATTERS**

To report on any Cabinet Decisions called in.

8. **FORWARD DECISIONS** (Pages 7 - 12)

A copy of the Forward Decisions List is attached

9. **MATTERS REFERRED TO CABINET FROM OTHER BODIES** (Pages 13 - 14)

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

Recommendations from the Regeneration and Development Panel meeting held on 19th November 2024 are attached.

Recommendations from other Panels will follow.

10. **COMMUNITY GOVERNANCE REVIEW - BURNHAM MARKET** (Pages 15 - 30)

11. **WHITE RIBBON CAMPAIGN** (Pages 31 - 38)

12. **AUDIT COMMITTEE TERMS OF REFERENCE** (Pages 39 - 53)

13. **Q2 2024-25 PERFORMANCE MANAGEMENT** (Pages 54 - 78)

14. **NOTICE OF MOTION 15/23 - WASH EAST COAST MANAGEMENT STRATEGY - UNIT C - TECHNICAL REPORT** (Pages 79 - 86)

15. **WEST NORFOLK ECONOMIC STRATEGY** (Pages 87 - 160)
16. **CIL ARRANGEMENTS FOR 2025** (Pages 161 - 165)
17. **INVESTMENT OPTIONS FOR LEISURE ASSETS** (Pages 166 - 180)
18. **EXCLUSION OF THE PRESS AND PUBLIC**

The Cabinet is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the Appendix to the item above on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PRIVATE ITEM

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

19. **EXECUTIVE SUMMARY OF INVESTMENT OPTIONS FOR LEISURE ASSETS** (Pages 181 - 187)

To: Members of the Cabinet

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

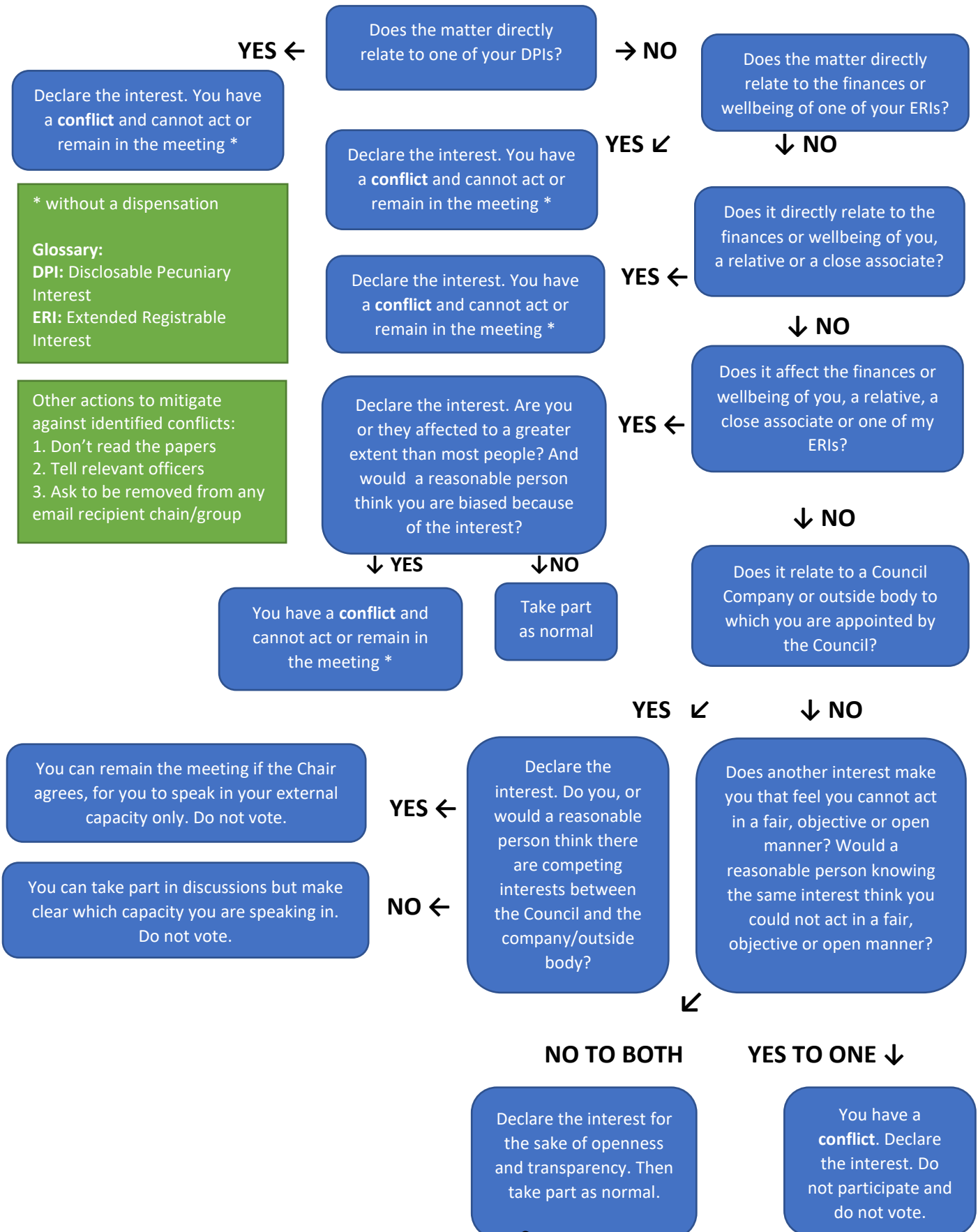
For Further information, please contact:

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

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



Declare the interest. You have a **conflict** and cannot act or remain in the meeting *

* without a dispensation

Glossary:

DPI: Disclosable Pecuniary Interest

ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
10 December 2024						
	Investment Options for Leisure Assets	Key	Cabinet	Deputy Leader Monitoring Officer		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	West Norfolk Economic Strategy	Non	Council	Business Asst Dir D Hall		Public
	Notice of Motion 15/23- Wash East Coast Management Strategy- Unit C- Technical Report	Key	Council	Environment and Coastal Asst Dir- S Ashworth		Public
	Audit Committee Terms of Reference	Non	Council	Leader Asst Director – M Drewery		Public
	Community Governance Review – Burnham Market	Non	Council	Leader Chief Executive		Public
	Q2 2024-25 Performance Management	Non	Cabinet	Leader Chief Executive		Public
	White Ribbon Campaign	Non	Cabinet	People and Communities Asst Dir B Box		Public
	CIL Arrangements for 2025	Non	Cabinet	Planning & Licensing Asst Dir S Ashworth		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
14 January 2025						
	King's Lynn Town Football Club	Non	Cabinet	Property Asst Dir – M Henry		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Review of Appointments to Outside Bodies	Non	Cabinet	Leader Chief Executive		Public
∞	Housing Support Services Contract	Key	Cabinet	People and Communities Asst Dir - D Hall		Private Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Taxi Fees and Conditions		Council	Monitoring Officer		Public
	Social Value Policy	Non	Council	Leader Monitoring Officer		Public
	Procurement Policy and Contract Standing Orders	Non	Council	Finance Monitoring Officer		Public
	Transformation Programme	Non	Cabinet	Leader Chief Executive		Public

	Conservation Areas Consultative Committee	Non	Cabinet	Planning & Licensing Asst Dir S Ashworth		Public
	Capital and Revenue Budget Monitoring Reports	Key	Cabinet	Finance Asst Dir M Drewery		Public
	Members Allowances 2024/25	Non	Council	Leader		Public
	Independent Review of Members Allowances	Non	Council	Leader		Public
	Council Tax Discounts Resolution for 2025/26	Key	Council	Leader Asst Dir – M Drewery		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
4 February 2025 (non budget items)						
	Local Plan	Key	Council	Planning & Licensing Asst Dir – S Ashworth		Public
	Annual Plan 2025-26	Key	Council	Leader Chief Executive		Public
	King's Lynn Cultural & Heritage Strategy		Council	Business Asst Dir D Hall		Public
	Change Management Policy and Redundancy Payments	Non	Council	Leader Asst Dir – B Box		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
5 February 2025 (Budget)						

items)						
	Budget 2025-28	Key	Council	Finance Asst Dir – M Drewery		Public
	Treasury Management Strategy	Key	Council	Finance Asst Dir – M Drewery		Public
	Capital and Revenue Programme	Key	Council	Finance Asst Dir – M Drewery		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
4 th March 2025						
	2024-25 Q3 Performance Management	Non	Cabinet	Leader Chief Executive		Public
10	Appointments Board/IDC Terms of Reference	Non	Council	Leader Asst Dir – A Baker		Public
	Planning Scheme of Delegation	Non	Council	Development and Licensing Asst Dir – S Ashworth		Public
	Planning Member Code of Good Practice	Non	Cabinet	Development and Licensing Asst Dir – S Ashworth		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
15 th April 2025						
	Local Nature Recovery Strategy	Key	Council	Climate Change and Bio Diversity Ass Dir- S Ashworth		Public
	CIL Governance	Non	Cabinet	Planning and Licensing Asst Dir – S Ashworth		Public

	St George's Guildhall and Creative Hub	Key	Council	Business and Culture		Part Public and Part Private Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Long-Term Plan for Towns	Key	Cabinet	Leader Asst Dir – D Hall		Public
	Equality and Diversity Inclusion Policy	Non	Council	People and Communities		Public

Items to be scheduled

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	People & Communities Asst Dir B Box		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		Public
	Florence Fields – Tenure Mix	Non	Council	Deputy Leader Exec Director – O Judges		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – S Ashworth		Public

	Empty Homes Strategy Review	Key	Council	People and Communities Asst Dir M Whitmore		Public
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RECOMMENDATIONS TO CABINET 10 DECEMBER 2024 FROM THE REGENERATION AND DEVELOPMENT PANEL MEETING HELD ON 19 NOVEMBER 2024

RD61: CABINET REPORT – ECONOMIC STRATEGY FOR WEST NORFOLK

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

The Regeneration Programmes Manager presented the report which outlined the development, and recommended the adoption of the Economic Strategy for West Norfolk. It was noted that the Strategy had come to Panel several times in its draft format for the Panel to have input and make comments.

The Regeneration Programmes Manager highlighted the importance of the document for future funding opportunities, investment and devolution deals and how the Strategy set out the ambitions, vision and needs of the area.

The Strategy would inform and support delivery of other organisational Strategies such as the Cultural Strategy.

The Panel were provided with information on the extensive consultation and engagement with Stakeholders to develop the Strategy.

The Regeneration Programmes Manager highlighted the key themes, priorities, strengths and challenges as set out in the Strategy along with the four key sectors. It was noted that the next stage was to look at what investment was needed to maximise growth within the key sector areas and develop an Investment Plan, which would be presented to the Regeneration and Development Panel once prepared.

The Panel was informed that the Strategy had also been endorsed by external partners.

The Assistant Director explained that a lot of time and resource had gone into preparing the Strategy which he felt was sound and objective and delivered a holistic approach.

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

The Chair referred to future expansion plans for RAF Marham.

The Portfolio Holder for Business and Culture, Councillor Ring addressed the Panel and thanked officers and Metro Dynamics for preparing the Strategy. He reminded the Panel that this linked with the Norfolk wide Economic Strategy which had previously been endorsed by the Panel. Councillor Ring commented that this document was crucial for investment and to showcase the benefits of the area.

Councillor Collingham asked what the main drivers for change were and that realistic specific actions were required. The Assistant Director explained that drivers for change included the changing use of the town centre, the change in people's shopping habits and the decline in the working age population and the need to retain young people in the area by offering opportunities for them.

Councillor Bubb referred to the change in peoples shopping habits and people doing more online shopping. He commented that ways to entice people to the area needed to be looked at by making the area more attractive to businesses and investors.

The Portfolio Holder for Business and Culture, Councillor Ring commented that actions to make West Norfolk an attractive place for people to want to visit, stay and live would be looked at and this Strategy provided the starting point to shape the area, make it a place where businesses wanted to invest in and promote tourism opportunities.

Councillor Beal commented that it would be good to have an initial big project to kick start the Strategy.

Councillor Colwell addressed the Panel under Standing Order 34 and commented that the vision and objectives were clearly set out.

RESOLVED: That the Regeneration and Development Panel support the recommendations to Cabinet, as set out below.

Cabinet is recommended to:

1. Endorse the West Norfolk Economic Strategy.
2. Endorse the revised King's Lynn Town Board vision and priorities as detailed in section 4.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Discretionary	Be entirely within Cabinet's powers to decide		NO	
		Need to be recommendations to Council		YES	
		Is it a Key Decision		NO	
Lead Member: Cllr Alistair Beales E-mail: cllr.alistair.beales@west-norfolk.gov.uk		Other Cabinet Members consulted:			
		Other Members consulted:			
Lead Officer: Kate Blakemore E-mail: kate.blakemore@west-norfolk.gov.uk Direct Dial: 01553 616245		Other Officers consulted:			
Financial Implications	Policy/ Personnel Implications	Statutory Implications	Equal Impact Assessment	Risk Management Implications	Environmental Considerations
NO	NO	Yes	NO	NO	NO

Date of meeting: 6th December 2024

COMMUNITY GOVERNANCE REVIEW (BURNHAM MARKET PARISH COUNCIL)

Summary

This report presents to Council a request received from Burnham Market Parish Council to reduce councillor numbers from 11 to 8. To consider the request is it necessary to carry out a Community Governance Review of the Parish.

Recommendation

Recommendations to Full Council:

That Officers be requested to conduct a Community Governance Review in respect of Burnham Market Parish Council to potentially reduce parish councillor numbers.

Reason for Decision

The proposal to reduce councillor numbers appears to be well-reasoned, but can only be determined by a Community Governance Review rather than any other legal mechanism.

1 Background

Community Governance Reviews (CGRs) are the mechanism principal councils use to review and make changes to the community governance in their areas. The powers are bestowed under Part 4, Section 93 of the *Local Government and Public Involvement in Health Act 2007*.

CGRs provide the opportunity to address community governance where there have been changes to the number or makeup of a population, address boundary issues / anomalies following development and for local electors to address local issues of democracy.

Reviews may commence under four particular circumstances, including;

1. By decision of the principal council under statutory duty to review.
2. By decision of the principal in response to a 'reasonable request'.
i.e. from a parish council.
3. Under statutory duty in response to a valid Community Governance Application from a 'Neighbourhood Forum'.
4. Under statutory duty in response to a valid Community Governance Petition.

A decision in response to a reasonable request is discretionary. However, the request should only be refused if it is deemed to be unreasonable – where it would cause disruption to community cohesion, or the potential result would be detrimental to local governance.

Burnham Market Parish Council have requested a reduction in their numbers of parish councillors from 11 to 8 as they struggle to fill vacancies.

2 Options Considered

Proceed with CGR.

Do not proceed with CGR with justification.

3 Policy Implications

None

4 Financial Implications

None

5 Personnel Implications

None

6 Environmental Considerations

None

7 Statutory Considerations

BCKLWN must consider its discretionary decision on whether to conduct a CGR within the framework laid out in Part 4, Section 93 of the *Local Government and Public Involvement in Health Act 2007*.

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

None

9 Risk Management Implications

None

10 Declarations of Interest / Dispensations Granted

11 Background Papers

Letter from Burnham Market Parish Council.

Community Governance Reviews – Explanatory Notes, BCKLWN Electoral Services, October 2024.

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	Community Governance Review – Burnham Market				
Is this a new or existing policy/service/function?	Existing (delete as appropriate)				
<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>	Request to carry out CGR by Burnham Market Parish Council.				
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			x	
	Disability			x	
	Gender			x	
	Gender Re-assignment			x	
	Marriage/civil partnership			x	
	Pregnancy & maternity			x	
	Race			x	
	Religion or belief			x	
	Sexual orientation			x	
	Other (eg low income)			x	



BURNHAM MARKET PARISH COUNCIL

c/o 2 Abbeyfields, Abbey Road, Great Massingham. Norfolk PE32 2JE

26th June 2023

Mr. Andrew Barrett,
Electoral Services Manager
Borough Council of King's Lynn & West Norfolk,
King's Court,
Chapel Street,
King's Lynn,
PE30 1EX

Dear Andrew,

The Burnham Market Parish Council would like to reduce the numbers of parish councillors from 11 to 8. We have struggled to keep more than 8 regular parish councillors and have only managed 11 once in the past 3 years and this did not last long.

It appears that some residents join for a short space of time to get an issue they want raised and once it is completed, they leave. I am also advised that the current permanent residential population has reduced by 200 since the last published census.

I appreciate that this request will take sometime but hopefully later this year.

Yours sincerely,

Caroline Boyden

Caroline Boyden
Parish Clerk
Burnham Market Parish Council

Community Governance Reviews – Explanatory Notes

Community Governance Reviews (CGRs) are powers given to principal councils to review and make changes to the community governance in their areas – namely parish councils & areas.

The powers were bestowed under Part 4, Chapter 3 of the *Local Government and Public Involvement in Health Act 2007*. The Act was designed to streamline and speed up previous review arrangements.

Main Considerations

Section 93 LGPIHA 2007 contains the main considerations a principal council must be mindful of when making recommendations.

- Reflect the identities and interests of the community.
- Be effective and convenient.
- Consider any other arrangements for community representation or engagement.

Scope

Powers are far ranging and comprise a general or 'may undertake' a review at any time. A CGR must recommend whether a new parish should be created in the area under review. A new parish can be created by:

- Making a previously unparished area a parish.
- Combining unparished areas within existing parishes.
- Combining parts of parishes.
- Amalgamating two or more parishes (grouping).
- Separating part of a parish.

In instances where a new parish is created, the review must recommend;

- The name of the parish.
- Whether it has parish council (and its electoral arrangements).
- Whether it should have an alternative parish style.

A CGR can also make recommendations about existing parishes in the area under review. A CGR of an existing parish must recommend whether to:

- Keep the parish.
- Amend its area.
- Abolish it.
- Change its name.
- Recommend whether it should have a parish council (if it doesn't already have one) or not.
- Recommend the electoral arrangements if an existing parish council is to continue.

Electoral Arrangements

Where a CGR is required to recommend whether a new or existing parish has a parish council, the following must be recommended:

- 1,000+ local government electors = Has a parish council.
- 150 or less local government electors, no current council = No parish council.
- 150 or less local government electors, has current council or is part of a parish with a council = Whether or not to have a council.
- 151-999 local government electors = Whether or not to have a council.

A CGR's recommendations on electoral arrangements are defined as:

- The year in which ordinary elections are to be held.
- The number of councillors to be elected.
- Whether the parish council is warded (would a whole parish council be impractical or inconvenient? Does any part of parish require separate representation for identity, locality or community reasons?).
- The number and boundaries of such wards.
- The number of councillors to be elected for such wards.
- The name of such wards.

When?

A review can commence under any of the following conditions.

- A. By decision of the principal council under duty to review. Guidance states councils should keep their areas under continual review, and it is considered good practice to conduct a full review every 10-15 years.
- B. A principal council may review in response to a reasonable request. i.e. from a parish council.
- C. Must be done in response to a 'valid' Community Governance Application from a 'Neighbourhood Forum', commenced within 12 months. Such forums are defined by Section 61F of the Town and Country Planning Act 1990.
- D. Must be done in response to a 'valid' Community Governance Petition, commenced within 12 months. For a petition to be valid, it must be signed by the mandatory number of local electors. Further stipulations regarding the content of the petition also apply.

Petition Area	Registered Electors
<500 electors	At least 37.5% of electors
500 – 2,499	At least 187 electors
>2,500 electors	At least 7.5% of electors

Why?

CGRs provide the opportunity to address community governance where there has been changes to the number or makeup of a population, address boundary issues / anomalies following development, and for electors to address local issues of democracy.

When Not?

- A CGR is not required when a petition is received during such time as a CGR is underway which covers all or a significant part of relevant area.
- Not required to do so within 2 years of a completed CGR which covered all or a significant part of relevant area. But may do so.

- Where a request is deemed to be unreasonable (disruption to community cohesion, result would be detrimental to local governance). Such a decision must be justified as such to be valid grounds for refusal.

Initial Steps

The principal council decides whether or not to carry out a CGR – either by resolution or under delegated officer powers. See “When Not” heading above for instances where a CGR is optional or mandatory.

For CGR petitions, the petition must be validated. Council staff are permitted to check the local register to confirm signatories (hand written signatures) as soon as is practicable. Petitions must contain the prescribed information and recommendations.

When a principal council resolved to carry out a CGR, Terms of Reference should then be agreed, together or separately from the initial resolution, along with an agreed Timetable. The terms should clearly state the matters and the geographic area to be covered.

A project team from across principal council departments should be formed to perform the CGR, as Electoral departments are not solely responsible for the review.

Duty to inform

County councils may have valuable feedback that can inform the Terms of Reference.

Where there is both a district and county council, under section 79 of the 2007 Act the district council must notify the county council of their intention to carry out a CGR.

Under section 93 of the 2007 Act the principal council must notify other local authorities who have an interest of their intention to carry out a CGR, inclusive of county councils.

Terms of Reference – Section 81 2007 ACT.

The TOR forms the framework of the review. However, there is little statutory guidance in the legislation on what should be included and is for the principal council to decide.

Key areas should include: Context, purpose & scope, area, timetable, plans for consultation and decision making, electoral forecasts, structure of parishes, boundaries, parish names and styles parish councils, councillor numbers, electoral arrangements, consequential matters and implementation. Per guidance, any maps produced for the document should be no smaller than 1:10,000 scale.

The minimum requirement for the TOR is to specify and publish the area to be reviewed. Any amendments to the TOR also have to be published, so from a practical perspective it is best to publish a full rather than minimal TOR.

If the CGR is in response to a petition or application, the TOR must state the relevant proposals. This does not limit the scope of the CGR to include other matters / areas.

TOR allows the principal council to set out policy on councillor numbers – there must be 5 minimum in a parish council in law. There is no maximum figure.

The TOR must be adopted by the principal council.

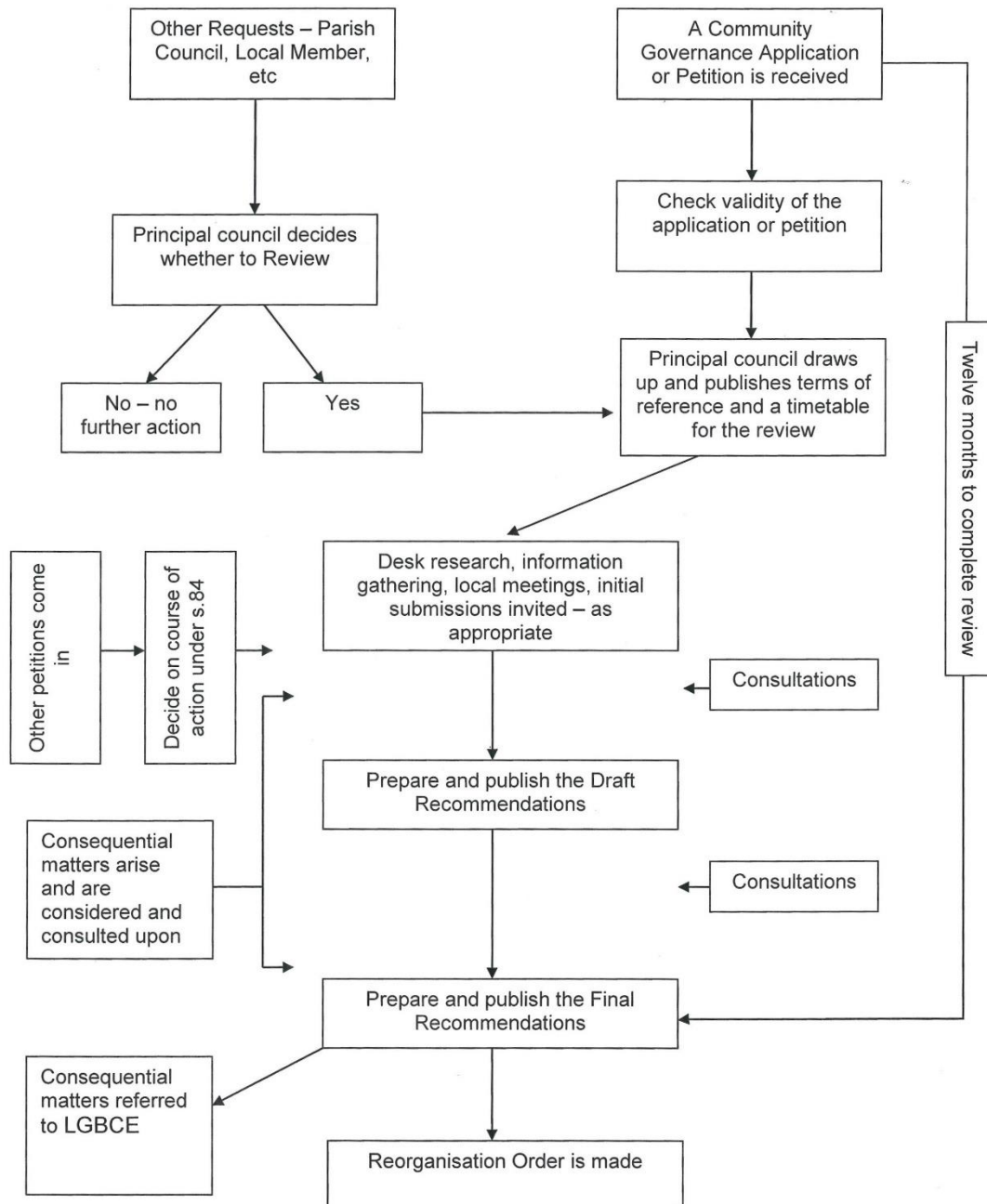
The TOR must be sent to the County Council in a 2-tier area.

Timetable & Process Flowchart

Timetables should conclude within 12 months.

For small scale reviews, principal authorities will want to conclude reviews in a timely manner taking into account the complexity / simplicity of the review.

Community Governance Reviews – flowchart



Consultation

“Reasonable periods” of consultation should be built into any CGR with stakeholders. However, legislation only specifies who should be consulted, not when or how.

A full review of all parish areas and electoral arrangements will require a longer consultation period with a wider range of consultees. A review in response to reducing councillor numbers in a specific parish may require a shorter timeframe and targeted consultation.

Under Section 93 (3) the principal council must consult;

- a. Local electors for the area under review.
- b. Any other party or body which appears to the principal council to have an interest in the review.

Other bodies may include local businesses, local public and voluntary organisations (charities, schools).

Any representations received should be taken into account by the principal authority. Representations should be made available via a variety of channels.

Under Section 93 (5) the principal council must consider the wider picture of community governance. This includes resident associations and community forums. The principal council must take these bodies into account.

Note: There is no requirement to write to every local government elector. Nor is there a requirement to conduct a poll. There is also no provision allowing the principal council to use the electoral register for consultation purposes.

A public awareness strategy for any review is recommended to ensure there is more public awareness generally.

Draft Recommendations

The following should be included in any draft recommendations.

- Vital statistics including precept, electoral, electoral forecasts (5 years)
- Present area arrangements (boundaries) an electoral arrangements.
- Publication of all representations received, including any explanatory notes required.
- Arguments and justifications for making any recommendations.

Arguments and recommendations should meet compliance with three legal tests;

1. Do recommendations reflect the identifies and interests of the area under review.
2. Do the recommendations provide / support effective convenient local government.
3. Account has been taken on other arrangements for community representation and engagements.

As soon as is practicable, the council must publish its recommendations and inform persons interested in them, per Section 93 (7) LG&PIHA 2007.

Further Consultation

Once draft recommendations are published, the principal council should undertake a further consultation.

It is good practice to ask the original respondents for comment on the specifics. To keep respondents focussed, questionnaires or specific response forms maybe helpful.

The county council should be consulted in two-tier areas.

The principal council will need to demonstrate they have considered the responses and any suggestions for alternative arrangements.

Final Recommendations

The principal council should confirm its revised recommendations and reasoning.

The principal council should confirm and publish it's extend to give effect to those recommendations with its reasons for doing so and inform persons interested in them, per Section 96 (2) LG&PIHA 2007.

Again, the following should be included in any recommendations.

- Vital statistics including precept, electoral, electoral forecasts (5 years)
- Present area arrangements (boundaries) an electoral arrangements.
- Publication of all representations received, including any explanatory notes required.
- Arguments and justifications for making any recommendations.
- Reasoning for rejection of alternatives.

Arguments and recommendations should meet compliance with three legal tests;

4. Do recommendations reflect the identifies and interests of the area under review.
5. Do the recommendations provide / support effective convenient local government.
6. Account has been taken on other arrangements for community representation and engagements.

A period of time for final comments should be allowed.

The principal council must publicise how they have given effect of the review.

Reorganisation Order

Where changes to existing arrangements have been made, a 'reorganisation order' must be issued if applicable. A map must be included with this. Further information on what should be included in such an order can be found in DCLG guidance. A copy of this order must be deposited at the council's principal office for public inspection. Its existence must be publicised (see note above).

The Commencement date of the new arrangements coming into force should be stated.

As soon as is practicable the following must be informed of the order being made:

- Secretary of State for DLUHC
- LGBCE
- ONS
- Director General of the Ordnance Survey
- Any other principal council to which the order area relates to.

The principal council must provide the following to each of the below.

- 2 copies order and maps: Secretary of State for DLUHC.
- 2 copies order and maps: LGBCE.
- Maps: Ordnance Survey, Registrar General, Land Registry, VOA, Boundary Commission for England, Electoral Commission.
- Info only: ONS, principal councils affected

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 Jo Rust E-mail: cllr.jo.rust@west-norfolk.gov.uk		Other Cabinet Members consulted: Cllr Alistair Beales			
		Other Members consulted: Cllr Alexandra Ware Cllr David Sayers			
Lead Officer: Becky Box, Assistant Director Central Services E-mail: becky.box@west-norfolk.gov.uk Direct Dial: 01553 616502		Other Officers consulted: Charlotte Marriott, Corporate Policy Officer			
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

Date of meeting: 10 December 2024

WHITE RIBBON UK ACCREDITATION

Summary

The White Ribbon is the globally recognised symbol for the campaign to end men's violence against women and girls. White Ribbon UK campaigns to prevent violence against women and girls by addressing the root causes of men's violence against women: harmful attitudes, behaviours and systems around rigid gender norms and harmful expressions of masculinity that perpetuate gender inequality and gender-based violence.

In 2023, the Council signed the Norfolk Police and Crime Commissioners 'HEAR pledge', which is based on the White Ribbon campaign and aims to break the silence around domestic abuse and provide help and support in the workplace. White Ribbon accreditation is a commitment made by workplaces to work towards transformational change in their staff culture, systems and communities to make work a safe place for everyone. Obtaining White Ribbon UK accreditation would strengthen the Council's current commitment to ending violence against women and girls.

Recommendation

Cabinet Resolves:

1. To commit the Council to achieving White Ribbon UK accreditation
2. To allocate the budget required to support the achievement and ongoing commitment to accreditation.

Reason for Decision

White Ribbon UK accreditation would build on the Council's existing commitment to preventing

domestic abuse by enabling the Council to:

- Demonstrate commitment to preventing harassment, abuse and violence against women and girls.
- Create safer communities and a safer work environment.
- Meet legislative duties, such as those defined within the Equality Act 2010 and Domestic Abuse Act 2021.
- Support the Government priority to end violence against women and girls (VAWG), as outlined in the [‘Tackling Violence Against Women and Girls Strategy’](#), July 2021.

1 Background

- 1.1 The Montreal massacre was a mass shooting that occurred on December 6, 1989, in Montreal, Canada. Fourteen women were murdered, and another ten women and four men were injured. This was a targeted attack against women, in the name of ‘fighting feminism’. In response to the massacre, the White Ribbon Campaign was started by activists and politicians, in 1991 and is now one of the largest men's anti-violence programs in the world.
- 1.2 White Ribbon is the UK’s leading charity engaging men and boys to end violence against women and girls. The charity’s aim is to prevent violence against women and girls by addressing its root causes. They work with men and boys to change long-established, and harmful, attitudes, systems and behaviours around rigid gender norms and masculinity that perpetuate inequality and violence. The campaign’s work is preventative; they want to stop violence *before* it starts.
- 1.3 The HEAR pledge is a countywide initiative led by the Norfolk Police and Crime Commissioner which aims to raise awareness and educate employers about domestic abuse. The pledge is based on the principles of the White Ribbon campaign. By signing, employers pledge to break the silence around domestic abuse and provide help and support in the workplace. The pledge includes a commitment to support White Ribbon Day (which occurs on 25th November each year). Having worked toward the requirements of the HEAR pledge the Council formally signed in 2023.
- 1.4 There is substantial evidence to support the need to take action to end gender based violence:
 - 70% of women in the UK say they have experienced sexual harassment in public (*APPG for UN Women, 2021*)
 - 3 in 5 women have experienced sexual harassment, bullying or verbal abuse in the workplace (*Trade Unions Congress, 2023*)
 - 15% of women in England have experienced online violence (*Professor Olga Jurasz, The Open University, 2024*)
 - Nearly a quarter of girls in mixed sex schools said they had experiences of unwanted sexual touching in school (*EVAW, 2023*)
 - 1.4 million women experienced domestic abuse in the year ending March 2023 (*ONS, 2023*)
 - 63% of men agree that men in society aren’t doing enough to ensure the safety of women and girls (*YouGov, 2021*)

- Violence against women and girls is estimated to cost the UK economy £28 billion a year.
- 1.5 The impact of gender based violence is also felt in the workplace:
- Around 60% of women who have experienced abuse missed at least 3 days of work a month.
 - 3 in 4 women have experienced harassment during work trips and more than 1/2 of women have changed their work trip plans because of safety concerns.
- 1.6 White Ribbon UK focuses on men’s violence against women because the sad reality is that the majority of violence against women is perpetrated by men. Whether that is a partner, ex-partner, colleague, or stranger. White Ribbon UK recognises that not all men are violent, however, all men can help to end violence against women and girls by challenging harmful attitudes and behaviours.
- 1.7 The harm caused to victims and society by violence against women and girls in all its forms – including but not limited to harassment, stalking, rape, sexual assault, murder, honour-based abuse, coercive control – is immeasurable. While men and boys also suffer from many of these forms of abuse, they disproportionately affect women. **A woman is killed by a man every three days in the UK.** Domestic abuse makes up 18 per cent of all recorded crime in England and Wales. In the year ending March 2022, there were 194,683 sexual offences, of which 70,330 were rape. (source: National Police Chiefs’ Council, Violence Against Women and Girls)
- 1.8 Accreditation
- 1.8.1 White Ribbon Accreditation is a nationally recognised programme to end violence against women and girls in the workplace, providing organisations with a framework to achieve transformational change in their staff culture, systems, and communities.
- 1.8.2 White Ribbon UK will provide an action plan template that sets a framework to build upon existing good practices and identify gaps to develop plans that support organisational transformation.
- 1.8.3 Action Plans are based around four key areas:
- **Strategic Leadership** - Making a firm organisational commitment, embedding gender equal practice into policies and procedures, establishing organisation wide training and development.
 - **Engaging Men and Boys** - Enabling staff, especially men, to act as leaders across an organisation; to challenge and change culture; understand allyship; and promote equality and respect.
 - **Changing Culture** - Embedding and nurturing attitudes to build a culture that is a positive and safe environment for women.
 - **Raising Awareness** - Developing organisational capability to identify what constitutes as violence, and advocate within the organisation, with partners and local communities, to end violence against women and girls in our society.

- 1.8.4 Accreditation is reviewed annually and renewed every three years building on what has already been achieved with a reviewed and developed action plan. Therefore this commitment is not simply a three-year project, but an ongoing commitment to prioritise and improve policies, procedures, and working practices

The accreditation cycle is as follows:

- Year One – apply for accreditation, develop and submit an action plan and complete questionnaire reviewing progress at the end of the year
- Year Two – continuing implementing objectives from the action plan, complete questionnaire reviewing progress at the end of year 2
- Year Three – implement year 3 objectives, reviewing outcomes, renew accreditation, revise and develop action plan for the next 3 years building on learning and success

- 1.8.5 White Ribbon UK accreditation is the next step to building upon the Council's commitment to ending gender based violence and the work already undertaken to support the HEAR Pledge. It would also provide a framework for the development of future work to respond to domestic violence.

2 Options Considered

2.1 Option 1 – No change – continue with commitment to the requirements of the HEAR Pledge and continue to raise awareness internally, continue to promote White Ribbon Day and deliver Domestic Abuse training to identified staff.

2.2 Option 2 - Commit to accreditation – build on existing work and good practice, strengthen our commitment to ending violence against women and girls, build a culture that is positive and safe for women and advocate with local partners and communities to end violence against women in our society.

3 Policy Implications

3.1 Accreditation would have policy implications across the Council. A key strand of accreditation is strategic leadership - making a firm organisational commitment, embedding gender equal practice into policies and procedures.

3.3 Accreditation will further embed current key policies and procedures across the Council, strengthening existing work and building upon good practice to ensure we continue to meet our legislative duties under the Equality Act 2010 and Domestic Abuse Act 2021.

4 Financial Implications

- 4.1 There is a financial cost to becoming White Ribbon accredited, which is calculated based on the net revenue budget of the organisation. Based on the Council's net revenue budget of c.£28m, the cost will be £330 per annum plus VAT. The cost due can be paid in three annual instalments of £330 + VAT per annum for a total of £990 + VAT or if all three years are paid together there is a small saving and the amount payable will be £957 + VAT.
- 4.2 In addition there will be a cost for training and other recourses/materials that may be needed to support accreditation.
- 4.3 It is requested that an initial budget of £3,000 is created for the Corporate Policy team to cover the cost of accreditation for the initial three years and to undertake the initial work required. Thereafter an ongoing budget of £1,000 per annum will be required to maintain accreditation.
- 4.4 It is expected that there will be additional financial costs as we develop and progress our action plan. If these costs cannot be met within existing budgets a further report will be prepared for Cabinet requesting additional funding.

5 Personnel Implications

- 5.1 Work to achieve the accreditation and the associated action plan will be managed by the Corporate Policy team, with input from other key Officers across different service areas.
- 5.2 There may be a requirement for additional capacity within the Corporate Policy team to support this work. In the short term it may be possible to support the work through the provision of a T Level industry placement opportunity.
- 5.3 Currently, the exact amount of work required to achieve accreditation is unknown. Once the action plan has been developed and the extent of the work required is known additional capacity will be sought from within existing resources across the Council.

6 Environmental Considerations

- 6.1 None

7 Statutory Considerations

- 7.1 White Ribbon accreditation would support the Council's duties as defined within The Equality Act 2010 which seeks to protect the rights of individuals and advance equality of opportunity for all. It would also support the Public Sector Equality Duty, which places a requirement on all authorities to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between people who share a protected characteristic.
- 7.2 Accreditation would also support the Council's responsibilities as defined with the

Domestic Abuse Act 2021.

- 7.3 As an employer, the Council also have duties under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1992 to ensure, as far as reasonably practical, the safety and welfare of our employees.

8 Equality Impact Assessment (EIA)

- 8.1 Pre-screening form attached.

9 Risk Management Implications

- 9.1 None identified at this stage. A project risk assessment will be undertaken, if it is agreed we will work towards accreditation.

10 Declarations of Interest / Dispensations Granted

- 10.1 None

11 Background Papers

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

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	White Ribbon Accreditation				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New	<input checked="" type="checkbox"/>	Existing	<input type="checkbox"/>	
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.	White Ribbon Accreditation is a nationally recognised programme to end violence against women and girls in the workplace, providing organisations with a framework to achieve transformational change in their staff culture, systems, and communities.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	Motion to full council October 2024 Cllr Jo Rust, Cllr Alistair Beales, Cllr David Sayers and Cllr Alexandra Ware				
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>		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"/>	
Other (eg low income, caring responsibilities)	<input checked="" type="checkbox"/>				

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?	No	
3. Could this policy/service be perceived as impacting on communities differently?	No	
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	White Ribbon accreditation will ensure the embedding of gender equal practice into policies and procedures across the council.
5. 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:
<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 this is specifically aimed at tackling violence against women and girls and will further support the embedding of gender equal practice into policies and procedures, it is felt that a full EIA is not required.</p> <p>Decision agreed by EWG member:<i>C. Marriott</i>.....</p>		
Assessment completed by:	Becky Box	
Name		
Job title	Assistant Director Central Services	
Date completed	22/10/24	
Reviewed by EWG member	<i>C. Marriott</i>	Date 23/10/24

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

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Operational	Be entirely within Cabinet's powers to decide		NO	
		Need to be recommendations to Council		YES	
		Is it a Key Decision		NO	
Lead Member: Cllr C Morley E-mail: <i>cllr.chris.morley@west-norfolk.gov.uk</i>		Other Cabinet Members consulted:			
		Other Members consulted: Cllr A Ryves, Chair of Audit Cttee, Audit Committee			
Lead Officer: Jamie Hay E-mail: <i>jamie.hay@west-norfolk.gov.uk</i> Direct Dial: 01553 616701		Other Officers consulted: Alexa Baker, Assistant Director for Legal, Governance & Licensing (Monitoring Officer) Michelle Drewery, Assistant Director, Resources (S151 Officer)			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment NO	Risk Management Implications NO	Environmental Considerations NO

Date of meeting: 10 December 2024

AUDIT COMMITTEE TERMS OF REFERENCE

<p>Summary</p> <p>The Audit Committee was established in 2006, with Terms of Reference (ToR) drawn up in line with the guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA).</p> <p>The ToR should be reviewed every three years by the Committee and any updates presented to Cabinet for approval and Council for approval and incorporation into the constitution.</p> <p>Officers have reviewed the ToR and produced a draft updated version of the ToR, taking account of:</p> <ul style="list-style-type: none"> • CIPFA position statement 2022: Audit Committees in Local Authorities and Police • This ToR has been presented to Audit Committee 3rd October 2024 and includes suggested amendments resulting from Audit Committee review and recommendation by Audit Committee of approval. <p>Recommendation</p> <p><u>Recommendations to Full Council:</u></p> <p>Approve the updated ToR, either as provided herewith or with further amendments, and recommend to Full Council that the revised ToR for the Audit Committee be adopted.</p>

These terms of reference will replace the current Terms of Reference in Part 3 of the Constitution and SO29 will be amended to include reference to up to 2 Independent co-opted Members.

Reason for Decision

To enable the Audit Committee to continue to fulfil its role as required by Accounts and Audit Regulations 2015 and in accordance with the latest guidelines provided by CIPFA.

1 Background

The Audit Committee Self-Assessment Review report (presented to Audit Committee 24th June 2024) highlighted improvements required to the Audit Committee ToR to meet the requirements of the Accounts and Audit Regulations 2015. Additionally, upon reviewing the latest guidance from CIPFA (CIPFA position statement 2022: Audit Committees in Local Authorities and Police) the following amendments have been suggested:

- Greater clarity of the membership of the Audit Committee
- Wording added to allow for the appointment of an Independent Co-opted Member to the Audit Committee.
- The Committee’s responsibility for receiving assurances on the Wholly owned companies and significant partnerships/collaborations.
- The term “Chairman” revised to “Chair / Chairperson”.
- Greater clarity on the role and responsibility of the Audit Committee and the “exclusions within the wider functions of the Executive”.
- A commitment to reviewing the ToR every three years by the Committee and if changes are agreed recommending these are approved by Council.

As outlined within the above updated guidance from CIPFA, it is anticipated that it will be a requirement for Audit Committees to appoint non-voting lay persons. Audit Committee previously resolved in principle on 20th February 2023 to the appointment of an Independent Person to the Audit Committee.

2 Options Considered

In light of the status of the CIPFA Guidance and the reasons for the recommendations in the [date] effectiveness report, no other options have been considered other than to make the proposed changes to the ToR.

3 Policy Implications

None. For completeness, if the updated ToR are approved, consequential changes will be made to Part 3 of the Constitution and Standing Order 29.

4 Financial Implications

None

5 Personnel Implications

None.

6 Environmental Considerations

None.

7 Statutory Considerations

Consideration to any relevant amendments to be made within the constitution (resulting from the introduction of co-opted independent members being introduced onto the Audit Committee)

8 Equality Impact Assessment (EIA)

Attached – No implications

9 Risk Management Implications

Maintaining the Terms of Reference up to date with latest regulation and guidance will improve the Council's Risk Management.

10 Declarations of Interest / Dispensations Granted

None.

11 Background Papers

- Audit Committee Self-Assessment Review Report
- Draft updated ToR
- CIPFA Position Statement 2022 Audit Committees in Local Authorities and Police.



Stage 1 - Pre-Screening Equality Impact Assessment

Name of policy/service/function	Audit Committee Terms of Reference				
Is this a new or existing policy/ service/function? <i>(tick as appropriate)</i>	New		Existing	X	
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 Audit Committee to continue to fulfil its role as required by Accounts and Audit Regulations 2015 and in accordance with the guidelines provided by CIPFA.				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>	Alexa Baker, Assistant Director for Legal, Governance & Licensing (Monitoring Officer) Michelle Drewery, Assistant Director, Resources (S151 Officer) Audit Committee				
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>		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Sex			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
	Other (eg low income, caring responsibilities)			X	

Terms of Reference for the Audit Committee of the Borough Council of King's Lynn & West Norfolk

Introduction

The Audit Committee of the Borough Council of King's Lynn & West Norfolk was established in 2006 to support the authority's governance, risk management, and internal control framework, ensuring the effective and efficient use of resources. The committee is independent of both the executive and scrutiny functions and operates in accordance with the principles and recommendations of the CIPFA Audit Committees Position Statement 2022.

Purpose

The primary purpose of the Audit Committee is to provide independent assurance and high-level focus on the adequacy of governance, risk, and control arrangements. Its role in ensuring there is sufficient assurance over governance, risk, and control, gives greater confidence to all those charged with governance that those arrangements are effective across the Council and its Wholly Owned Companies.

The Committee has oversight of both internal and external audit, together with the financial and governance reports, helping to ensure there are adequate arrangements in place for both internal challenge and public accountability.

Membership

- ✓ The Audit Committee shall consist of 9 members and no councillor shall be appointed who is a member of the Cabinet, or a Deputy Cabinet Member.
- ✓ Members should be appointed to ensure independence and objectivity.
- ✓ The Chair of the Audit Committee shall be appointed by Full Council and the Audit Committee shall appoint its own Vice Chair.
- ✓ The Chair will be strong, and independently minded, displaying a depth of knowledge, skills, and interests. The key personal skills needed to be effective are:
 - Promoting apolitical discussion.
 - Managing meetings to cover all business and encouraging a candid approach from all participants.
 - Maintaining the focus of the committee on matters of greatest priority.
- ✓ At least one member should have recent and relevant financial experience.
- ✓ At least one member should be an independent co-opted member (in a non-voting capacity) where an appropriate appointment has been made. However, the Audit Committee may still operate and conduct meetings in the absence of an independent co-opted member.
- ✓ A self-assessment review of the Audit Committee's effectiveness shall be conducted on an annual basis, to help ensure the appropriate membership of the Committee and to inform on relevant training needs necessary to fulfil the role of the Audit Committee effectively.
- ✓ All members will show a willingness to operate in an apolitical manner.

- ✓ Members of the Committee shall:
 - Show unbiased attitudes treating auditors, the executive and management fairly.
 - Have the ability to challenge the executive and senior managers when required, and.
 - Show knowledge, expertise, and interest in the work of the committee.

Meetings

- ✓ The committee shall meet at least four times a year.
- ✓ Additional meetings may be convened by the Chairperson as deemed necessary where workloads require it.
- ✓ A quorum for meetings shall be 5 members.
- ✓ Meetings shall be attended by the Head of Internal Audit, the Chief Financial Officer, or their relevant deputies, and representatives from External Audit as required.
- ✓ Other attendees may include the Monitoring Officer and the committee have the right to call on any other officers or agencies of the council (or Wholly Owned Companies) as required.
- ✓ There should be opportunity for the Audit Committee to meet privately and separately with the Head of Internal Audit and the External Auditor, independent of the presence of those officers with whom the auditor must retain a working relationship. If the Committee decides that a meeting is required, suitable arrangements will be made by the Chairperson.
- ✓ Portfolio holders and other Cabinet members will be invited to attend meetings in a non-voting capacity.

Core Functions and Responsibilities

1. Governance, Risk, and Control

- ✓ Review the Council's governance arrangements against the good governance framework, including the ethical framework, and consider the Code of Corporate Governance.
- ✓ Review and approve the Annual Governance Statement (AGS), and specifically consider whether it properly reflects the risk environment and supporting assurances, including the Head of Internal Audit's annual opinion, and fairly concludes that governance arrangements are fit for purpose.
- ✓ Review the Council's Financial Regulations and Contract Standing Orders and recommend any proposals for changes to Cabinet/Full Council.
- ✓ Monitor the effective development and operation of risk management in the Council (notably through monitoring progress identified on risks included in the corporate risk register).
- ✓ Consider the effectiveness of the Council's risk management arrangements.
- ✓ Consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- ✓ Report and/or recommend matters for the attention of Council through the Cabinet on issues that require further review or action.

- ✓ Request further review on matters that arise from internal and external audits, where concerns exist, and further information or assurance is required.
- ✓ Ensure that there are effective relationships between external and internal audit, inspection agencies and other relevant bodies, and that the value of the audit process is actively promoted.

2. Internal Audit

- ✓ Approve the Internal Audit Charter.
- ✓ Consider the Head of Internal Audit's annual report covering conformance with the Internal Audit Standards, the annual opinion of the adequacy and effectiveness of governance, risk management and internal control at the Council and Internal Audit's performance.
- ✓ Review and approve the risk-based internal audit plan, including internal audit's resource requirements, the approach to using other sources of assurance and any work required to place reliance upon those other sources.
- ✓ Approve significant interim changes to the risk-based internal audit plan and resource requirements.
- ✓ Make appropriate enquiries of both management and the Head of Internal Audit to determine if there are any inappropriate scope or resource limitations.
- ✓ Consider any impairments to the independence or objectivity of the Head of Internal Audit arising from additional roles or responsibilities outside of internal auditing and to approve and periodically review safeguards to limit such impairments.
- ✓ Consider progress reports on the work of Internal Audit, including key findings, issues of concern and actions in hand as a result of internal audit work, and the implementation of agreed recommendations.
- ✓ Monitor the implementation of agreed recommendations and seek further assurance from Officers as necessary where these remain outstanding.
- ✓ Contribute to the Quality Assurance and Improvement Plan (QAIP) and in particular to the external quality assessment of internal audit that takes place at least once every five years.
- ✓ Ensure internal audit has unrestricted access to all activities, records, property, and personnel necessary for the performance of its duties, including the Audit Chairperson.

3. External Audit

- ✓ Consider whether to opt in or out of the national scheme run by the Public Sector Audit Appointments Limited (PSAA) and if opt out, oversee the external audit process, including the appointment, reappointment, and removal of external auditors.
- ✓ Support the independence of External Audit through consideration of the External Auditor's annual assessment of its independence and review of any issues raised by PSAA or the Council's auditor panel as appropriate.
- ✓ Consider the External Auditor's annual audit plan, and annual report for the Financial Statements, and report on value for money arrangements at the Council.
- ✓ Comment on the scope and depth of external audit work as necessary and to ensure it gives value for money.

- ✓ Consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
 - ✓ Consider additional commissions of work from External Audit as necessary.
 - ✓ Monitor the implementation of External Audit recommendations.
 - ✓ Ensure effective coordination and relationship between internal and external audit.
 - ✓ Provide free and unfettered access to the Audit Committee Chairperson for the auditors, including the opportunity for a private meeting with the Committee.
4. Wholly owned Companies and Significant Partnerships/Collaborations
- ✓ Review the governance and assurance arrangements for significant partnerships or collaborations in which the authority is a direct participant or holds a controlling interest. This excludes any organisations that fall outside of the Council's jurisdiction, ownership, or formal collaboration agreements.
 - ✓ Receive assurance that there is a sound system of control, and risk management in place by means of an annual report from the Shareholder Committee for the wholly owned companies.
5. Arrangements for audit and assurances
- ✓ Receive reports by any other inspectorates where relevant which refer to the adequacy of the risk management framework, the internal control environment, and the integrity of financial reporting.
 - ✓ Consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the Council.
 - ✓ Recommend to Cabinet for the Instigation and/or investigation or review on matters that arise from internal and external audits, where further information is required.
 - ✓ Make recommendations to the Policy Review and Development Panels for the review of matters where the Audit Committee have outstanding issues or concerns over assurance.
 - ✓ May question Chief Officers and Cabinet Members around progress and performance against audit recommendations.
6. Financial Reporting
- ✓ Review and approve the annual financial statements (including statutory statements and legislative disclosures), and specifically, consider whether appropriate accounting policies have been followed and whether there are concerns arising from the Financial Statements or from the audit that need to be brought to the attention of the Council.
 - ✓ Consider the External Auditor's annual report, and report to those charged with governance any issues arising from the audit of the accounts as necessary.
 - ✓ Consider the External Auditor's report of Value for Money Arrangements for the Council.
 - ✓ Monitor the arrangements and preparations for financial reporting to ensure that statutory requirements and professional standards can be met.
7. Counter Fraud and Corruption

- ✓ Review and monitor the Council's policies and procedures for preventing and detecting fraud and corruption.
- ✓ Review the assessment of fraud risks and potential harm to the Council from fraud and corruption.
- ✓ Review the Whistleblowing Policy and ensure that effective arrangements are in place for whistleblowing.

Exclusions within the Wider Functions of the Executive

The Audit Committee shall not assume any executive responsibilities and shall not:

- × Make or implement decisions on behalf of the Council (except in respect of the approval of the Annual Financial Statement of Accounts and the Annual Governance Statement)
- × Directly manage or approve budgets other than those related to the internal audit function.
- × Oversee operational activities or performance of specific service delivery areas, which remain the responsibility of the Cabinet, boards, or panels.
- × Involve itself in any operational issues or complaints handling.
- × Determine the authority's strategic objectives or policy framework, which is the remit of the Cabinet.

Reporting

- ✓ The Audit Committee shall report regularly to the Cabinet/Full Council., providing an annual report on the adequacy of the authority's governance, risk management, and internal control frameworks, financial reporting, and internal and external audit functions.
- ✓ Report to full Cabinet/Full Council annually on the Committee's performance in relation to the terms of reference and the effectiveness of the committee in meeting its purpose.
- ✓ Publish an annual report on the work of the committee, including a conclusion on the compliance with the CIPFA Position Statement 2022.

Review of Terms of Reference

These Terms of Reference shall be reviewed every 3 years by the Audit Committee and approved by Full Council to ensure they remain relevant and effective.

Approved by [full Council/Cabinet] on [date]

Signed: [Chairperson of the Audit Committee]

Date: [date]

CIPFA's Position Statement: Audit Committees in Local Authorities and Police 2022

Scope

This position statement includes all principal local authorities in the UK, corporate joint committees in Wales, the audit committees for PCCs and chief constables in England and Wales, PCCFRAs and the audit committees of fire and rescue authorities in England and Wales.

The statement sets out the purpose, model, core functions and membership of the audit committee. Where specific legislation exists (the Local Government & Elections (Wales) Act 2021 and the Cities and Local Government Devolution Act 2016), it should supplement the requirements of that legislation.

Status of the position statement

The statement represents CIPFA's view on the audit committee practice and principles that local government bodies in the UK should adopt. It has been prepared in consultation with sector representatives.

CIPFA expects that all local government bodies should make their best efforts to adopt the principles, aiming for effective audit committee arrangements. This will enable those bodies to meet their statutory responsibilities for governance and internal control arrangements, financial management, financial reporting and internal audit.

The 2022 edition of the position statement replaces the 2018 edition.

The Department for Levelling Up, Housing and Communities and the Home Office support this guidance.

CIPFA's Position Statement 2022: Audit committees in local authorities and police

Purpose of the audit committee

Audit committees are a key component of an authority's governance framework. Their purpose is to provide an independent and high-level focus on the adequacy of governance, risk and control arrangements. The committee's role in ensuring that there is sufficient assurance over governance risk and control gives greater confidence to all those charged with governance that those arrangements are effective.

In a local authority the full council is the body charged with governance. The audit committee may be delegated some governance responsibilities but will be accountable to full council. In policing, the police and crime commissioner (PCC) and chief constable are both corporations sole, and thus are the individuals charged with governance.

The committee has oversight of both internal and external audit together with the financial and governance reports, helping to ensure that there are adequate arrangements in place for both internal challenge and public accountability.

Independent and effective model

The audit committee should be established so that it is independent of executive decision making and able to provide objective oversight. It is an advisory committee that has sufficient importance in the authority so that its recommendations and opinions carry weight and have influence with the leadership team and those charged with governance.

The committee should:

- be directly accountable to the authority's governing body or the PCC and chief constable
- in local authorities, be independent of both the executive and the scrutiny functions
- in police bodies, be independent of the executive or operational responsibilities of the PCC or chief constable
- have rights of access to and constructive engagement with other committees/functions, for example scrutiny and service committees, corporate risk management boards and other strategic groups
- have rights to request reports and seek assurances from relevant officers
- be of an appropriate size to operate as a cadre of experienced, trained committee members. Large committees should be avoided.

The audit committees of the PCC and chief constable should follow the requirements set out in the Home Office Financial Management Code of Practice and be made up of co-opted independent members.

The audit committees of local authorities should include co-opted independent members in accordance with the appropriate legislation.

Where there is no legislative direction to include co-opted independent members, CIPFA recommends that each authority audit committee should include at least two co-opted independent members to provide appropriate technical expertise.

Core functions

The core functions of the audit committee are to provide oversight of a range of core governance and accountability arrangements, responses to the recommendations of assurance providers and helping to ensure robust arrangements are maintained.

The specific responsibilities include:

Maintenance of governance, risk and control arrangements

- Support a comprehensive understanding of governance across the organisation and among all those charged with governance, fulfilling the principles of good governance.
- Consider the effectiveness of the authority's risk management arrangements. It should understand the risk profile of the organisation and seek assurances that active arrangements are in place on risk-related issues, for both the body and its collaborative arrangements.
- Monitor the effectiveness of the system of internal control, including arrangements for financial management, ensuring value for money, supporting standards and ethics and managing the authority's exposure to the risks of fraud and corruption.

Financial and governance reporting

- Be satisfied that the authority's accountability statements, including the annual governance statement, properly reflect the risk environment, and any actions required to improve it, and demonstrate how governance supports the achievement of the authority's objectives.
- Support the maintenance of effective arrangements for financial reporting and review the statutory statements of account and any reports that accompany them.

Establishing appropriate and effective arrangements for audit and assurance

- Consider the arrangements in place to secure adequate assurance across the body's full range of operations and collaborations with other entities.
- In relation to the authority's internal audit functions:
 - oversee its independence, objectivity, performance and conformance to professional standards
 - support effective arrangements for internal audit
 - promote the effective use of internal audit within the assurance framework.

- Consider the opinion, reports and recommendations of external audit and inspection agencies and their implications for governance, risk management or control, and monitor management action in response to the issues raised by external audit.
- Contribute to the operation of efficient and effective external audit arrangements, supporting the independence of auditors and promoting audit quality.
- Support effective relationships between all providers of assurance, audits and inspections, and the organisation, encouraging openness to challenge, review and accountability.

Audit committee membership

To provide the level of expertise and understanding required of the committee, and to have an appropriate level of influence within the authority, the members of the committee will need to be of high calibre. When selecting elected representatives to be on the committee or when co-opting independent members, aptitude should be considered alongside relevant knowledge, skills and experience.

Characteristics of audit committee membership:

- A membership that is trained to fulfil their role so that members are objective, have an inquiring and independent approach, and are knowledgeable.
- A membership that promotes good governance principles, identifying ways that better governance arrangement can help achieve the organisation's objectives.
- A strong, independently minded chair, displaying a depth of knowledge, skills, and interest. There are many personal skills needed to be an effective chair, but key to these are:
 - promoting apolitical open discussion
 - managing meetings to cover all business and encouraging a candid approach from all participants
 - maintaining the focus of the committee on matters of greatest priority.
- Willingness to operate in an apolitical manner.
- Unbiased attitudes – treating auditors, the executive and management fairly.
- The ability to challenge the executive and senior managers when required.
- Knowledge, expertise and interest in the work of the committee.

While expertise in the areas within the remit of the committee is very helpful, the attitude of committee members and willingness to have appropriate training are of equal importance.

The appointment of co-opted independent members on the committee should consider the overall knowledge and expertise of the existing members.

Engagement and outputs

The audit committee should be established and supported to enable it to address the full range of responsibilities within its terms of reference and to generate planned outputs.

To discharge its responsibilities effectively, the committee should:

- meet regularly, at least four times a year, and have a clear policy on those items to be considered in private and those to be considered in public
- be able to meet privately and separately with the external auditor and with the head of internal audit
- include, as regular attendees, the chief finance officer(s), the chief executive, the head of internal audit and the appointed external auditor; other attendees may include the monitoring officer and the head of resources (where such a post exists). These officers should also be able to access the committee members, or the chair, as required
- have the right to call on any other officers or agencies of the authority as required; police audit committees should recognise the independence of the chief constable in relation to operational policing matters
- support transparency, reporting regularly on its work to those charged with governance
- report annually on how the committee has complied with the position statement, discharged its responsibilities, and include an assessment of its performance. The report should be available to the public.

Impact

As a non-executive body, the influence of the audit committee depends not only on the effective performance of its role, but also on its engagement with the leadership team and those charged with governance.

The committee should evaluate its impact and identify areas for improvement.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	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: All Cabinet members			
Lead Officer: Debbie Ess, Corporate Performance Officer E-mail: debbie.ess@west-norfolk.gov.uk Direct Dial: 01553 616282		Other Members consulted: Corporate Performance Panel			
Other Officers consulted: Senior Leadership Team					
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	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: 10 December 2024

Q2 2024-2025 Performance Management Report

<p>Summary</p> <p>The Performance Management report is produced to update Cabinet on progress against the Council's Corporate Strategy and key performance indicators. This report contains information on progress made against key actions and indicators up to 30 September 2024.</p> <p>The number of actions to be monitored in Q2 has reduced to 58 as a result of 8 actions being completed in Q1. Comparing the overall performance with the previous reported quarter, 27 of the actions are on target (↓9%), and 11 actions are reporting minor issues/delays (↑9%). A further 8 actions have been completed in Q2 and 12 actions are reported as information only.</p> <p>Of the 64 performance indicators for Q2, 37 have met or exceeded targets (↓1%), 7 indicators have not met target by more than 5% (↓3%) and 5 indicators did not meet the target by less than 5% (↑4%). Monitor only indicators remains at 13 and the number of indicators to be introduced when new data processes have been established has reduced to 2.</p> <p>Recommendation</p> <p>That Cabinet reviews the Performance Management Report and comments on the delivery against the Corporate Strategy.</p> <p>Reason for Decision</p> <p>Cabinet should use the information within the management report to review progress on the agreed actions and indicators and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule members can seek additional information to explain variances.</p>
--

1. Background

- 1.1 The Council's 2023-2027 Corporate Strategy was approved by Council on 23 November 2023, it sets out the broad framework for the period of the administrative term 2023-2027.
- 1.2 The priority areas are:
 - Promote growth and prosperity to benefit West Norfolk
 - Protect our environment
 - Efficient and effective delivery of our services
 - Support our communities
- 1.3 These priorities are further defined in 37 objectives and 58 actions that are reflected in directorate plans, service plans and individual targets set during staff appraisals. These actions define what the council will do to achieve the high-level aspirations set out within the corporate strategy.

2. Management Report

- 2.1 The management report focuses on each of the corporate priorities individually, providing management team and members with an overview on the current status of projects and performance levels achieved by key indicators. A selection of people performance measures has been included to provide an overview of key employee data and features within the 'our organisation' section of the report. Additional indicators have been included as requested by the Corporate Performance Panel in relation to temporary employees.
- 2.2 Assistant Directors are responsible for providing the latest update on progress as well as rating each of the projects they are responsible for up to 30 September 2024. An overall summary of the actions and indicators is provided at the beginning of the report to highlight the current position for each of the priorities in place to support the delivery of the corporate strategy.
- 2.3 The Q2 2024-2025 overall position of the Corporate Strategy is reporting 71% of the current projects are on track and progressing well, 29% have minor issues or delays and 8 projects have been completed within the target date. Trend arrows indicate the performance trend on the previous reported quarter.
- 2.4 Q2 position of the Corporate Strategy for each of the corporate priorities:
 - 2.4.1 **Promoting growth and prosperity to benefit West Norfolk: 7% improvement against target**

The following 3 projects have an amber status, indicating minor issues/ delays:

 - Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025
 - Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan
 - Review options in relation to the Hunstanton Masterplan and key council assets
 - 2.4.2 **Support our communities: -3% reduced improvement against target**

The following project has an amber status, indicating minor issues/ delays:

 - Refresh our financial assistance programme with review of existing and new SLAs and associated funding

2.4.3 **Efficient and effective delivery of our services: -13% reduced improvement against target**

The following 3 projects have an amber status, indicating minor issues/ delays:

- Review and determine impact of government changes to Internal Drainage Board funding
- Agree arrangements for approved 100% premium on second homes for implementation from 1 April 2025
- Develop a Digital Strategy

2.4.4 **Protect our Environment: -19% reduced improvement against target**

The following 4 projects have an amber status, indicating minor issues/ delays:

- Continue work on Tree Strategy, management system and associated actions
- Develop and deploy a climate change assessment tool for council policies and projects
- Create a community orchard at South Lynn
- Establish EV charging points at Austin St East car park

2.5 Q2 position of the key performance indicators for each of the corporate priorities:

2.5.1 **Efficient and effective delivery of our services: 6% improvement against target**

The following 5 performance indicators did not meet the target by more (>) or less (<) than 5%:

- >5% Reduce revenue expenditure by 5%
- <5% Percentage of calls answered within 90 seconds
- <5% Percentage of meeting minutes produced within 3 working days of meeting
- <5% Percentage of supplier invoices paid within 30 days
- <5% Percentage of local supplier invoices paid within 10 days

2.5.2 **Protect our Environment: No change**

The following 2 performance indicators did not meet the target by more (>) or less (<) than 5%:

- >5% Total tonnage of food waste collected and treated
- >5% Total tonnage of mixed recycling collected and treated

2.5.3 **Promoting growth and prosperity to benefit West Norfolk: -6% reduced improvement against target**

The following 3 performance indicators did not meet the target by more (>) or less (<) than 5%:

- >5% Percentage of new enforcement cases actioned within 12 weeks of receipt
- >5% Number of new homes delivered in the Borough to meet the housing need target
- <5% Percentage of non-major planning applications provided with an extension of time

2.5.4 **Support our communities: -13% reduced improvement against target**

The following 2 performance indicators did not meet the target by more (>) or less (<) than 5%:

- >5% Number of days to process housing benefit and council tax support changes of circumstances
- >5% Percentage of housing adaptations completed within time

3 Options Considered

3.1 None.

4 Policy Implications

4.1 The Corporate Strategy sets the council's policy framework and as such is the council's primary policy document. All other documents and plans will need to take account of this policy framework when they are being prepared or refreshed.

5 Financial Implications

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

6 Personnel Implications

6.1 None.

7 Environmental Considerations

7.1 The corporate strategy includes a specific priority focused on protecting our environment including tackling climate change. This will be progressed through the delivery of the council's climate change strategy and action plan and through related plans such as the emerging Local Plan.

8 Statutory Considerations

8.1 None.

9 Equality Impact Assessment (EqIA)

9.1 This report is reporting on the performance of projects/workstreams across the council, and as such there are no direct equality considerations related to this report however, each project/workstream that is being reported on will have had an EqIA completed.

10 Risk Management Implications

10.1 Progress with corporate strategy actions provides an input for risk management and may identify emerging risks and evidence improvement/ deterioration in risk scores and the delivery of mitigation measures. This will need to be factored into updates of the corporate, directorate and project risk registers.

11 Declarations of Interest / Dispensations Granted

11.1 None.

12 Background Papers

12.1 None.



Borough Council of King's Lynn & West Norfolk

Q2 2024-25 Performance Management Report

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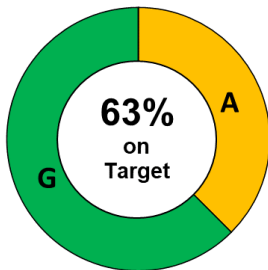
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Delivering our Corporate Strategy	
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Introduction and Executive Summary

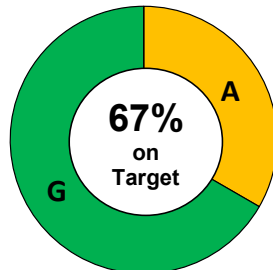
The purpose of the report is to demonstrate the performance of the Council for Q2 2024-25 against the Council's Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the 2023-2027 Corporate Strategy and 2024-25 Annual Plan.

This report does not contain details of the numerous activities ongoing in each service area that also contribute to delivering important services which make a difference to the residents of West Norfolk.

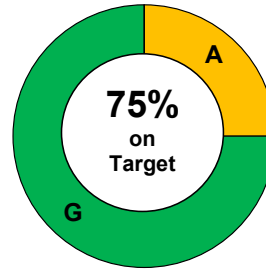
Executive summary of the Corporate Strategy - current position for Q2 2024-2025



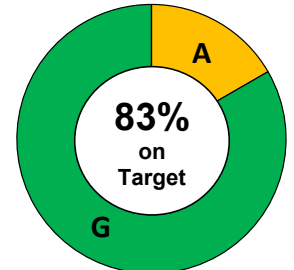
Promoting growth and prosperity to benefit West Norfolk



Protect our environment



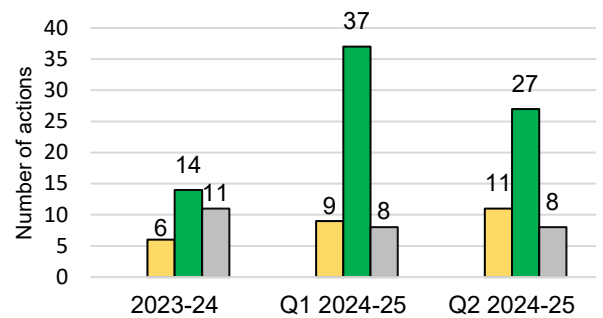
Efficient and effective delivery of our services



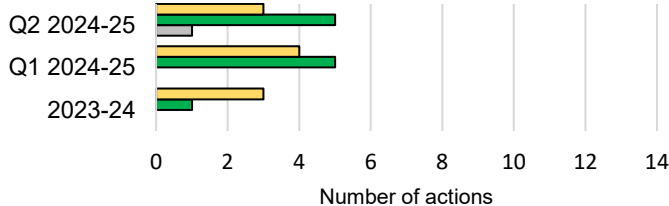
Support our communities

Corporate Priorities	Status of projects and actions				Completed
	R	A	G	B	
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	3 (37%)	5 (63%)	0 (0%)	1
Protect our environment	0 (0%)	4 (33%)	8 (67%)	0 (0%)	2
Efficient and effective delivery of our services	0 (0%)	3 (25%)	9 (75%)	0 (0%)	4
Support our communities	0 (0%)	1 (17%)	5 (83%)	0 (0%)	1
Overall position	0 (0%)	11 (29%)	27 (71%)	0 (0%)	8

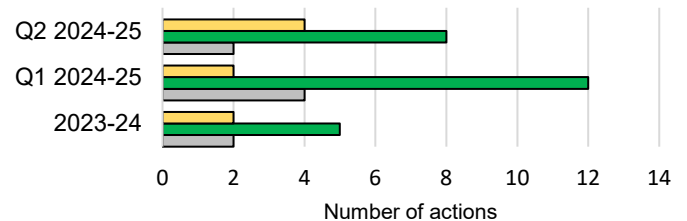
Corporate Strategy monitoring Q2 2024-2025



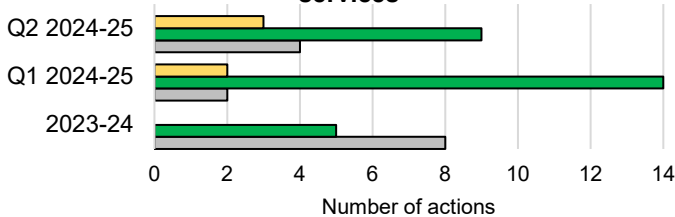
Promoting growth and prosperity to benefit West Norfolk



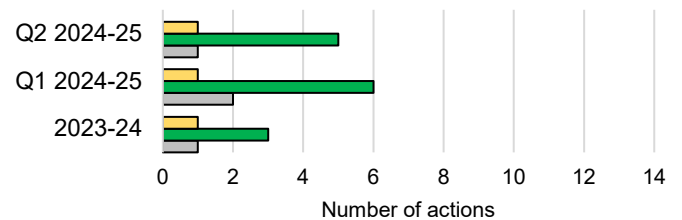
Protect our environment



Efficient and effective delivery of our services

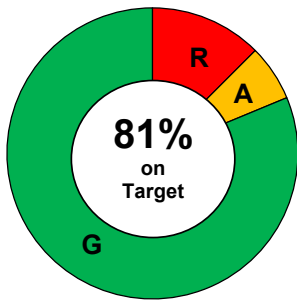


Support our communities

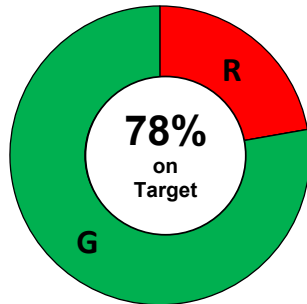


R Major issues to resolve **A** Minor issues/delays **G** Project on target **B** Project aborted/closed **Completed** Project completed

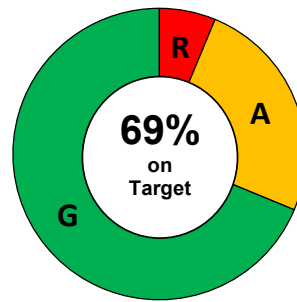
Executive summary of the Key Performance Indicators - current position for Q2 2024-2025



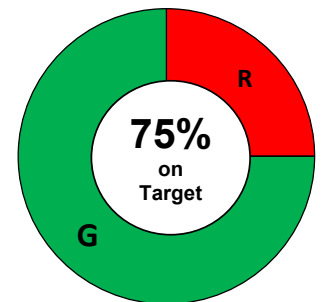
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

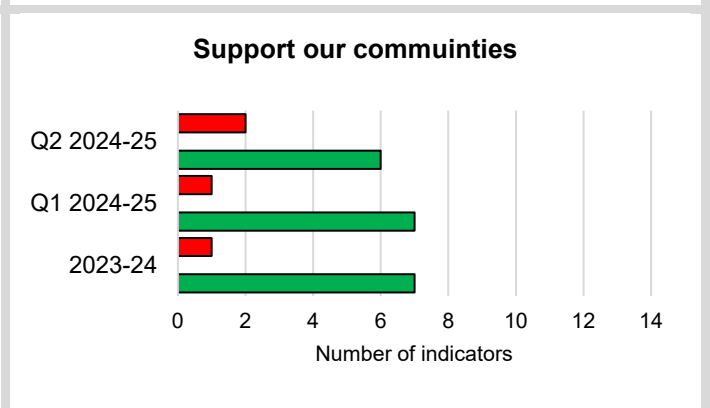
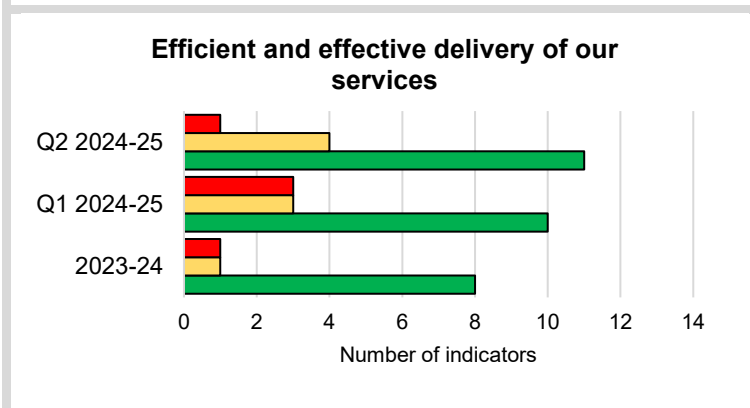
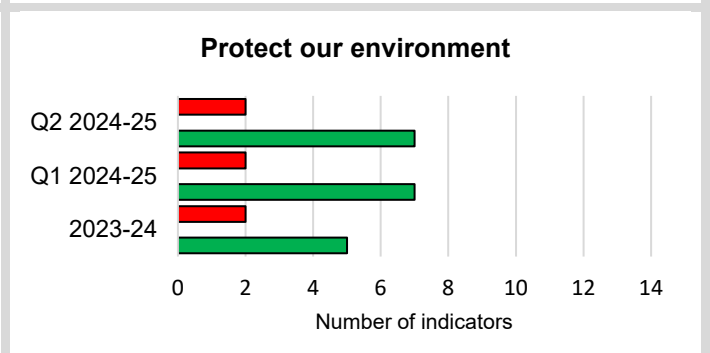
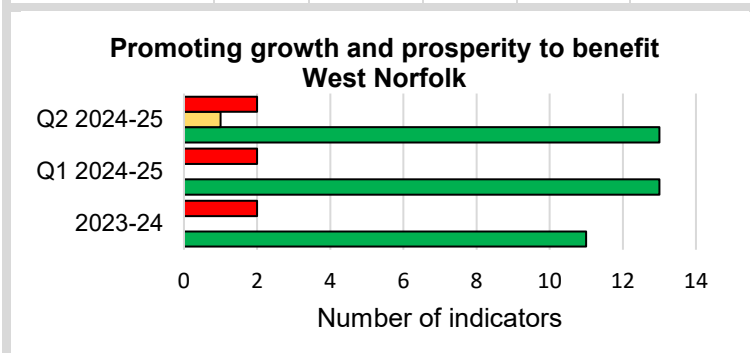
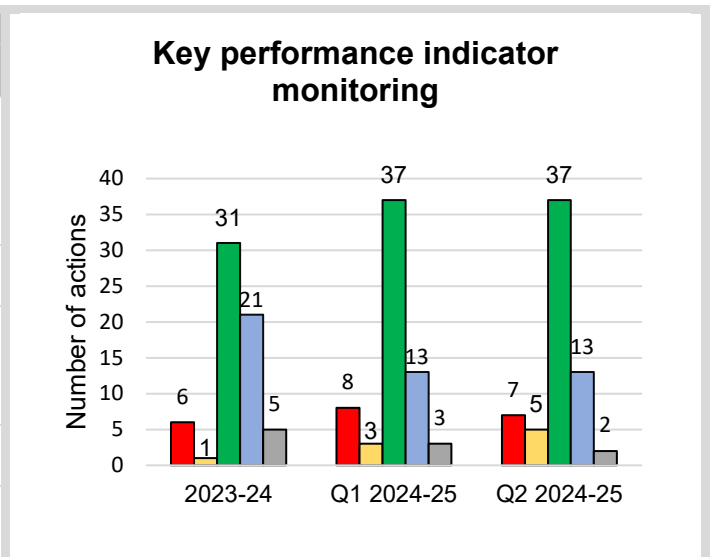


Efficient and effective delivery of our services



Support our communities

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	2 (13%)	1 (6%)	13 (81%)	3	0
Protect our environment	2 (22%)	0 (0%)	7 (78%)	3	1
Efficient and effective delivery of our services	1 (6%)	4 (25%)	11 (69%)	0	0
Support our communities	2 (25%)	0 (0%)	6 (75%)	7	1
Overall position	7 (14%)	5 (10%)	37 (76%)	13	2



R Performance indicator is 5% or more below target
 A Performance indicator is up to 5% below target
 G Performance indicator has achieved target
 M Monitor only

Delivering our Corporate Strategy

Promoting 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.

Actions carried out by the council

R Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **Completed**

Project description and comments	Target Date	
<p>Agree and deliver financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough</p> <p>Documentation and governance continuing to be put in place to support delivery when the interest rate conditions are right.</p> <p>Q3 actions: Awaiting interest rate levels to reduce.</p>	Mar 2025	G ↔
<p>Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025</p> <p>The strategy is behind schedule due to capacity issues and other pressing deadlines.</p> <p>Q3 actions: Officers to feedback on draft documents. SLT and Cabinet to consider revised drafts in Q3.</p>	Mar 2025	A ↔
<p>Commence works in relation to Downham Market toilets</p> <p>Works commenced on site as planned with old toilets stripped out. Project currently on target and Officers continuing to liaise with the Town Council.</p> <p>Q3 actions: Project due to be completed in the new year.</p>	Jan 2025	G ↑ A
<p>Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan</p> <p>Progressing to timescale. The resource managing this project will be leaving the Authority, this is being managed to ensure there will be no delay to this work. Project moved to Amber until resource position is resolved.</p> <p>Q3 actions: Phase 1 - tender specification to be developed to go out for tender in Q3. Agree finance. Phase 2: 2025-26, Phase 3 TBC</p>	Mar 2026	G ↓ A
<p>Develop and commence implementation of an investment strategy for property assets owned by the council for income generation</p> <p>Asset Management and Investment Strategy being drafted as per Q2 Actions.</p> <p>Q3 actions: Draft to be developed in Q3 as part of the Asset Management Strategy.</p>	Mar 2025	G ↔
<p>Create a Cultural and Heritage Strategy for the Borough</p> <p>Cultural and Heritage draft strategy completed.</p> <p>Q3 actions: Final version is expected in December 2024</p>	Dec 2024	G ↔
<p>Review and develop existing events programme across the Borough</p> <p>This work is ongoing and helps to formulate the plan for following years, along with the availability of suitable budget.</p> <p>Q3 actions: Ongoing preparation for the 2025 events programme.</p>	Ongoing	G ↔

Project description and comments	Target Date	
<p>Review options in relation to the Hunstanton Masterplan and key council assets</p> <p>The action is subject to proposals to re-structure Economic Development and Regeneration activities and also subject to agreement of the proposals and additional resource being in place.</p> <p>Q3 actions: Q2-Q3 identify resource to move the review forward which is due to commence in Q4, targets are dependent on resource to support the review.</p>	Dec 2025	<p style="text-align: center;">A</p> <p style="text-align: center;">↔</p>
<p>Review and update the 2022/26 Tourism Strategy for the Borough to help promote the region's offer and support local business</p> <p>Tourism Development Plan Action Plan has been reviewed and updated by the Tourism Informal Working Group and will be submitted to the Regeneration and Development Panel for endorsement.</p>	Completed	

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Continue to work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the Guildhall project</p> <p>The work with the CIO will include consultation on the detailed design process (RIBA stage 4) going forward to December.</p> <p>Q3 actions: Activity needs to focus on developing and completing the 'governing document', supporting the development of how the organisation will operate and helping the trustees to plan and prepare to create the new enterprise. This will include seeking advice on reviewing the fundraising strategy and examining the fundraising opportunities for the CIO and council.</p>
<p>Continue engagement with schools and colleges particularly in relation to skills development</p> <p>The West Norfolk Primary Heads network met on 19th September and received presentations on a range of topics including AWN's Active Schools programme, Norfolk School Leader's Association, and the National Centre for Writing's School Offer. To date three applications have been approved for funding via our small grants scheme, although a total of nine schools are covered by these projects.</p> <p>Q3 actions: The next meeting of the network will be held in late November 2024. Further applications for small grants funding will be considered as they are received.</p>
<p>Agree the Economic Development Strategy for the Borough, working closely with Norfolk County Council, to ensure alignment of delivery and engagement with the business community</p> <p>Following a programme of engagement with local residents, a draft report and action plan was discussed at the Regeneration and Development (R&D) Panel on 12th September. A four week consultation will complete in mid-October.</p> <p>Q3 actions: Final report to go to R&D on 19th November and Cabinet on 10th December 2024.</p>

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.

Actions carried out by the council

R Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **■** Completed

Project description and comments	Target Date	
<p>Continue to work proactively to support residents, regardless of tenure, to access funding for energy efficiency improvements and to continue to work to alleviate fuel poverty</p> <p>Beat your Bills events, supported by Housing Standards, Lily, Council Tax and the CIC have continued throughout Q2 and been well attended. Work with the Integrated Care Board to share data on pathway referrals has been completed, this means the council can proactively contact residents who may be eligible for energy efficiency upgrades under the ECO-Flex scheme. Work has continued to ensure that the council promotes the energy efficiency funding available to residents and actively targets eligible properties based on the data we have available.</p> <p>The council was awarded funding to deliver a damp and mould project and work is underway to develop and resource this project within the Housing Standards Team.</p> <p>Q3 actions: Implement the Pathway Referral scheme to ensure as many eligible residents receive eco-flex funding. Continue to deliver Beat Your Bills and other energy advice programmes through the council services. Develop the delivery of the Damp & Mould project.</p>	Ongoing	G ↔
<p>Commence update and endorse the Climate Change Strategy and Action Plan including climate literacy training</p> <p>Data analysis undertaken for territorial emissions dataset released by DESNZ and considered by Norfolk Climate Change Partnership. Information has been incorporated into the draft e-learning package and within a Housing Standards update to Environment and Community Panel. Solar Together scheme launched in August 2024 and closes in November 2024.</p> <p>Q3 actions: Awaiting new policy information and Government budget announcements in October/November 2024.</p>	Mar 2025	G ↔
<p>Continue work on Tree Strategy, management system and associated actions</p> <p>ICT Development Group approved the project to procure a hosted system to manage records and allow public access.</p> <p>Q3 actions: Commence the procurement process.</p>	Dec 2024	A ↔
<p>Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment</p> <p>The Asset Management Strategy will outline core principles around impact on the environment when managing and investing in property. The Asset Management Plan will outline the key indicators and targets once key principles are agreed.</p> <p>Q3 actions: This work will be included in the Asset Management Strategy and timescales</p>	Mar 2025	G ↑ A
<p>Develop and deploy a climate change assessment tool for council policies and projects</p> <p>Q3 actions: Prepare a climate change impact tool report for Senior Leadership Team, December 2024.</p>	Mar 2025	G ↓ A

Project description and comments	Target Date	
<p>Implement the Hunstanton Coastal Management Plan and carry out a geotechnical investigation of Hunstanton sea defences</p> <p>A series of sea defence repairs were completed in July 2024 and additional work replacing and extending hand railings was completed in September 2024.</p> <p>Q3 actions: The Marine Management Organisation licence for the geotechnical report has been granted, work will start mid-October with completion in 5 weeks</p>	Dec 2024	G ↔
<p>Create a community orchard at South Lynn</p> <p>A CIL application has been drafted to cover revised watering requirements. Additional landscaping and CCTV elements required quotations to inform costings and planning application.</p> <p>Q3 actions: Submit Community Infrastructure Levy application for South Lynn Community Orchard in January 2025.</p>	Mar 2025	G ↓ A
<p>Establish EV charging points at Austin St East car park</p> <p>8 BP Pulse EV charge points (16 charging sockets) are active in July 2024. Webpage has been updated.</p> <p>Q3 actions: Operations and Commercial Services to activate the process to recover costs.</p>	Mar 2025	G ↓ A
<p>Carry out the work towards the formal adoption of the new Local Plan</p> <p>The Main Modifications consultation part 1 commenced on 7th August and will conclude on 2nd October, this covers the majority of the Local Plan. The last scheduled Local Plan examination hearing will take place on 3rd September to focus on the topic of Gypsy and Travellers and Travelling Show people.</p> <p>Q3 actions: Provide the Inspectors with the representations and a summary schedule, received as part of the Main Modification consultation part 1. Complete any outstanding actions relating to the final hearing session to the satisfaction of the Inspectors. Agree a schedule of Main Modifications for the Gypsy and Travellers and Travelling Show people element of the Local Plan with the Inspectors.</p> <p>Once agreed, publicly consult on these for 6 weeks (part 2). The Inspectors fact check report could be available late December/early January and will need fact checking by officers. When the final report is received, we anticipate it will recommend that the Local Plan can be adopted subject to a series of Main Modifications, this will have to be taken through Council for adoption and published.</p>	Mar 2025	G ↔
<p>Host the Mayor's Business Awards 2025 – Environmental Champion</p> <p>Sign up to the business awards has been completed.</p> <p>Q3 actions: Assessment work to be undertaken in December 2024/January 2025 in advance of award event in March 2025.</p>	Mar 2025	G ↔
<p>Upgrade street lighting and other council assets with energy-efficient LED lighting</p> <p>Contract progressing as reported in Q2.</p> <p>Q3 actions: Numbers/progress and timescales to be updated and reported during Q3. Complete the specification for procurement of LED lighting, contract for the replacement of LEDs to be tendered in Q3/4.</p>	Jun 2025	G ↔
<p>Complete a review of the vehicle fleet</p> <p>Tender exercise has been undertaken with 13 responses evaluated.</p>	Mar 2025	G ↔

Project description and comments	Target Date	
<p>Q3 actions: Procurement to notify the companies of outcome in early October 2024. Due diligence checks on selected contractor will be undertaken prior to contract being awarded. Kick off meeting anticipated late October 2024.</p>		
<p>Prepare for statutory Biodiversity Net Gain (BNG) and establish a Biodiversity Task Group to deliver a programme to increase biodiversity (BTG)</p> <p>The Biodiversity Task group (BTG) meetings concluded on 27th August.</p> <p>Report to the Environment and Community Panel on 8th October and Cabinet on 5th November with a final list of recommendations and Council on 28th November for adoption of the recommendations.</p>	Completed	
<p>Consider the outcomes of the Air Quality Action Plan (AQAP) consultation and prepare a draft plan</p> <p>The results of the public consultation have been reviewed and a final plan received Cabinet approval and has been adopted. Discussion to be held regarding ongoing budget provision to ensure air quality monitoring continues within the Gaywood Clock area.</p>	Completed	

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made to improve sea and river water quality</p> <p>Detailed historical analysis has been received and introduced no more operational areas of influence than are already being followed through, these relate to making dog bins more accessible between Hunstanton and Heacham.</p> <p>Q3 actions: Commence preparations ready for installation in Q4 to avoid seasonally poor weather and in readiness for the forthcoming season.</p>
<p>Continue to engage with Anglian Water (AW) and the Environment Agency (EA) on work being done or investigations made concerning the shingle ridge at Heacham and Hunstanton sea defences</p> <p>The EA initial report was published and presented to the Wash East Coast Management Strategy Stakeholders Group on 1st August. Public drop ins were held at Snettisham on 8th August, and Heacham on 9th August. The report was presented to the Environment and Community Panel on 3rd September.</p> <p>Q3 actions: Following the update to the E&C Panel, a Cabinet report in response to Motion 15/23 is being drafted. EA officers will be taking the report and funding proposals to the Regional Flood and Coastal Committee on 17th October. Details have been uploaded to the council website. A further Wash East Coastal Management Strategy Stakeholder Group is being planned for December 2024.</p>
<p>Participate in a regional benchmarking exercise to understand our preparedness for new procurement requirements that consider economic, social, environmental and cultural factors to determine Scope 3 emissions</p> <p>Action delayed pending consideration of benchmarking report at Regional Climate Change Forum.</p> <p>Q3 actions: Prepare sustainable procurement/Scope 3 emissions report for Senior Leadership Team, December 2024.</p>
<p>Continue to formalise the scope of the West Norfolk Air Quality project with Public Health (Norfolk County Council)</p> <p>Work has focused on delivering the Air Quality Action Plan which was adopted by Cabinet on 17th September.</p> <p>Q3 actions: Liaise with other agencies to scope out the work to develop a work plan and establish what budget provision is available for this work.</p>

Project description and comments
<p>Work with stakeholders supporting the delivery of the Norfolk Net Zero Communities project in the parish of Marshland St James</p> <p>A meeting was held with local representatives from Marshland St James parish and Hubbub (appointed to undertake engagement activities and support behaviour change activities). A project newsletter has been distributed and local engagement work undertaken at a Farmers Market event in September 2024.</p>

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.

Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date	
<p>Continue to lobby Government for alternative means of Internal Drainage Board funding</p> <p>Lobbying actions have continued since the General Election, with new MP for South West Norfolk Terry Jermy presenting a question to Parliament resulting in £3m IDB grant allocations being confirmed for the current year and acknowledgement that a permanent funding solution is required. An event is being organised at the Houses of Parliament in October to continue to address/lobby the issue.</p> <p>Q3 actions: Continue to support lobbying actions as agreed by Special Interest Group (SIG), ensure communications aligned with SIG. Attend Houses of Parliament as a representative for the council. Work with SIG to develop and produce options for permanent solution.</p>	Dec 2024	G ↔
<p>Review and determine impact of government changes to Internal Drainage Board funding</p> <p>The previous Government administration had committed £75m to IDBs in response to flooding last year. A representative of The Association of Drainage Authorities (ADA) has confirmed that £25m of this funding has now been committed but there is uncertainty on the remaining £50m and whether the Labour Government will make changes to the grant allocations. If this funding does not come forward then IDB's will need to look at alternative funding of repair works which is likely to impact by an additional increase in the levies.</p> <p>Q3 actions: To continue discussions with ADA and set up meetings to discuss financial position with local IDBs. To work with SIG to support actions to secure this funding for IDBs to mitigate increases to levies.</p>	Mar 2025	A ↔
<p>Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme</p> <p>The new staff working group has met and identified a number of actions that may help to support staff to travel more actively. These include creating maps of walking routes/cycle routes into King's Court and between key council buildings, discussions around cycle path routes needing to be safe, discussions around travel plans and an update on what Mobility Ways are doing to support active travel at the QEH. Work to identify a cycle to work scheme provider has been completed, the final stages of signing up to the scheme are currently being progressed.</p> <p>Q3 actions: The staff working group will meet again in November 2024, where a representative from Sustrans will be attending to provide an update on their current work and discuss ideas for further initiatives. A Dr Bike 'Be Safe, Be Seen' event is being planned for November. The final actions to sign up for the agreed cycle to work scheme will be completed and plans for the launch of the scheme will be finalised.</p>	Dec 2024	G ↔
<p>Commence the replacement of pay and display machines across the network to deliver increased payment options</p> <p>Software challenges with the new machines have been slow to resolve, once these are complete, we will review the next stages of the upgrade plan.</p> <p>Q3 actions: Review performance once software challenges have been resolved.</p>	Dec 2024	G ↔

Project description and comments	Target Date	
<p>Refresh the Financial Plan 2024-29 and implement the Cost Management and Income Generation Plan</p> <p>Discussions continue regarding the budget engagement survey with ideas/suggestions input from the new Communications and Engagement Manager. Key tasks from the budget setting timetable are taking place with a strong focus on reducing the budget gap from 2025/2026.</p> <p>Q3 actions: Senior Leadership Team Away Day to be held in October followed by Cabinet Away Day in November. Various key actions on the budget setting timetable will be delivered in Q3 with a draft budget produced by the end of Q3. It is anticipated that the provisional settlement will be announced by the end of Q3 which will need to be considered and incorporated into the budget proposals.</p>	Dec 2024	G ↔
<p>Develop a transformation programme and commence a review of the council and its operations to ensure it is efficient and 'fit for the future'</p> <p>The Programme of Transformation will be led by the new Chief Executive, Kate Blakemore and early discussions have taken place how this programme of work will be progressed, resourced, and financed. The new Interim Strategic Lead for Organisational Transformation, Mark Parkinson is assisting the Chief Executive with this work.</p> <p>Q3 actions: It is anticipated that an initial Cabinet Report will be presented late in 2024.</p>	Ongoing	G ↔
<p>Agree arrangements for approved 100% premium on second homes for implementation from 1 April 2025</p> <p>A project team is in place and has an action plan in place in preparation for implementing the changes from 1 April 2025. Government have yet to announce further regulations around statutory exceptions to the policy which will reduce the number of properties paying the premium. Norfolk wide discussions continue regarding a proportion of the additional funding raised being returned to fund local priorities. However, it does not appear that much progress has been made at this stage.</p> <p>Q3 actions: Leader/Chief Executive to progress discussions with Norfolk Leaders and Chief Executives. Project team to contact all second homeowners to inform them of the incoming changes. Anti-evasion and avoidance checks will be embedded. Training planned for November for parish clerks covering taxbase calculations and impact of the new premium. Taxbase calculation to be considered and approved in preparation for budget setting process.</p>	Dec 2024	G ↓ A
<p>Review CIL governance arrangements</p> <p>Work regarding the ongoing operation of CIL has taken precedence in Q2.</p> <p>Q3 actions: Review to commence to ensure it is utilised in the optimum way to meet the borough's infrastructure needs.</p>	Dec 2024	G ↔
<p>Analyse and identify actions arising from a staff survey, including development of corporate values</p> <p>Four briefing sessions have been held to provide staff with the opportunity to receive feedback on the staff survey directly from BMG research. A further survey has been undertaken to gain feedback on staff engagement sessions to raise awareness on the new corporate strategy. The findings of this feedback survey have been analysed and fed-back to staff and will be used to inform future staff engagement sessions.</p> <p>Analysis of information from the staff survey, staff engagement sessions and peer review has been used to identify five priority themes to take forward. These have been discussed with the Transformation Board and Senior Leadership Team (SLT) and have been communicated to staff. Work on these themes is progressing via different workstreams, including a review of internal communications. In addition, Assistant Directors have received information on the survey responses for their areas of responsibility and are currently reviewing these findings with their staff.</p>	Dec 2024	G ↔

Project description and comments	Target Date	
<p>Q3 actions: Work on the five key themes from the opinion survey will be progressed, including a range of changes to current internal communication channels. Assistant Directors will be discussing the findings of their individual reports with staff and identifying actions where improvements are required. SLT will also be discussing next steps with the survey responses regarding SLT visibility at an away day during October.</p>		
<p>Develop a Digital Strategy</p> <p>Various discussions have taken place. It is important that the development of the Strategy links in with the transformation work. The next phase will be to review this as part of transformation and formulate an outline plan of how to take this forward.</p> <p>Q3 actions: To discuss and agree next steps with the Transformation Board.</p>	Mar 2025	A ↔
<p>Implement a performance management system to manage information to support decision-making</p> <p>The ICT Development Group have approved the procurement of a Performance Management System which also incorporates Corporate Risk Management as well as the functionality to oversee Corporate Complaints and Freedom of Information Requests.</p> <p>Q3 actions: The project to install the software will commence in January 2025 and it is hoped that the first quarter performance monitoring report of 2025 will be published via the new system.</p>	Mar 2025	G ↔
<p>Engage in formal Land Registry Migration Project</p> <p>A Delivery Manager has been assigned by Land Registry, the first meeting is to be arranged. A project plan will be agreed so the project can formally commence, and the first migration payment can be paid by Land Registry to the Council.</p> <p>Q3 actions: A further payment will be made if all milestones in the agreed project plan are met, along with an additional burdens payment.</p>	Mar 2025	G ↔
<p>Provide information, advice and support for Parish Councils. Produce a document pack for dealing with unreasonable and vexatious complaints</p> <p>The document pack to support Parish Council's is now completed and will be distributed to all Parish and Town Council's following final sign off from the Monitoring Officer. A dedicated area on the council's website has been established for providing help and guidance to Parish Clerks, as well as signposting them to other organisations.</p> <p>A forum is being held for Parish Council's to discuss the changes to council tax for second homes during November and this will give the Corporate Governance Team the opportunity to respond to any questions from the Parishes on managing and handling complaints and how the council can provide further support if required.</p>	Completed	
<p>Review the governance arrangements for the delivery of leisure and arts</p> <p>A report to return Alive West Norfolk to an in-house service as opposed to a Local Authority Company was taken to Cabinet on 30th July and approved. A Working Group has been established, overseen by the Corporate Policy Team with individual workstreams to manage the transition from an arms-length company to an in-house service. Oversight is provided by a Board, made up of the Portfolio Holder, the Chief Executive, the Monitoring Officer, the Section 151 Officer and the Assistant Director for Central Services. It is envisaged that the transfer will be fully completed by 31st March 2025.</p>	Completed	
<p>Produce productivity plan for submission to Department of Levelling Up, Housing and Communities (DLUHC)</p> <p>The Productivity Plan was submitted to DLUHC (now renamed Ministry for Housing, Communities and Local Government (MHCLG)). The new Government has provided feedback to councils to advise how the information collected via the Productivity Plans will inform future direction. This is particularly pertinent in the list of 'barriers' for local government service delivery and how changes by Central Government may assist council's to plan for delivery of services.</p>	Completed	

Project description and comments	Target Date
<p>Publish and review the Corporate Peer Challenge Action Plan</p> <p>Work has been continuing on various workstreams set up following the Peer Challenge in October 2023. It is planned to move away from the terminology of 'Peer Review Action Plan' and to move towards a programme of Transformation, overseen by the Chief Executive. Members will be updated on progress on this as it develops.</p>	Completed

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Explore funding opportunities emerging through the County Deal for Norfolk and explore new ways of working with Norfolk County Council</p> <p>Government have withdrawn the County Deal offer that was originally proposed and discussions are ongoing in respect of looking at whether a new deal can be proposed and taken forward.</p>

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.

Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date	
<p>Refresh our financial assistance programme with review of existing and new service level agreements (SLAs) and associated funding</p> <p>The SLAs are currently being reviewed following which an update will be provided on outcomes for that review. Discussions on the agreement for SLAs will also be undertaken in parallel.</p> <p>Q3 actions: Meeting arranged to go through responses to SLA review including review of evidence of work to support delivery against corporate priorities.</p>	Oct 2024	A ↔
<p>Develop a plan for communicating the Council's budget both internally and externally</p> <p>Work to develop an external budget survey has been ongoing during this period. Additional factors have been taken into consideration which has meant the timescale for the project has been extended through to Q3.</p> <p>Q3 actions: The external budget survey will be finalised and launched.</p>	Oct 2024	G ↔
<p>Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers</p> <p>Work to develop our local Care Leavers offer is ongoing. A survey went live on 16th September to gain a better understanding of the way in which the council may be able to support care leavers, this has been developed with input from colleagues in the Children's Services participation team.</p> <p>Q3 actions: The survey provided to care leavers will close on 31st October and responses will be analysed. We will be supporting Care Leavers week by lighting up the Corn Exchange on 30th October and promoting Care Leavers during week commencing 28th October.</p>	Ongoing	G ↔
<p>Further develop 'Creating Communities' events</p> <p>The Creating Communities approach continues to develop with further events planned. The team are working on a number of elements to extend the work of the events with community based leaflets, North Lynn has been published and has been well received, Gaywood and Hunstanton are being developed.</p>	Ongoing	G ↔

Project description and comments	Target Date	
<p>Q3 actions: Two new events are being planned for Gaywood in November and North Lynn in December / January.</p>		
<p>Undertake a review of the council's equality policy and continue to progress a range of workstreams to support equality, diversity and inclusion</p> <p>Delivery of a programme of Equality Impact Assessment training has commenced, with sessions for members and officers taking place in September and further sessions being planned through to the end of 2024. Further work to enhance and embed equality impact assessment processes has been completed and is being monitored via the equality working group. Workstreams being progressed via the equality working group during this period have included proposals for the roll out of a new training programme for staff, a review of website accessibility and actions to improve accessibility for customers. Work to revise the current Equality Policy has been ongoing.</p> <p>Q3 actions: Workstreams being progressed by the equality working group will continue, with a particular focus on finalising and rolling out training for staff. Further EIA training will be delivered. New workstreams for progression during 2025 will be identified and agreed in December. Revisions to the Equality Policy will be finalised.</p>	Ongoing	G ↔
<p>Develop a Community Engagement Strategy as part of the Corporate Peer Challenge Action Plan</p> <p>Our new Communications and Engagement Manager commenced in August. Development of our approach to external communications and engagement will be a key priority for this postholder during the remainder of the financial year.</p> <p>Q3 actions: Work to develop an external communications and engagement strategy will be progressed, including the development and implementation of supporting guidance/materials. A revised approach to external consultation will also be progressed to current activities in line with the overall strategy.</p>	Mar 2025	G ↔
<p>Review and update the Homelessness and Rough Sleeper Strategy and pathways to prevent homelessness</p> <p>The 2024-2029 Strategy was adopted at Cabinet on 17th September, The Environment and Community Panel group "Homelessness and Housing Delivery Task Group" will oversee the delivery of the Action Plan within the strategy.</p>	Completed	

Actions carried out in partnership with others

Project description and comments
<p>Ensure our need for better dentistry services and the release of funding for a new QEH remains a joint priority between ourselves and our partners.</p> <p>We continue to work with QEH colleagues at Place Board and Health and Wellbeing Partnership to support prevention of ill health at the earliest opportunities.</p> <p>Q3 actions: Continue to look at how the council can influence and educate children and adults on good dental health practices.</p>
<p>Investigate with key stakeholders engaging the Institute of Health Equity (IHE) to make West Norfolk a Marmot place</p> <p>The contract with the IHE has been signed and work is due to begin in October. Following the appointment of a Health and Wellbeing Partnership Co-ordinator, work has commenced within the council to develop an officer working group and to map the services, policies and work that will be integral to the success of the work. Externally the Assistant Director Health, Wellbeing and Public Protection chairs a fortnightly meeting with Norfolk County Council Public Health and the Integrated Care Board West team. An initial pack of health and wellbeing data has been produced for discussion with the IHE.</p>

Project description and comments

Q3 actions: Work to identify key stakeholders is ongoing and partners will be contacted through Q3 and Q4 with a formal launch event being planned for early spring 2025. Begin formal meetings with the IHE and seek appropriate membership of the Advisory Board. Develop initial work plans and set milestones for the delivery of each phase of the Marmot work. Deliver a member briefing in November and a paper to the Norfolk County Council Health and Wellbeing Board in December.

Continue to work with Integrated Care Systems to support services delivered in the community

Attendance at the ICB conference including West Place and Food for Thought. A workshop is taking place on 21st October to discuss estates across the West system (different organisations – NHS/ Public sector/ voluntary). This is a medium to long term piece of work with the initial phase looking at the new hospital and opportunities this presents.

Managing the Business

Our Performance Indicators in detail

R Performance indicator is 5% or more below target
 A Performance indicator is up to 5% below target
 G Performance indicator has achieved target
 M Monitor only

Promote growth and prosperity to benefit West Norfolk

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	89%	92%	92%			70%	G ↔	
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	90%	100%	100%			60%	G ↔	
1.3	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	5.95%	4.60%	5.15%			10%	G ↔	
1.4	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	0.58%	0.80%	0.81%			10%	G ↔	
1.5	% of major planning applications provided with an extension of time (EOT)	80%	100%	50%			50%	G ↑ R	
1.6	% of non-major planning applications provided with an extension of time (EOT)	64%	36%	43%			40%	G ↓ A	Continue to monitor to drive less reliance on EOT's.
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	£0			£0	G ↔	
1.8	% of new enforcement cases actioned within 12 weeks of receipt	-	-	70%			75%	R	Work continues to improve performance to meet the local target
1.9	No of new homes delivered in the Borough to meet the housing need target	636	40	214			571	R ↔	Most actions to meet the target is out of our control. Cumulative data.
1.10	No of new homes built through the Council's Major Housing Programme	66	0	23			106	G ↔	Targets set for Q2 23, Q3 69, Q4 14.

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
1.11	No of new Affordable Homes delivered by the Major Housing Programme	37	0	23			61	G ↕	Targets set for Q2 23, Q3 31, Q4 7.
1.12	% of rent arrears on industrial units	7.52%	5.86%	6.19%			10%	G ↕	
1.13	% of rent arrears on retail/general units	10.88%	10.64%	9.70%			25%	G ↕	
1.14	No of brownfield sites brought into use for commercial and housing	6	1	0			-	M	Sites on the brownfield register only
1.15	No of business grants awarded	48	13	31			-	M	Cumulative data
1.16	No of impressions on Visit West Norfolk's social media channels	169,530	18,633	65,873			-	M	Cumulative data
1.17	King's Lynn long stay car parking tickets purchased	163,535	40,407	82,297			124,890	G ↕	Cumulative data
1.18	King's Lynn short stay car parking tickets purchased	1,053,137	257,002	519,871			854,658	G ↕	Cumulative data
1.19	Contracts awarded to SMEs: %, Number, Value	-	70% 14 £1,282,176	80% 8 £355,580			25%	G ↕	

Protect our Environment

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
2.1	No of electric vehicle charging points installed within district owned car parks	18	22	29			30	G ↕	Cumulative data
2.2	EV charging usage (kWh)	28,232	37,503	84,321			30,000	G ↕	Cumulative data
2.3	% of street lighting within the borough converted to LED	26.82%	26.82%	26.82%			-	M	Cumulative data
2.4	Solar power (kWh) generated across council sites	544,163	211,670	392,560			-	M	Cumulative data
2.5	No of people using the cycle hire scheme	-	-	-			100		Awaiting survey to be launched
2.6	No of brown bins in use for composting	29,993	29,111	29,223			28,500	G ↕	
2.7	% and total tonnage of commercial waste collected	2,497	603	1,258			1,700	G ↕	Cumulative data
2.8	% and total tonnage of garden waste collected and treated	11,664	3,994	7,431			11,000	G ↕	Cumulative data

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
2.9	% and total tonnage of food waste collected and treated	1,667	418	830			1,800	R ↔	A trial of free caddy liners to increase collection rates will commence in four collection areas in the next 6 weeks.
2.10	% and total tonnage of mixed recycling collected and treated	14,154	3,525	7,116			15,500	R ↔	'Look at the Label' will be launched during Recycling Week in Oct 2024 to promote recycling in the green bin.
2.11	No of fly tipping incidents recorded	2,307	522	1,165			-	M	Cumulative data
2.12	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%			95%	G ↔	
2.13	% of waste enforcement cases referred to CSNN resulting in an intervention (investigation to prosecution)	99.7%	100%	100%			90%	G ↔	2023/24 217 cases 2024/25 Q2 21 cases

Efficient and effective of our services									
Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
3.1	% of calls reduced by web chat	90%	89%	87%			75%	G ↔	
3.2	% of calls answered within 90 seconds	84%	70%	71%			75%	A ↑ R	
3.3	% of meeting minutes produced within 3 working days of meeting	83%	89%	89%			90%	A ↔	
3.4	% increase in engagement on social media channels compared to previous year	13%	-20%	92%			10%	G ↑ R	
3.5	% of press releases covered by media within one month of being issued	97%	96%	95%			95%	G ↔	
3.6	Reduce revenue expenditure by 5%	2.15%	0%	0%			5%	R ↔	Work will be undertaken via budget monitoring and budget setting during the year to identify savings to offset against the target.

Ref	Performance indicator	2023/24	2024/25					Comments
			Q1	Q2	Q3	Full Year	Target	
3.7	% of supplier invoices paid within 30 days	99%	98%	98%			99%	A ↔
3.8	% of local supplier invoices paid within 10 days	95%	94%	93%			96%	A ↔
3.9	% of Council Tax collected against outstanding balance	97.16%	28%	55%			97.5%	G ↔ Cumulative data
3.10	% of Business Rates collected against outstanding balance	99.10%	32%	59%			98%	G ↔ Cumulative data
3.11	Council Tax Support Caseload shown as equivalent Band D Taxbase figures	4,764	4,887	4,803			4,893	G ↔
3.12	% of BID Levy collected	98.3%	57.3%	74.9%			97.5%	G ↔ Cumulative data
3.13	No of completed fraud/corruption investigations (including data matching exercises)	7,312	2,130	3,161			5,000	G ↔ Cumulative data
3.14	No of cyber security incidents reported	1	0	0			0	G ↔
3.15	% of influenceable spend with contracted suppliers	-	84%	94%			70%	G ↔
3.16	% of influenceable spend with non-contracted suppliers	-	8%	6%			15%	G ↔

Support our communities

Ref	Performance indicator	2023/24	2024/25					Comments
			Q1	Q2	Q3	Full Year	Target	
4.1	No in bed and breakfast and nightly paid accommodation	311	90	195			-	M Cumulative data
4.2	Spend on bed and breakfast and nightly paid accommodation (gross)	£559,576	£77,230	£213,549			-	M Cumulative data
4.3	No of households prevented from becoming homeless for a minimum of 6 months	64	32	54			-	M Cumulative data
4.4	No of verified rough sleepers	1	3	1			-	M
4.5	No of days to process new housing benefit and council tax support claims	12	15	15			22	G ↔

Ref	Performance indicator	2023/24	2024/25				Target	Comments
			Q1	Q2	Q3	Full Year		
4.6	No of days to process housing benefit and council tax support changes of circumstances	13	14	24			18	R G ↓ R An increase in workload due to annual billing, a rise in Universal Credit claims and cases being processed manually until a fault with the benefits software is fixed are impacting on performance.
4.7	% of food premises achieving a rating of 3 or above	94%	92%	91%			90%	G ↔
4.8	No of social isolation and loneliness referrals to Lily	272	71	119			-	M Cumulative data
4.9	% of people attending Food for Thought who rated the information provided as Good or above	100%	100%	100%			80%	G ↔
4.10	% of accepted West Norfolk Help Hub Lily referrals heard within 28 days of receipt	100%	100%	100%			-	M
4.11	% of housing adaptations completed within time	59%	73%	75%			90%	R ↔ Progress continues on reducing the waiting list, with priority remaining on supporting those most in need.
4.12	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	2,153	505	965			1,400	G ↔ Cumulative data
4.13	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	85%	90%	90%			80%	G ↔
4.14	% of HMO's inspected within agreed timescale	-	-	-				Base data will be collected in 2024/25. Reporting to commence from Q1 2025/26
4.15	No of 16-30 year olds registering with the BOOST project	379	69	148			200	G ↔ Cumulative data
4.16	No of volunteer opportunities supported in heritage venues	31	5	8			-	M Cumulative data

Our Organisation

The following is a selection of our people performance measures:

Performance Indicator		2023/24	2024/25				Summary Notes Ref	
		Full Year	Q1	Q2	Q3	Full Year		Target
Permanent staff	Total established permanent posts	569	569	569			-	
	Total permanent post FTE	532.83	532.83	532.83			-	
	Total number of people in established posts	536	534	537			-	
	% of voluntary permanent staff turnover (cumulative)	9.47	2.64	4.74			12%	(1)
	Number of voluntary leavers from permanent roles (cumulative)	49	15	27			-	(2)
	Number of starters to permanent roles (cumulative)	54	7	24			-	(3)
	Average no of working days lost to sickness absence per permanent employee FTE (cumulative)	9.11	2.64	5.51			8.7 days	(4)
	Number of permanent employees on long term sickness	61	27	39			-	(5)
	% of employees undertaking an apprenticeship	6.18	4.56	4.56			2.30%	
Temporary staff	Total number of temporary posts	26	24	26			-	
	Total number of temporary staff FTE	24.7	22.7	23.4			-	
	Average no of working days lost to sickness absence per temporary employee FTE (cumulative)	5.57	2.25	1.26			-	(6)

Position summary

Q2 provides a first comparison of the new indicators added for temporary staff in Q1. Members should note that the indicators in relation to the number of voluntary leavers from permanent roles and the number of starters to permanent roles should be read in isolation from each other due to the time lag between resignation of one employee and start date for a new employee, which often spans any particular quarter.

1. Voluntary turnover rates continue to show an upward trend in comparison to 2023/2024.
2. The number of voluntary leavers captures the number of employees who have left a permanent role within the council during a particular quarter.
3. The number of starters to permanent roles in any quarter will vary due to a number of factors, for example; appointments to any new posts which may not have been previously filled; appointments made to posts which became vacant in previous quarters which have taken time to fill and the notice periods required by new recruits which may delay their start date to a different quarter from when the position became vacant.
4. The average number of working days lost due to sickness absence by permanent employees has increased in comparison to 2023/2024 (at end of Q2 2023/2024 the cumulative total was 3.62). Work is being undertaken to review our approach to all types of sickness absence.
5. There is an increase in the number of employees with long term absence due to ill health. Work is being undertaken to review our approach to all types of sickness absence.
6. The average number of working days lost due to sickness absence by temporary employees has decreased as a result of movement within the workforce (for example, temporary employees who had taken sickness absence and are leaving our employment to be replaced by employees who have not had absence, or employees who were previously temporary moving into permanent roles).

REPORT TO CABINET

Open		Would any decisions proposed:			
Any especially affected Wards Hunstanton, Heacham, Snettisham	Mandatory	Be entirely within Cabinet's powers to decide		NO	
		Need to be recommendations to Council		YES	
		Is it a Key Decision		YES	
Lead Member: Cllr Squire E-mail: <i>Sandra.squire@west-norfolk.gov.uk</i>		Other Cabinet Members consulted: None			
		Other Members consulted: Environment and Community Panel			
Lead Officer: Dave Robson E-mail: <i>Dave.Robson@West-Norfolk.gov.uk</i> Direct Dial: 01553 616302		Other Officers consulted: Phillipa Hulme and George Fuhrmann- Representatives from the Environment Agency			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES	Environmental Considerations YES
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: 10th December 2024

TITLE: NOTICE OF MOTION 15/23- WASH EAST COAST MANAGEMENT STRATEGY- UNIT C- TECHNICAL REPORT

Summary

The Wash East Coast Management Strategy- Unit C- Technical report from the Environment Agency was presented to the Environment and Community Panel in response to the Notice of Motion 15/23 which was referred by Council for consideration by the Environment and Community Panel. The Notice of Motion is set out below:

"This council recognises the very real threat posed by coastal erosion and sea intrusion to human life and our historic coastal communities, vital tourist industry, important farming industry and wildlife.

We applaud the recent decision taken at the County Council that as a county Norfolk will now press the Environment Agency, government and local MPs strongly to find and invest sufficient funding to cater for the current level of threat posed and to enhance provision for future years so that coastal defences are up to the task.

Council on this matter on behalf of its residents and that 'managed retreat' from existing coastal protections, allowing any (NB) increased risk to life or property, or loss of land to the sea or elements is not a desirable short, medium or longer-term strategy or tactic and the matter of potential changes to shoreline management should now be referred to E&C'."

The Environment and Community Panel responded to the notice of motion with the following recommendation.

Recommendation:

Cabinet endorses the recommendation made by The Environment and Community Panel and requests that the Cabinet forward the response to Notice of Motion 15/23 to Council for consideration:

The Environment and Community Panel noted the progress and supports the future work on the Wash East Coast Management Strategy review and requested future updates on progress.

Reason for Report

This report is in response to the Notice of Motion 15/23 from Council meeting 19th October 2023.

1 Background

- 1.1 The notice of motion 15/23 was proposed by Councillor Dark and seconded by Councillor Joyce at the Council Meeting on 19th October 2023.
- 1.2 Following the motion, as requested a letter was sent to the Environment Agency by the former leader Councillor Parish.
- 1.3 Following the completion of a Unit C Initial Assessment (Technical Report) on the current condition of Unit C, the Environment Agency held a Wash East Coast Management Stakeholder Forum, provide an update to RFCC Members, attended a Cabinet Briefing, held Drop in events in Snettisham and Heacham and presented the Wash East Coast Management Strategy (WECMS) Unit C Technical Report to the Environment and Community Panel.
- 1.4 The Environment Agency identified the current management approach had triggered a change in the flood risk management approach which now be taken forward as a review of the current Wash East Coast Management Strategy.

2 Options Considered

- 2.1 The Unit C Initial Report considered if any of the three triggers in the existing WECMS had been met: -
 - if funding (from any source) for continued defence management becomes insufficient,
 - if the environmental impacts of defence management become unacceptable, or
 - if the frequency of flood evacuations becomes unacceptable.

- 2.2 The report concluded that as there had been only one Precautionary Evacuation Notice, then this would not be considered unacceptable.
- 2.3 The report noted that environmental monitoring has showed no significant direct ecological impacts from the annual beach recycling activities.
- 2.4 The focus of the report considered the financial implications and updated the economics assessment from the previous WECMS. The re-calculated economics showed that the proposed beach recharge would exceed the previous £2.6m estimate and would now make funding for a beach recharge unlikely. The overall cost estimate for the beach recharge would be in excess of £7m, with a likely private contribution in excess of £5.2m There were also technical concerns raised about how to complete a beach recharge. Therefore, the report concluded the financial trigger had been reached and should lead to a review of the current WECMS.

3 Policy Implications

3.1

Unit Area	Up to 2025	2025 to 2050	2055 to 2100
Unit A – Cliffs	No Active Intervention	No Active Intervention	Hold the Line
Unit B – Hunstanton Sea Defence	Hold the Line	Hold the Line	Hold the Line
Unit C – South Hunstanton to Wolferton Creek	Hold the Line	Hold the Line No Active Intervention Managed Realignment	Hold the Line No Active Intervention Managed Realignment

- 3.2 The WECMS review will consider which polices should be implemented post 2025.

4 Financial Implications

- 4.1 Funding for the WECMS review will be subject to a funding bid to the Anglian (Great Ouse) Regional Flood & Coastal Committee (RFCC).
- 4.2 A review of the WECMS will trigger a review of the Council's Hunstanton Coastal Management Plan (HCMP) which covers Unit A (Cliffs) and Unit B (Hunstanton Town Defences). Once WECMS has been reviewed and updated, there will be a need to update the HCMP.

5 Personnel Implications

- 5.1 None identified.

6 Environmental Considerations

- 6.1 At the Environment and Community Panel meeting the Environment Agency representative outlined the current management approach which included the annual beach recycling, intermittent beach recharge and ongoing beach monitoring.
- 6.2 In reviewing the current management strategy challenges include the ridge mobility and beach recharge. The ridge has strengthened, and beach levels are stable meaning a recharge is not required at the moment and the annual beach recycling was to continue until 2031.

7 Statutory Considerations

- 7.1 As requested, the Notice of Motion was referred to the Environment and Community Panel for consideration and they determined that the Wash East Coast Management Strategy Unit C Interim Report had considered this area. The Panel noted the financial requirement had been met for a review of the WECMS and this would further review the relevant coastal management policies for the area. Panel requested that they be kept informed of progress.

8 Equality Impact Assessment (EIA)

- 8.1 An EIA Pre- Screening Template has been completed which is attached.

9 Risk Management Implications

- 9.1 The flood risk to the area is mitigated by having the WECMS in place
- 9.2 The Unit C Interim Report shows the financial trigger has been met which will lead to a review of the WECMS. The review of the WECMS will provide an in-depth update of the current and future policies for the coastline.
- 9.3 The update WECMS policies will ensure flood risk is understood and mitigated for this stretch of coastline which contains over 4,259 vulnerable caravans, 597 residential properties and 63 businesses.
- 9.4 The WECMS area provided a significant holiday, tourism, amenity benefits and protection to residential and business properties.

10 Declarations of Interest / Dispensations Granted


10.1 None identified.

11 Background Papers

- Presentation from the Environment Agency on the Wash East Coast Management Strategy to the Environment and Community Panel
- Notice of Motion 15/23

Stage 1 - Pre-Screening Equality Impact Assessment

Name of policy/service/function	Wash East Coast Management Strategy				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New		Existing	X	
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.	<p>The Wash East Coast Management Strategy- Unit C- Initial Report from the Environment Agency was presented to the Environment and Community Panel in response to the Notice of Motion 15/23.</p> <p>This will form a review of the current joint EA/ BCKLWN WECMS adopted in 2015 and will eventually require a review of Hunstanton Coastal Management Plan adopted in 2019.</p>				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	The Environment Agency, Cabinet, Wash East Coast Management Strategy Stakeholders, RFCC Members, Environment and Community Panel.				
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. 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>		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Sex			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
	Armed forces community			X	
	Care leavers			X	
	Other (eg low income, caring responsibilities)			X	

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 favoring a particular community or denying opportunities to another?	Yes/ No	The Policy area will cover tourism, residential and businesses. The Policy review will follow statutory guidance on coastal management which will consider aspects such as financial, environmental, amenity and climate change.
3. Could this policy/service be perceived as impacting on communities differently?	Yes/ No	The area covers the whole community within the WECMS area. This is in response to the know flood risks and follows statutory guidance.
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes/ No	No, the main aspect covered is coastal management and flood defence mitigation.
5. 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: N/A
		Actions agreed by EWG member:
<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>Decision agreed by EWG member: N/A full EIA not required.</p>		
Assessment completed by:		
Name	Dave Robson	
Job title	Environmental Health Manager	
Date completed	27.09.2024	
Reviewed by EWG member		Date 27/11/24

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

REPORT TO CABINET

Open		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		YES/NO	
	Operational	Is it a Key Decision		YES/NO	
Lead Member: Cllr Simon Ring E-mail: cllr.simon.ring@west-norfolk.gov.uk		Other Cabinet Members consulted: Cabinet			
		Other Members consulted: R&D Panel			
Lead Officer: Duncan Hall E-mail: Duncan.hall@west-norfolk.gov.uk Direct Dial:		Other Officers consulted: Senior Management Team, Planning Policy, Corporate Policy,			
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

Date of meeting: 10 December 2024

WEST NORFOLK ECONOMIC STRATEGY

Summary

This report outlines the development and recommended adoption of the Economic Strategy for West Norfolk. The strategy describes where we want to be in 2045 and our strategic priorities for achieving this vision, building on where we are today. It is accompanied by a detailed Action Plan, setting out specific actions to take to realise the vision.

Changes at a national and regional level, with the government’s integration of Enterprise Partnerships into upper tier authorities and the proposals for Devolution in Norfolk, requires a strong economic policy for the district to set out our vision and priorities for investment to sustain and support economic growth.

The new strategy has been developed during 2024, involving detailed data analysis, evidence gathering and engagement with residents, businesses, stakeholders and partners. The resultant strategy sets out the long-term vision for the Borough to be ‘a model for sustainable, active and inclusive rural communities, where the benefits of economic growth are shared widely, and natural and cultural heritage is preserved, enhanced and celebrated for future generations’.

Recommendation

Cabinet is recommended to:

1. Endorse the West Norfolk Economic Strategy (appendix 1)
2. Endorse the revised King’s Lynn Town Board vision and priorities as detailed in section 4.

Reason for Decision

To ensure West Norfolk is in a strong policy position, supported by a robust evidence base to enable the delivery of the new Corporate Strategy objectives. The adoption of an Economic Strategy will determine the priorities for investment and support the

ability to secure investment for economic growth in West Norfolk.

1. Background

- 1.1. The functional economic sub region of King's Lynn, which covers the western part of Norfolk as well as parts of northern Cambridgeshire and southern Lincolnshire, has a population in excess of 200,000. An Economic Strategy is a crucial policy and statement of intent focusing on the opportunities and priorities that will be pursued to deliver growth and realise the economic potential of the borough.
- 1.2. The previous, now outdated West Norfolk Strategic Economic and Infrastructure Investment Plan covered the period 2016 to 2020. This policy sat alongside a wider Norfolk & Suffolk Economic Strategy set out by New Anglia Local Enterprise Partnership, whom for the last 10 years have taken a lead strategic role identifying the strategy, priorities and investment for economic growth in the region. Specific place-based strategies have also been developed at a local level in response to government initiatives including the [King's Lynn Town Investment Plan](#) and [UKSPF West Norfolk Investment Plan](#).
- 1.3. With the ending of core funding from central government for Local Enterprise Partnerships in April 2024, a strong replacement policy and partnership working will be essential to maximising the economic drivers of the area and deliver the priorities.
- 1.4. Following the election of the new Labour government in July 2024, the intention is that areas set out Local Growth Plans to detail how they will work with the private sector, education providers and trade bodies in their area to set a plan for growth that aligns with a national industrial strategy. The West Norfolk Economic Strategy (WNES) has therefore been developed in line with what is expected to be required by central government and to place the borough in a strong position to respond to investment opportunities to deliver growth based in line with the strategy.
- 1.5. Consideration to economic growth needs to be progressed alongside other aspects of the borough's development including land use planning, education and skills, transport, services and the environment. The Local Development Framework's Core Strategy provides the planning framework within which the growth aspirations sit and the development of this strategy will provide a robust basis for informing the next reiteration of the Local Plan.

2. Approach to developing an Economic Strategy

- 2.1. The Borough needs a compelling economic story, which draws together the opportunities which are clearly present to position its vital economic role within Norfolk and the broader region. Fundamental is the unifying vision which captures the breadth and strengths of the Borough and its different economic and population characteristics and provides an agreed position on what we want to collectively achieve that can tie together and inform future project decisions and investment planning over the long-term.
- 2.2. The key objective for the Economic Strategy is to sustain our current economic strengths and deliver a step change in the economic performance of the area by prioritising investment activity that will improve productivity and gross value added (GVA) in the Borough. The strategy has therefore identified the challenges and opportunities to investment including access, infrastructure and targeted business

support; making best use of public funding and assets and encouraging and stimulating private sector investment; and increasing employment through workforce development, raising skills and the levels of qualifications.

- 2.3. The strategy has been developed with extensive data research from Norfolk Office of Data Analysis (NODA) which sets out the existing performance of the borough against a range of metrics and trend data (as detailed in the State of the Capitals Appendix 2).
- 2.4. In addition, a range of consultation and engagement with residents, businesses and stakeholders informed the strategy development through surveys, targeted workshops and focus groups. This informed the development of the draft strategy which was subject to public consultation on September 2024. As a result of the consultation, the WNES (appendix 1) was updated to incorporate feedback where appropriate.
- 2.5. The final WNES sets out 5 priorities for a vibrant economy;
 - Thriving Towns that are destinations for both residents and tourists.
 - Access to education and good work, at all phases of life.
 - Specialised argi-food, engineering, manufacturing and visitor economy with productive jobs and businesses that are a reason to stay in the area, relocate to it and invest in it.
 - Proactive, efficient and sustainable management of our natural resources.
 - Happy, healthy people living in connected inclusive communities with access to housing, health services, social and leisure facilities.
- 2.6. The recommendation to endorse the WNES is the first stage of the process and will inform the next stage to develop an Investment Plan which will determine the priorities for funding for the Borough, for the Council and partners. This will inform future resource planning and project pipeline priorities for the Council and other strategic partners.

3. Norfolk Economic Strategy

- 3.1. In parallel with the development of the WNES, Norfolk County Council has prepared the Norfolk Economic Strategy (Local Growth Plan). The draft strategy was presented to Cabinet for endorsement at its meeting on 17 October 2024. The Cabinet endorsed the strategy subject to some suggested additions and amendments which was fed back to Norfolk County Council. The final Norfolk Economic Strategy is being presented to their Cabinet for adoption, also on 10 December 2024. An update will be provided to Cabinet on the amendments to the Norfolk Economic Strategy at the cabinet meeting.

4. King's Lynn Priorities

- 4.1. During the development of the WNES, the King's Lynn Town Board completed further targeted consultation on the vision and priorities specifically for King's Lynn. Over 1,100 people took part in the consultation either in the survey, or at an event, or through another activity. This included 517 people participating in a survey.
- 4.2. Utilising this extensive consultation, the Town Board has revised its vision and priorities for the town, which replaces those set out in the Town Investment Plan (2021);

Vision: 'In 2035 King's Lynn will be a vibrant and inclusive town for everyone, with a flourishing mixed-use town centre and more people living, working and visiting. It will be easy to travel in to and throughout the town, with a healthy, safe, and welcoming environment. There will be abundant recreational spaces, experiences, and cultural attractions, for people of all ages.'

Priorities:

1. **Improve town centre attractiveness and cultural experience** – Redevelop and enhance key assets including heritage buildings and architecture around the town centre and quayside. Incorporate greenery, wayfinding and public realm enhancements, to improve the overall attractiveness and liveability for both residents and visitors.
2. **Create a successful, modern, mixed-use town centre** which offers a diverse range of reasons to be there, including leisure, residential, offices, cultural offerings, as well as traditional shopping. Transform our high street by repurposing and redeveloping vacant and underused buildings and neglected areas, such as the south end of the high street. Increase opportunities to live and work in and around the town centre, while ensuring sustainable development that respects King's Lynn's heritage.
3. **Enhance connectivity and accessibility** – Reduce congestion and enhance mobility by bringing about a bold modal shift towards active travel and public transport, making bus routes more frequent and better connected to our rural hinterland, and expanding and greening cycling and pedestrian pathways to encourage sustainable travel choices, support healthier lives and progression towards net zero.
4. **Improve safety, security and community wellbeing** – Address concerns of anti-social behaviour and crime in problem areas, particularly around the bus station and the Walks. Invest in facilities and programmes that provide alternative activities and opportunities for young people to make positive social and economic contributions to the town. Support community and voluntary groups in their events and initiatives to reduce health inequalities and promote wellbeing for all residents, contributing to our vision of becoming a 'Marmot Place'.
5. **Raise young people's aspirations and support business and skills growth** – Make King's Lynn a hub for starting and growing businesses by repurposing vacant buildings for commercial use, enhancing digital connectivity, providing support networks, and fostering collaboration to nurture entrepreneurship both in King's Lynn Enterprise Park and the broader local economy. Boost the local talent pool through employment and skills programmes for residents, linked to opportunities in local sectors.

4.3 The revised vision and priorities for King's Lynn provide a further place-based level of detail to guide specific targeted investment in the Borough's principal town, King's Lynn. This is in line with the overall WNES priority specifically for 'Thriving Towns.' These priorities will guide future investment decisions in particular with the revised Long Term Plan for Towns programme planned to be continued by the new government.

5. Financial Implications

5.1 At this stage, there are no financial implications. The Investment Plan will be presented to cabinet in early 2025 which will set out the project pipeline and resources required to support the development and delivery of the economic strategy so the Council is best placed to respond to opportunities to secure investment to achieve the desired ambitions and outcomes for West Norfolk.

6. Policy Implications

6.1 The Economic Strategy is aligned with the Corporate Strategy under the priority to;

‘Promote growth and prosperity to benefit west Norfolk To create job opportunities and attract investment by supporting economic growth and developing skills to support local businesses. To encourage housing development and associated infrastructure that meets local need. Promote west Norfolk as a destination.’

6.2 The WNES will also be the core policy in which other sector specific and spatial plans will be developed from including;

- Local Plan
- King’s Lynn Cultural & Heritage Strategy
- King’s Lynn Transport Strategy
- King’s Lynn & Hunstanton Car parking strategy
- West Norfolk Tourism Development Plan 2022-26
- West Norfolk Housing Needs Assessment

6.3 The evidence gathered and priorities will support the work of the Marmot Place that is currently being initiated.

7 Personnel Implications

None

8 Environmental Considerations

8.1 Clean growth will be an important theme to be explored in the development of the Economic Strategy to ensure West Norfolk has the appropriate skills, support and infrastructure to meet Net Zero targets and address the declared Climate Emergency.

9 Statutory Considerations

None

10 Equality Impact Assessment (EIA)

Provided in Appendix 3.

11 Risk Management Implications

Risk	Risk Implications and Mitigation	Level of Risk
Stakeholder Support	<p>Risk Stakeholders do not support the priorities identified in the Economic Strategy.</p> <p>Consequences Economic Strategy does not reflect the needs of the local area due to lack of stakeholder support.</p> <p>Mitigation Development of the strategy has been built on deep</p>	Low

	and extensive engagement throughout the preparation of the strategy, concluding with a formal consultation on the draft strategy in September 2024 which indicated support for the priorities identified in the strategy.	
External Funding	<p>Risk Funding to support the delivery of the actions identified in the WNES through Devolution and central government do not prevail.</p> <p>Consequences Ability to sustain and achieve economic growth in west Norfolk will be undermined.</p> <p>Mitigation The strategy action plan sets out the role of a range of public bodies and the private sector to support the delivery of the strategy. While there will be an lesser impact that can be made, strength in partnership working and engagement with the private sector will ensure all opportunities are maximized to enable economic growth.</p>	Medium
Staff delivery	<p>Risk Insufficient staff capacity to progress the next stage of implementation of the strategy.</p> <p>Consequences Insufficient staff and expertise will impact on the ability to respond robustly to future investment opportunities, resulting in lost opportunities to deliver economic growth to West Norfolk.</p> <p>Mitigation Review of the existing Regeneration & Economic Development Team to determine level of resource and expertise required to achieve the ambitions in the strategy.</p>	High

12. Declarations of Interest / Dispensations Granted

N/A

APPENDICES

Appendix 1: West Norfolk Economic Strategy (final)

Appendix 2: State of the Capitals (final)

Appendix 3: Equality Impact Assessment

Pre-Screening Equality Impact Assessment

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



Name of policy/service/function	West Norfolk Economic Strategy				
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					
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	✓			
	Disability			✓	
	Gender			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Other (eg low income, unemployed)	✓			

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>	No	
<p>3. Could this policy/service be perceived as impacting on communities differently?</p>	Yes	<p>The purpose of the strategy is to improve the socio economic performance and opportunities of communities, particularly those which have significant inequalities and need challenges addressing that will support economic growth and improve productivity.</p>
<p>4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	Yes	<p>.The Economic Strategy will seek to identify the interventions need to improve the economic prosperity, employment and training opportunities for residents and businesses.</p>
<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:</p>
		<p>Actions agreed by EWG member:</p> <p>.....</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>Decision agreed by EWG member:</p>		
<p>Assessment completed by:</p> <p>Name</p>	<p>Jemma Curtis</p>	
<p>Job title</p>	<p>Regeneration Programmes Manager</p>	
<p>Date</p>	<p>24th October 2024</p>	

West Norfolk Economic Strategy and Vision

Annex 1 – Drivers of Change and the State of our Capitals 2024



About this document

This document is part of a series of documents which sets out the King’s Lynn and West Norfolk Economic Vision and Strategy.

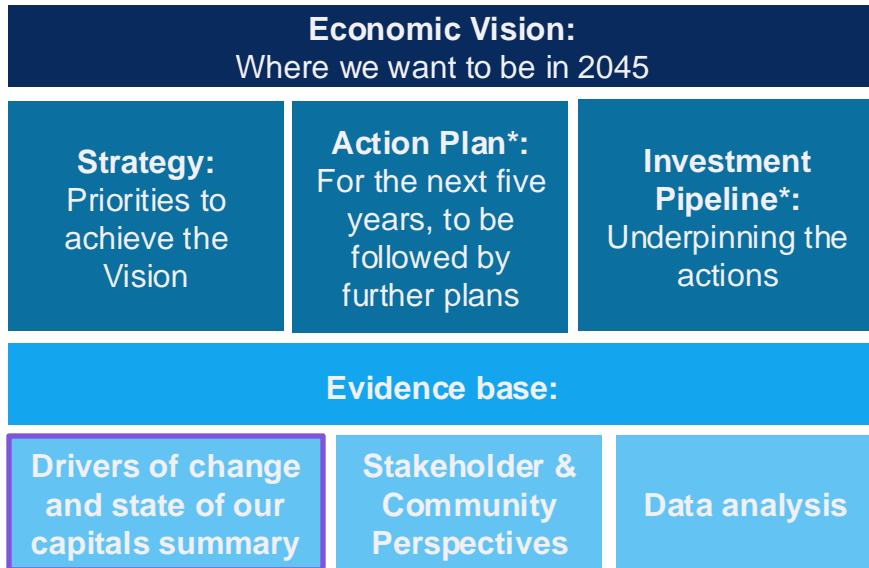
It outlines the key trends, as of 2024, that will shape our future way of life in the borough.

It also provides a moment-in-time view of the current state of our capitals, at the time of drafting the Economic Strategy and Vision, informed by the quantitative and qualitative evidence outlined in the evidence bases in this collection.

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* To be developed as part of the “call to action”

Introduction: Understanding drivers of change and our capitals' status

The following Annex provides a summary of the broader local, UK, and global policy and economic contexts considered during the development of our economic strategy.

It also outlines the foundational rationale that shaped our vision and strategic priorities, assessed through the lens of our seven capitals. By combining data analysis with qualitative insights, we highlighted the current state of our capitals, identifying both challenges and strengths.

86 As we developed our vision and priorities for the next 20 years, understanding these drivers of change and the current status of our capitals was essential to crafting a strategy that is both resilient and forward-looking in leveraging our opportunities and mitigating existing and potential challenges.

Natural Capital



Skills and Knowledge



Physical Capital



Institutional Capital



Cultural Capital



People and Community



Enterprise Capital

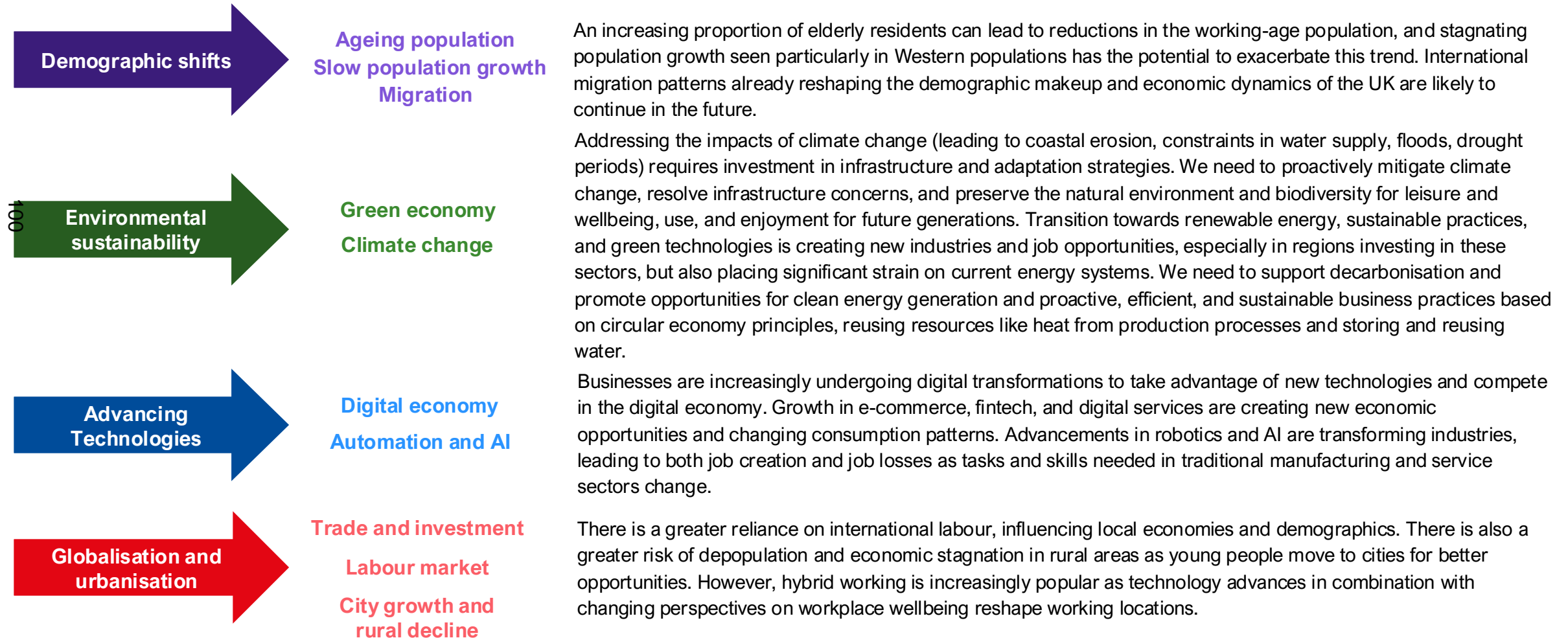


Drivers of change: Headline future trends



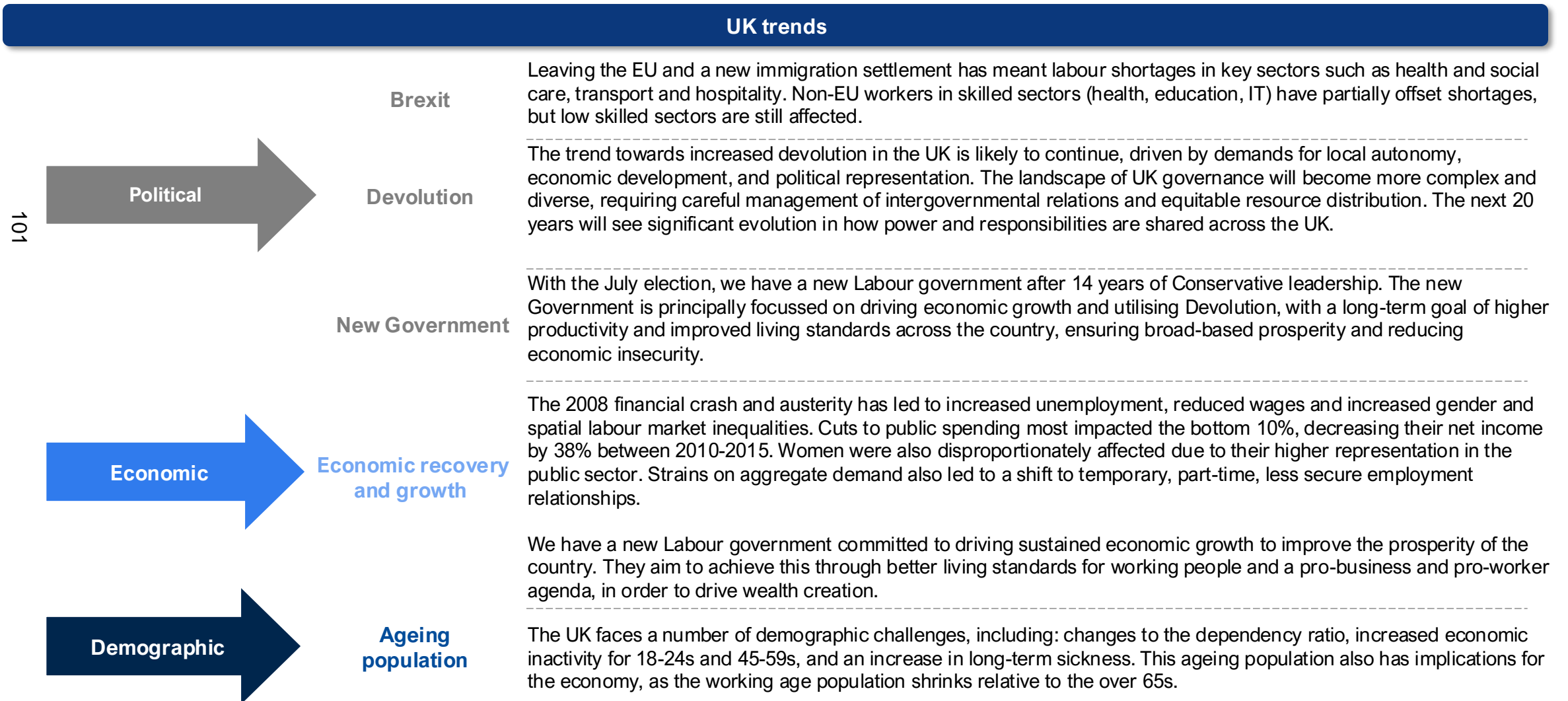
The global trends shaping our future

As the aim of this strategy is to set a vision for King's Lynn and West Norfolk over the next 20 years, a consideration of the wider drivers of change that will influence economic life everywhere and the socio-economic prospects of the Borough is critical.



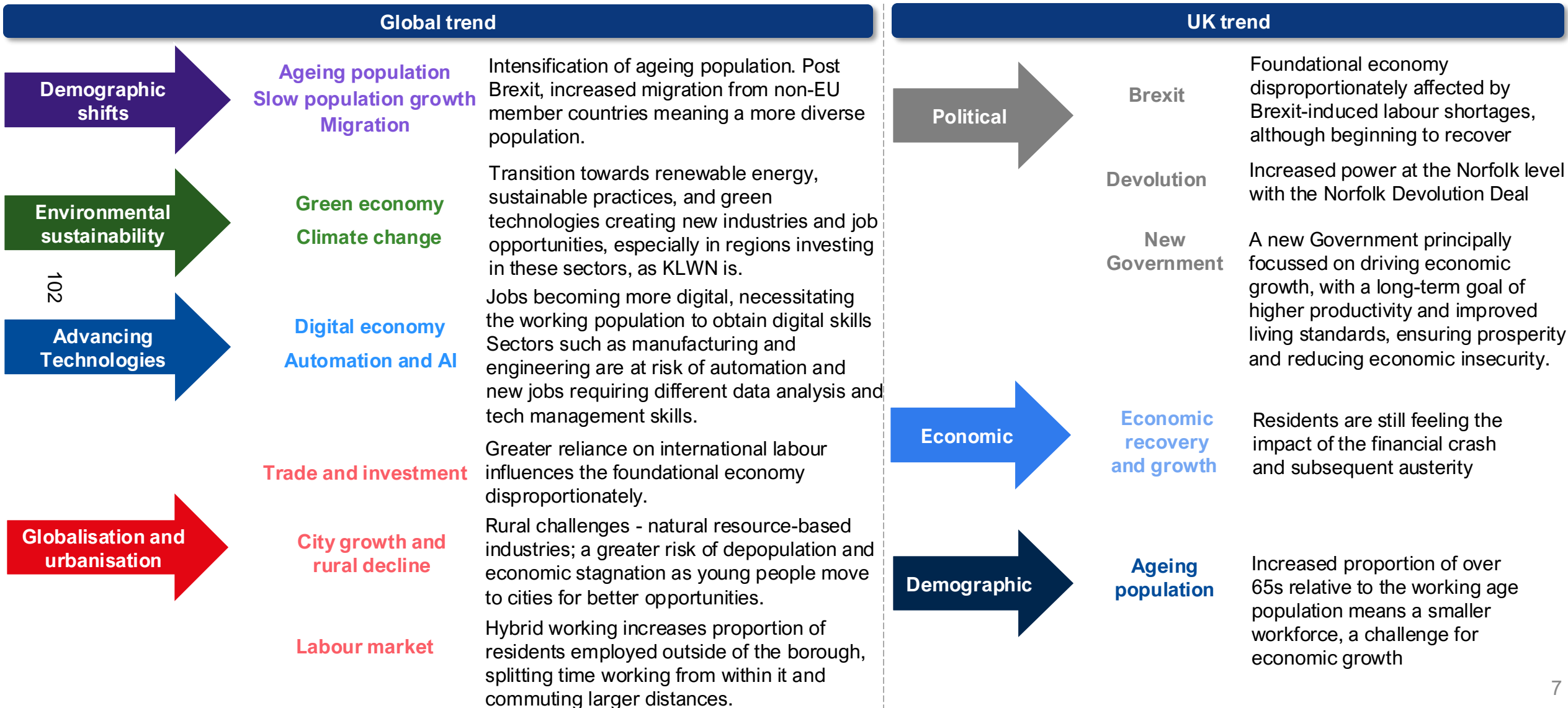
The UK drivers and trends shaping our future

Alongside the global trends, there are several UK macro-economic trends that will also influence economic life in the Borough and are equally important to consider.



Implications for King's Lynn and West Norfolk

These global and UK macro-economic trends can be expected to have the following impacts on King's Lynn and West Norfolk



The state of our capitals today



The status of our capitals at a glance



Natural Capital

Strengths

- 20 minutes to work 20 minutes to the coast
- Coastline, The Fens
- Over 10m trips (c.6.4m visitors) in 2022
- Total tourism value - £560m, total visitor spend - £421m
- £11m business rates retention 2022/23
- CO2 emissions have decreased since 2005
- Active travel increased by 8.2%

Challenges

- Coastal erosion, floods, drought, climate change threats
- The Wash – flood risk management
- Lower than average proportion of properties with EPC rating of A-C
- Ouse Washes Habitat Creation programme failing
- Above average per capita transport emissions



Physical Capital

Strengths

- 10.5k new homes planned by 2040, with 4K a sustainable urban expansion to the south of King's Lynn at West Winch
- Offshore wind off Hunstanton
- Rail connectivity to Cambridge and London

Challenges

- Declining town centres, above regional average high street retail vacancy rates
- Limited rural transport impacts night-time economy and workforce mobility to employment centres
- 30% of neighbourhoods are in the bottom 20% nationally on IMD barriers to housing
- Rural businesses - physical/digital infrastructure
- Some areas are 1h+ by car from nearest employment centre of 5,000+
- 64% of neighbourhoods have above average travel time to key services
- Summer tourism pressures infrastructure
- Grid connectivity
- 2/3 leisure centres at risk of closing due to building condition



Cultural Capital

Strengths

- Cultural and heritage assets:
 - St. George's Guildhall,
 - Sandringham,
 - The Walks,
 - Corn Exchange
 - Riverfront Quays area,
 - King's Lynn historic town centre
 - Hanseatic Port
 - Burnham Market
- King's Lynn/West Norfolk festivals
- Growing immigrant population
- Downham Market food/hospitality offer

Challenges

- Residents unaware of Borough's offer
- Assets underutilised/lacking activation to benefit the local economy/community



People and Community

Strengths

- Worthwhile life, happiness scores above UK average, anxiety scores below UK average
- Lynnsport

Challenges

- 26% aged 65+ - this group growing the most – declining proportion of 25-39s
- Slower population growth
- Impact of rurality on health – insufficient access to GPs
- c.20k residents live in areas among the 20% most deprived in England, with life expectancy varying significantly based on where in the Borough one lives
- 56% of households have 1+ dimension of deprivation
- Joint least densely populated LA, lower population growth than across the East of England
- GDHI increased from 2017-21, still below UK average
- Poor evening economy, and lack of an offer for young people



Skills and Knowledge

Strengths

- School of Nursing Studies
- Above average percentage of firms provide on the job training
- BOOST Programme
- Above average proportion of 16–18-year-olds in apprenticeships
- CWA University Centre
- Partnership with Anglia Ruskin University

Challenges

- 6.7% of the population have no qualifications
- 4.5% NEET, higher than national and Norfolk averages
- 30.3% of people with level 4+ qualifications - below average
- Second highest levels of economic inactivity in Norfolk (22.1%)
- Lack of hospitality skillset to support visitor economy sector
- Limited HEI presence
- BOOST Programme ending March 2025



Enterprise Capital

Strengths

- Most productive sectors are Energy and Adv. Manufacturing and Engineering
- Adv. Manufacturing and Engineering has the highest GVA (£530m, c.28% share)
- 70.7% of people both live and work in KLWN
- Decrease in percentage of people providing <19 hours of unpaid care a week from 2011-21
- Gradual increase in employment
- Median workplace wages on par with Norfolk average (c.£590)

Challenges

- Job density below regional and national averages
- Lower proportion of employment in high skilled occupations
- GVA per hour less than UK average
- Lack of commercial/ industrial space



Institutional Capital

Strengths

- Long Term Plan for Towns - King's Lynn (TBC)
- AEB devolution
- BID
- King's Lynn Enterprise Park
- Local Nature Recovery Strategy (in development)
- Norfolk Floods Strategic Alliance
- CTAP Programme
- Norfolk Economic Strategy (in development)

Challenges

- Upward trend in temporary accommodation
- Lack of day-to-day support for small businesses
- Decline in cases of homelessness prevention
- Perception that town centre car parking charges impact footfall



Natural Capital

Where are we now?

Strengths

Natural assets

- Coastline, The Fens
- Walking trails/paths (ie. recently extended King Charles III Coastal route link-up with the Norfolk Coast Path, Peddars Way)

Visitor economy offer

- Over 10m trips (c.6.4m visitors) in 2022
- Total tourism value - £560m, total visitor spend - £421m
- £11m business rates retention 2022/23

Climate change mitigation

- The Wash – flood risk management
 - CO2 emissions have decreased since 2005
- Net Zero/clean energy
- East of England Hydrogen Cluster

Challenges

Sustained threat of climate change

- Threat of coastal erosion, flooding, drought, climate change
- Above average per capita transport emissions
- Emissions from land use / agriculture
- Lower than average proportion of properties with EPC rating of A-C

Loss of biodiversity

- Ouse Washes Habitat Creation programme failing

Direction of travel?

If this is left unchanged:

Natural assets

- Coastal erosion will significantly reduce the coast in 20 years, resulting in the degradation of our natural capital, and a need to shift attention to different parts of the Borough

Visitor economy offer

- We will struggle to continue to attract visitors, as the main asset will have disappeared

Climate change mitigation

- Flooding could destroy many of the agricultural assets in the Borough
- Carbon and other greenhouse gas emissions continue to increase, accelerating the harmful impacts of climate change

Net Zero/clean energy

- The region will continue to develop its growing clean energy sector, building off of the East of England Hydrogen Cluster

Flood risk from rivers and the sea*



This map shows that large areas of the Borough sit within flood zone 3, which has the highest risk of flooding. These areas have a 1 in 100 or greater chance of flooding from rivers; or a 1 in 200 (0.5%) or greater chance of flooding from the sea each year.

Large areas of land in our coastal communities are within flood zone 3 and therefore at higher risk of flooding.

Implied result:

- The coast is host to a significant proportion of our economic activity. If the coast is going to disappear, this is a real threat to economy, as well as the environment, driving a critical need to diversify tourism offer to increase resilience of economy.

*Source: Environment Agency, Flood Map for Planning (Rivers and Sea) – Flood Zone 3, 2024



Physical Capital (Transport and infrastructure)

Where are we now?

Strengths

- Rail connectivity to Cambridge and London
- Offshore wind off Hunstanton

Challenges

Transport

- Some areas are 1h+ by car from the nearest employment centre of 5,000+
- King's Lynn among the most heavily congested urban areas in the country outside London
- Limited rural public transport, impacting the accessibility to employment centre, education, and healthcare services
- 64% of neighbourhoods have above average travel time to key services
- Timeliness of transport services, connectivity to Norwich
- Lack of dualled roads from Peterborough to Norwich and Hunstanton to Cambridge leads to traffic congestion

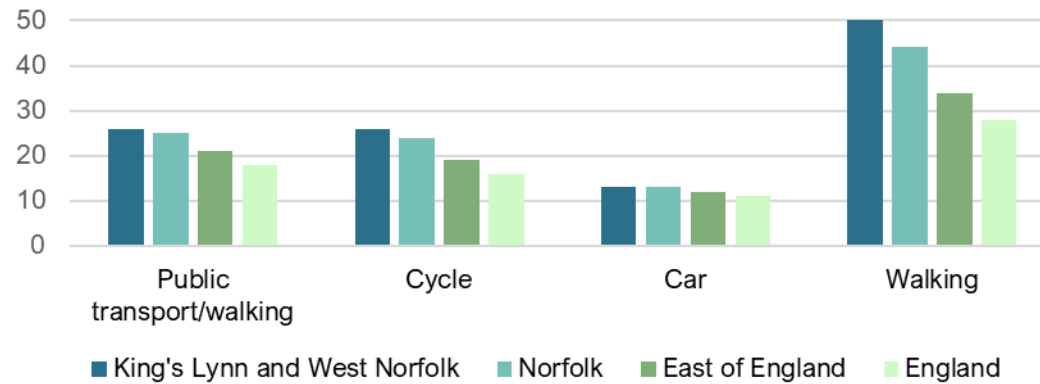
Town centres

- Town centre decline, above regional average high street retail vacancy rates

Supporting infrastructure

- Summer tourism pressures
- Energy grid connectivity constraints
- Physical/digital infrastructure for rural businesses
- Outdated sport and leisure facilities in need of modernisation or replacement

Average minimum travel time (in minutes) to reach the nearest key services by mode of travel, 2019



Source: MD Analysis of Table JTS0104 – Journey time statistics: data tables (JTS) - GOV.UK (www.gov.uk); Draft Norfolk Strategic Infrastructure Delivery Plan 2023

Direction of travel?

If this is left unchanged:

- Transport - inefficient transport links will make it increasingly difficult to live in the Borough and travel within and outside of it for work
- Town centres – town centre decline will continue, failing to attract residents
- Supporting infrastructure and leisure services – despite plans to upgrade leisure and sport infrastructure, wait times for services will still increase as planned housing growth strains the capacity of existing services

Implied result:

- Our physical capital must be able to sustain the growth our economy needs.
- Without enhancing transport infrastructure, improving connectivity between villages and town centres, improve town centres, supporting infrastructure and service provision, we will fail to provide for current residents and attract new ones.





Physical Capital (Housing)

Where are we now?

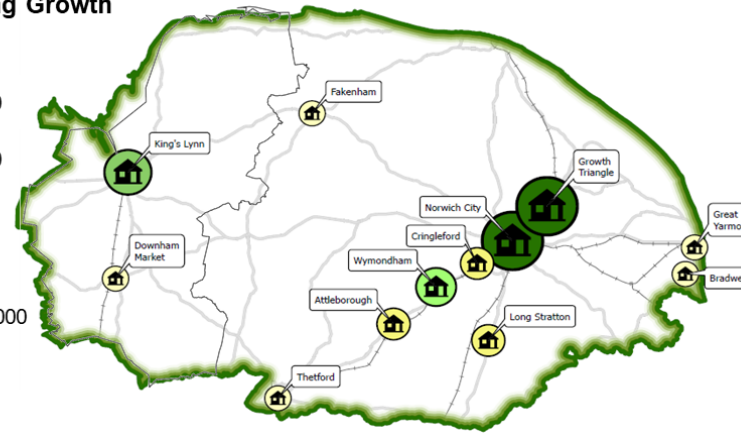
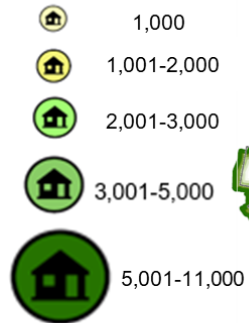
Strengths

- Planned housing growth from 2001-26
- Targeted support services leading to declining rough sleeping numbers
- High levels of home ownership (67%) and outright ownership (41.6%) provide housing stability for many residents

Challenges

- A limited housing offer, dominated by larger, detached homes in rural and coastal areas, does not meet the needs of young people and working-age families, especially in King's Lynn
- Demand outpaces supply for affordable, smaller homes, especially in urban areas
- New government housing targets for KLWN (+88%) underscore the need to unlock land and expand housing provision, particularly along the Downham to King's Lynn corridor, to meet growing demand
- Rising Private Rented (PRS) costs and frozen Local Housing Allowance rates further increase housing insecurity for younger and lower-income residents
- Affordability and support challenges - doubling of homelessness applications driven by PRS termination, in-work poverty, domestic abuse cases
- Reliance on migration reflects the area's attractiveness for older migrants and retirees, yet also underscores the need to attract younger, working-age individuals to balance the age structure and support economic needs

Planned Housing Growth

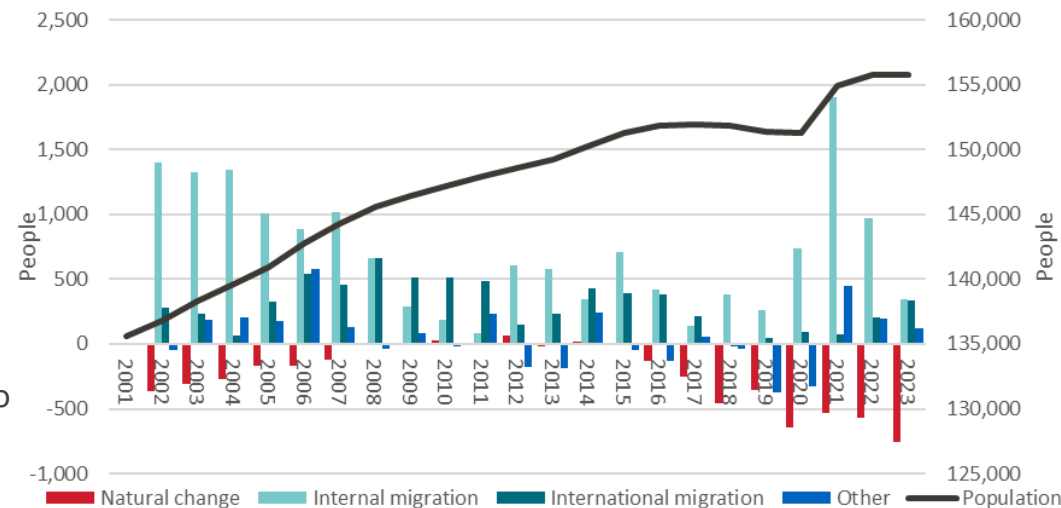


Direction of travel?

If this is left unchanged:

- Under-occupation in King's Lynn town centre will continue, contributing to King's Lynn decline
- Limited housing options will continue to deter young people and families from settling, worsening the age imbalance.
- Without PRS affordability interventions, homelessness will likely increase, with rising reliance on costly temporary accommodations
- Economic deprivation will continue to impact local productivity, impeding long-term economic growth

Components of change - Kings Lynn & West Norfolk 2011-2023



Implied result:

- The continued lack of diverse, affordable housing will deepen housing insecurity and strain local resources, hindering socioeconomic development
- Without effective policies to attract younger demographics and encourage family growth, the borough's reliance on migration alone may not sustainably support economic development or balance its ageing population



Cultural Capital

Where are we now?

Strengths

- Cultural and heritage assets such as St. George's Guildhall and the Shakespearean floorboards, the Corn Exchange theatre, Sandringham Estate, The Walks, historic town centre of King's Lynn, Burnham Market
- Strong maritime history evidenced today - Riverfront Quays area, Danseatic Port and Festival, but currently underutilised asset
- King's Lynn/West Norfolk festivals
- Downham Market food/ hospitality offer, hub for The Fens
- Cultural and Heritage Strategy in development



Challenges

- Residents unaware of Borough's offer
- Decrease in businesses and employees in retail and arts, recreation and entertainment, against national trends
- Lack strong volunteer network and high skilled creative workforce to sustain assets

Direction of travel?

If this is left unchanged:

- Current investment in our cultural and heritage assets, alongside the development of Cultural and Heritage Strategy mean that our cultural and heritage assets are well-placed to continue to attract visitors
- Culture and heritage is a priority for investment: *West Norfolk Tourism Development Plan 2022-26* sets a strategic aim of 'Developing the cultural product'; the *King's Lynn Town Investment Plan 2020-21* outlines 5 priorities for investment, one of which is enhancing cultural opportunities to repurpose the town centre; *UKSPF Investment Plan* seeks to take a culture-led approach to visitor economy excellence, through leveraging cultural assets
- Sustained investment is necessary, as the culture and heritage industry must maintain its assets and modernise to fit the needs of the future
- If investment in culture and leisure is left unchanged, this will increasingly become a 'tie breaker' for investors and employers. A high-quality culture/leisure offer is a first base expectation when investors and workers are deciding where to relocate to, or allocate assets.

Implied result:

- KLWN has a surplus of cultural and heritage assets which attract visitors and generate value for the economy but are consistently underutilised.
- Prioritisation and investment in the cultural sector must continue and expand, to ensure this asset remains an attraction to the area.
- A strong, high quality, engaging contemporary arts offer will attract businesses requiring higher skill levels and support the night-time economy cultural tourism.
- Arts and cultural activity can support young people to develop specific and transferable higher-level skills, and engage wider communities.



People and Community Capital

Where are we now?

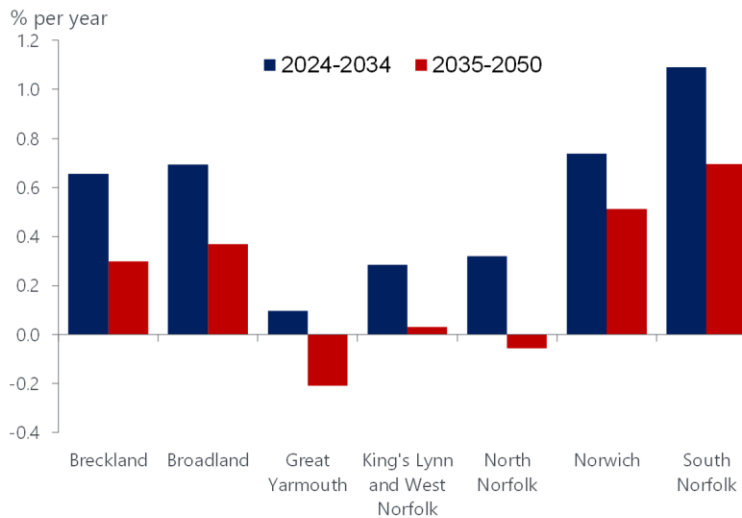
Strengths

- Largest population in Norfolk
- Worthwhile life, happiness scores above UK average
- Anxiety scores below UK average
- Strong sense of community
- Growing immigrant population

Challenges

- 28% aged 65+ (Norfolk - 24%; England - 18%) – 65+ growing the most, declining proportion of 25-39s
- Population projected to grow at a slower rate from 2035-50, compared to 2024-34
- Disparities in healthy life expectancy (HLE) - North Lynn HLE c.7-10 years less than those outside King's Lynn
- Poor evening economy, lack of an offer for young people
- 56% of households have at least 1 dimension of deprivation
- Joint least densely / sparsely populated LA and lower population growth than across the East of England
- GDHI increased from 2017-21, but remains below UK average

Norfolk Population decline



Source: Oxford Economics



% of residents living in 20% most deprived areas in England

King's Lynn and West Norfolk: 15%
Norfolk: 15%
England: 20%



Over 1/3 of the borough's population lives in King's Lynn



Housing affordability ratio*
King's Lynn and West Norfolk: 8.9%
Norfolk: 8.6%
England: 8.3%

Direction of travel?

If this is left unchanged:

- The 65+ section of the population will continue to grow faster than the working age population
- Health inequalities will continue to impact the availability and activity of the workforce, and strain our public services
- A poor evening economy and lack of an offer for young people mean that young people may leave the borough, and it will be difficult to attract young people in
- Population will continue to decline, and growth will not occur at the rate needed to replace the retiring population
- Greater housing unaffordability compared to Norfolk and England averages mean that residents will continue to struggle to obtain affordable housing

Implied result

- The 65+ section of the population growing faster than the working age population means that the relative proportion of the population in the workforce will decrease – this poses a challenge to economic growth.
- Out-migration of young people and an inability to attract young people into the borough will further contribute to declining population and shifting demographics, in a way which negatively impacts the size of the labour force.
- As King's Lynn and West Norfolk is located commuting distance away from Cambridge and Peterborough, many young families could move to the borough for cheaper, higher-quality housing, whilst commuting out of the borough for work. If housing becomes increasingly unaffordable in King's Lynn and West Norfolk, the appeal of this offer diminishes, further risking depopulation in the borough.

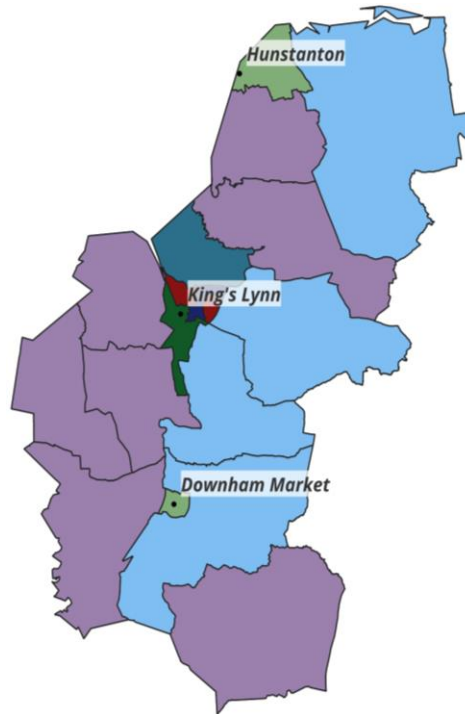
*Ratio of median house price to income – a lower ratio means more affordable



People and Community Capital

Mosaic segments individuals and households based on their demographic, behaviours and lifestyle characteristics to give a deeper understanding of who they are:

- Prestige Positions** - affluent families living in large, detached homes in desirable neighbourhoods, often in suburbs or small towns with good city connections. Typically married couples, either older without dependents or with children, and have high market value homes surrounded by gardens.
- Country Living** - well-off homeowners in rural areas, often older or families, who enjoy spacious, attractive homes with above-average prices. These residents appreciate the countryside and have usually lived in their homes for a long time.
- Rural Reality** - affordable homes in village communities, often distant from cities. Residents are older individuals and families, typically working in local, lower-wage jobs, and living in semi-detached, terraced, or detached houses with below-average values.
- Senior Security** - retired homeowners in their late 60s-80s with good pension incomes, living in mid-range, mortgage-free homes. They are financially comfortable, and cautious with savings and investments.
- Aspiring Homemakers** - young adults in their 20s-30s, settling in modestly-priced homes, attractive to new buyers. These households, a mix of couples and singles, often have young children and face significant mortgage expenses.
- Family Basics** - families with limited incomes who carefully budget to make ends meet, typically living in low-cost, mid-20th century homes. These households include couples and single parents with children, often renting from local authorities or housing associations.
- Transient Renters** - young, single individuals in their 20s and 30s, frequently moving and renting low-cost homes. They live alone or with others in affordable flats or terraced houses, usually near urban centres, primarily renting from private landlords.



It is interesting to note how the breakdown in West Norfolk differs from that of Norfolk and England. What we aren't seeing in West Norfolk, which this strategy aims to change, is a significant presence of groups F, G and O (working families, some may have young children, or young professionals).



Skills and Knowledge

Where are we now?

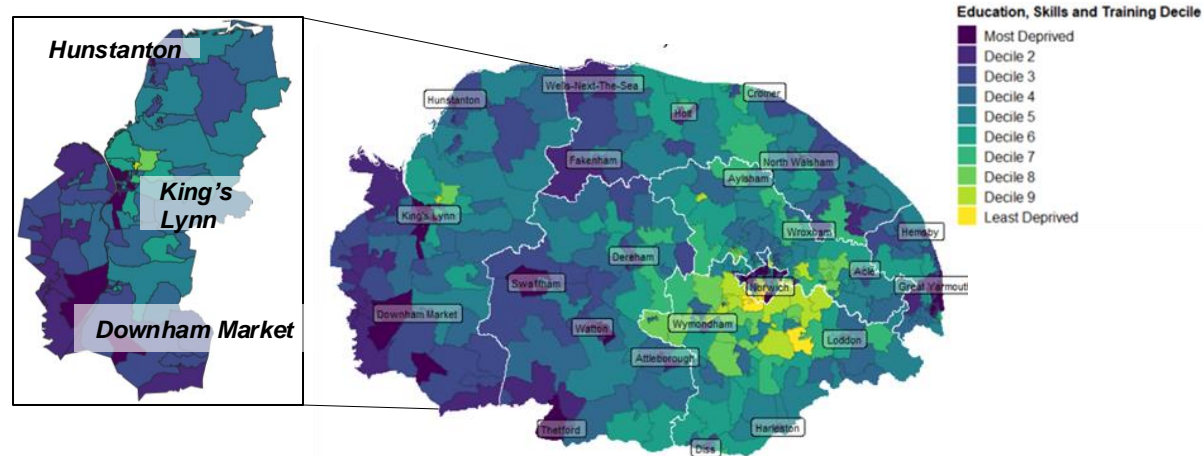
Strengths

- School of Nursing Studies Apprenticeship
- Higher percentage of firms provide on the job training than the national average
- BOOST Programme
- Higher proportion of 16-18 year olds in apprenticeships than the national average

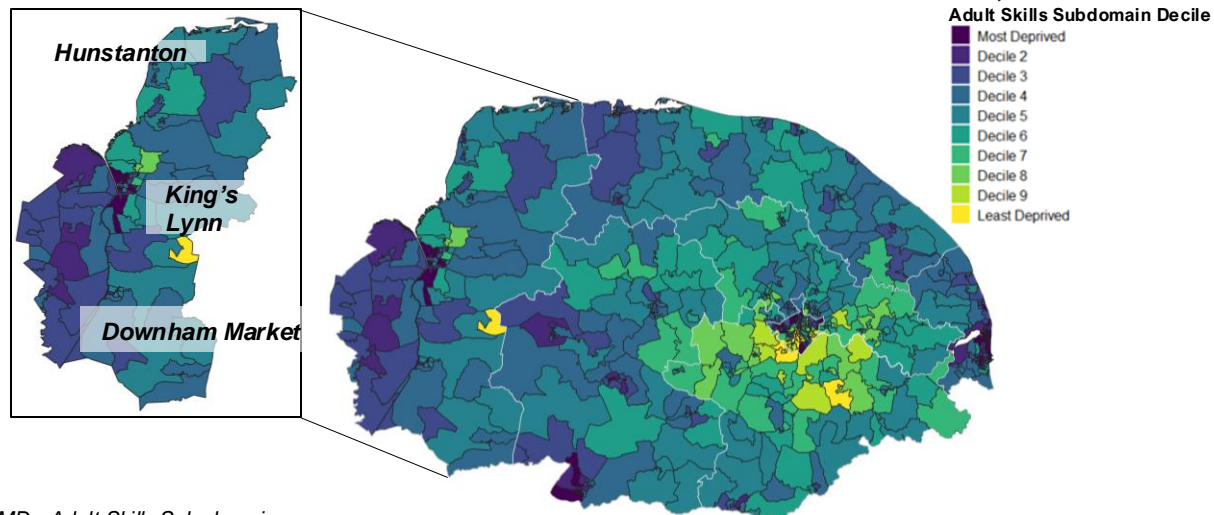
Challenges

- 4.5% NEET, higher than national and Norfolk averages
- Limited education infrastructure – cold spot for HE provision
- Below average percentage of people with level 4+ qualifications – 30.3%, compared to 33% in Norfolk and 43% in England
- 6.7% of the working age population have no qualifications – on par with regional and national averages
- Second highest levels of economic inactivity in Norfolk (22.1%), higher than national and regional averages
- Lack of skillset locally to support local sectors

Education, Skills and Training IMD Deciles for Norfolk LSOAs, 2019



Adult Skills Subdomain IMD Deciles for Norfolk LSOAs, 2019



Direction of travel?

If this is left unchanged:

- Limited infrastructure to provide higher-skilled training
- Residents will continue to lack the qualifications necessary to obtain higher-skilled, higher-paid jobs
- Economic inactivity rates will remain high
- Lack of hospitality skillset locally to support visitor economy sector will harm the sector in the long run, as it will fail to keep up with sustained local demand

Implied result?

- Businesses will struggle to take up training necessary to improve skills and productivity
- Higher-skilled industries and businesses, which tend to be higher growth, will continue to locate outside the borough, where they can access the necessary skills supply
- Young people seeking better educational opportunities or high-skilled work will leave the borough



Skills and Knowledge

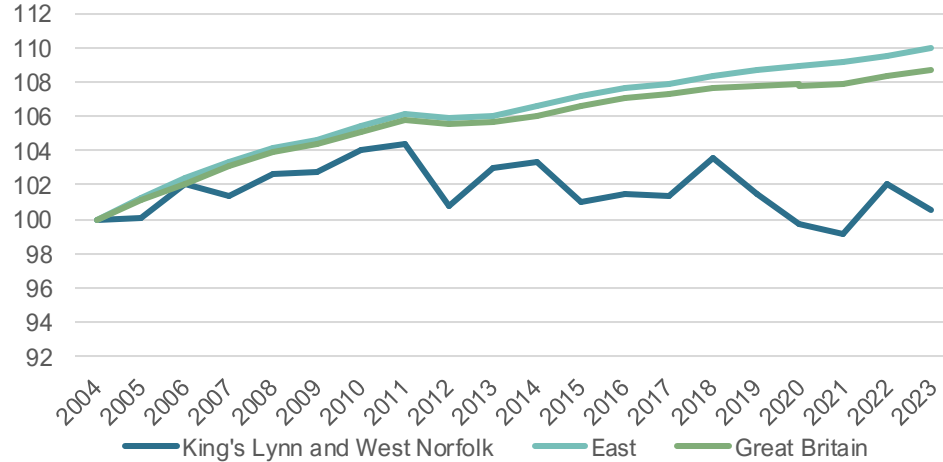
Enterprise Capital



Our inter-related embedded trends, which we must disrupt to drive a different direction of travel in the future:

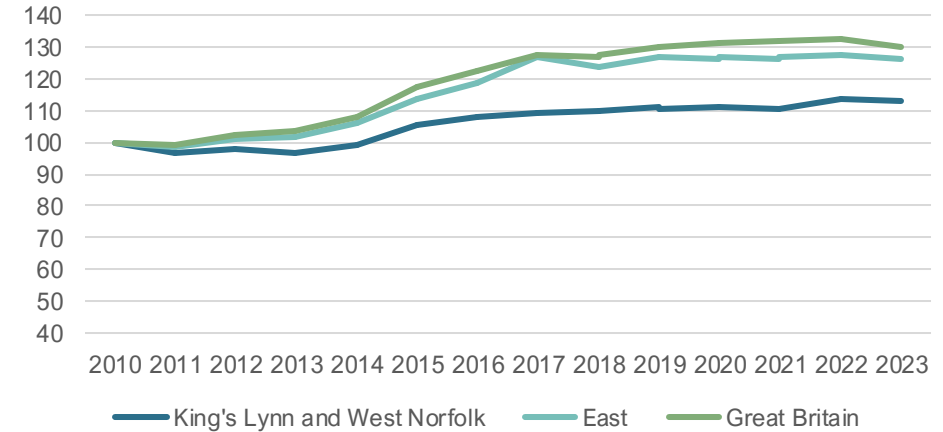
Steep decrease in working age population

Indexed change in working age population 2004-2023



Smaller business base

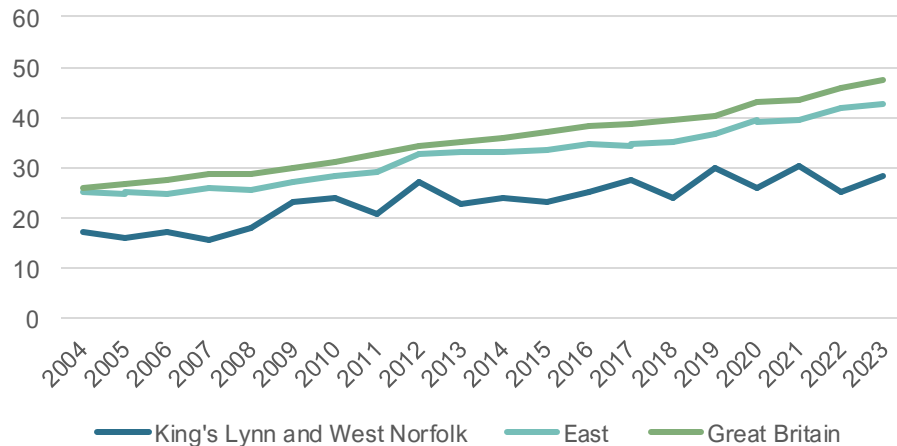
Indexed change in number of businesses



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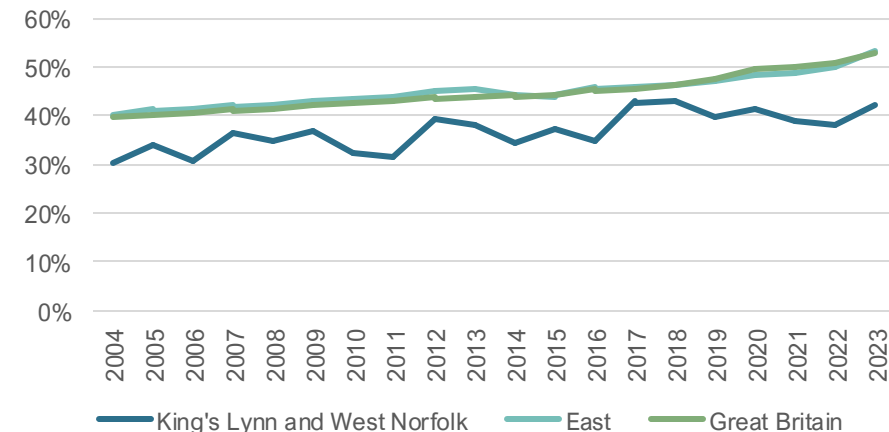
Fewer residents with higher level skills

Proportion of residents with L4+ skills



Restricted labour market for senior and professional roles

Proportion of jobs that are SOC 1, 2 or 3



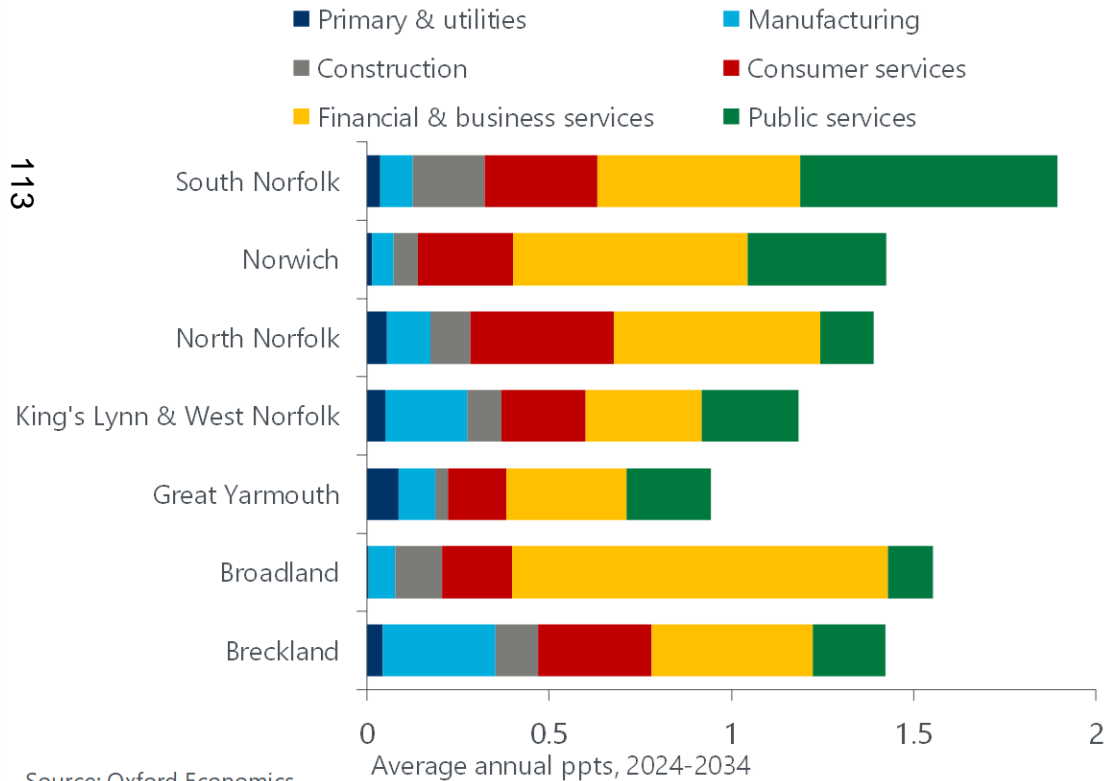


Enterprise Capital

Where are we going?

Norfolk: Sectoral contributions to GVA growth

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Source: Oxford Economics

- Service-based sectors are expected to dominate local growth prospects in Norfolk over the next decade, with public services, consumer services, and financial and business services contributing to GVA growth in KLWN.
- However, **financial and business services** are contributing less to GVA growth compared to other districts, indicating the need for targeted interventions to boost productivity and expand the sector.
- **Construction** remains an important part of the local economy in KLWN, reflecting ongoing infrastructure development and demand for new housing and commercial buildings.
- **Manufacturing** stands out as a key sector in KLWN, with a more substantial contribution to GVA growth than in many other districts, underlining the area's strengths in advanced manufacturing and engineering.
- Ensuring continued growth in the manufacturing sector requires investment in technological innovation and supporting the transition to advanced manufacturing techniques. This includes focusing on skills development to align with industry needs.
- Overall, KLWN's economy will continue to benefit from a diverse mix of sectors, but further efforts are needed to strengthen financial and business services while maintaining the competitiveness of manufacturing. This includes the importance of upskilling the local workforce to meet the increasing demand for higher-skilled roles, particularly in service industries and advanced manufacturing.



Enterprise Capital

Where are we now?

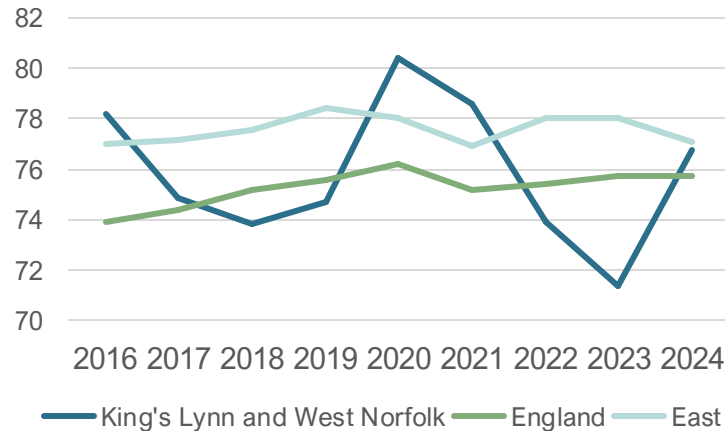
Strengths

- Most productive sectors are Energy and Adv. Manufacturing and Engineering
- Advanced Manufacturing and Engineering has the highest GVA (£530m, c.28% share)
- 70.7% of people live and work in KLWN
- Decline in percentage of people providing <19 hours of unpaid care/week from 2011-21
- Creative and Cultural sector has grown across multiple measures in the last 5 years

Challenges

- Jobs density below regional and national averages
- Lower proportion of employment in high skilled occupations
- GVA per hour worked less than UK average
- Loss of working age population relative to over 65s
- Unclear landscape for start-up/ business support
- Shortage of commercial/ industrial space
- Struggles for town centre businesses around decreased footfall, car parking, restrictions on heritage/listed buildings

Employment rate (%) since 2015



Observations

- **Only 20% of employment, businesses, or GVA comes from growing sectors.** Almost 50% of jobs are in declining sectors, and our growth sectors are not highly specialised.
 - Agri-Food is particularly worrying – in KLWN it is standing still, whilst areas around it move forward
 - Our foundational sectors make up 40% of total jobs
- **KLWN's economy lacks specialisation** in any significant concentration, beyond Agri-Food. Manufacturing and Construction are more specialised, but not to a large extent. The wider story of the economy is one of under-representation or having no more than you'd expect.
 - Even the visitor economy is no more specialised than the rest of the UK. Beyond a high concentration in Accommodation, the economy is not what you'd expect of a destination town
- **Almost non-existent senior professional tier** - limited incentive to upskill locally, as there aren't employment opportunities for these skills
 - **KLWN's business base is small**, and most businesses are small (very high proportion of sole proprietors). Changing the business base is essential to drive changes in skills demand - there must be jobs that require higher level skills and more varied employment opportunities – at any level. This requires:
 - Business transformation & digitalisation, driving re-/up-skilling
 - Businesses to scale-up and create new job opportunities
 - Business to start in, or re-locate to, the area
- **Under-represented in 'modern service economy' activities** - some of the highest value-added jobs: professional services, admin services, digital, science & technology, but can build on growth in Creative and Cultural sectors



Productivity (GVA per hour worked)
King's Lynn and West Norfolk: £32.5
 Norfolk: £32.9
 UK: £37.7



Average gross weekly pay
King's Lynn and West Norfolk: £589
 Norfolk: £588
 England: £645



Business 3-year survival rates*
King's Lynn and West Norfolk: 63%
 Norfolk: 63%
 England: 56%

*Based on 2019 births

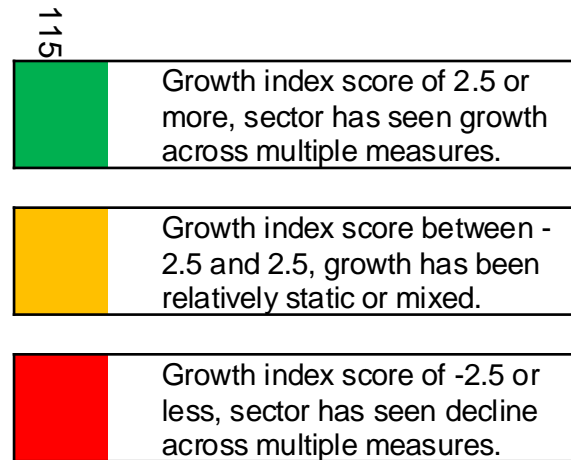
**Local Units – individual sites, e.g. including all operating sites of chain businesses



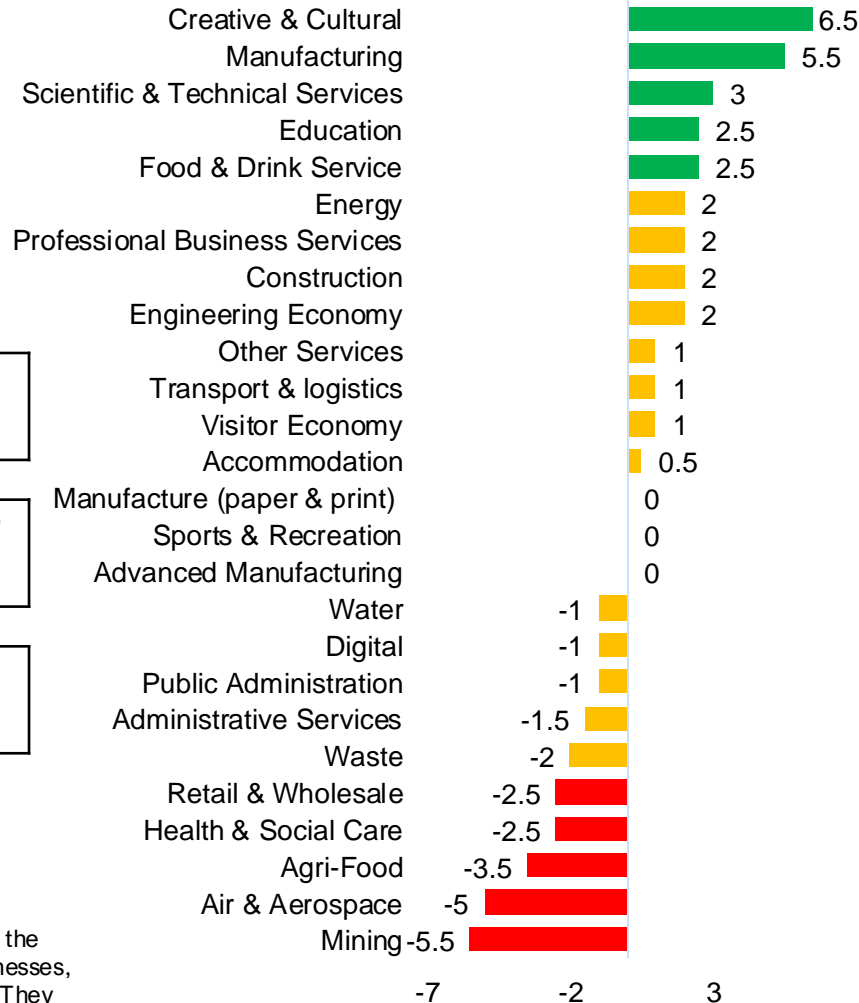
Enterprise Capital

Our growing, declining, and static sectors

The Food and Drink Service, Education, Scientific and Technical Services, Manufacturing, and Creative and Cultural sectors have all seen growth across multiple measures in the last 5 years.



Note: This measure reflects sectors that have seen the most growth in 5 years across five measures: businesses, employment, GVA, productivity and specialisation. They may not be most productive or most specialised.



Direction of travel?

If this is left unchanged:

- Many of our sectors are static – not growing nor declining - and most of our businesses are not on a growth trajectory. If left unchanged, key sector strengths will remain static, or may decline
- KLWN will continually retain lower-skilled jobs, as high-skilled jobs locate elsewhere
- Our growth sectors must be nurtured to ensure continued success.
- Continued lack of commercial/industrial space - businesses will struggle to relocate to KLWN
- This, combined with low job density means productivity will remain below the UK average
- Trend towards hybrid working could mean that people working in higher-skilled roles can move to the area bring their job with them. This would impact the resident population skills profile, but not do anything for the workplace population.
- Limited local employment opportunities drive diminishing working age population, as people must move outside the area for work
- Risk with 'traditional' manufacturing being the highest specialism within manufacturing in the borough - automation, offshoring

Implied result?

- Economy and residents will continue to miss out on high skilled opportunities
- We will fail to attract and retain those seeking higher-skilled work - there are too few jobs at this level, so even if there is one – it's risky because if that doesn't work out, other options are limited
- Productivity will remain low, and we will struggle to grow our economy, realise our full potential



Enterprise Capital

Our growing and declining sectors – summary statistics

The Food and Drink Service, Education, Scientific and Technical Services, Manufacturing, and Creative and Cultural sectors have all seen growth across multiple measures in the last 5 years.

Sector	Employment	Employment CAGR	Businesses	Business CAGR	GVA (millions)	GVA CAGR	Productivity	Productivity CAGR	Average concentration	Concentration Growth
<i>Creative & Cultural</i>	845	7%	140	3%	£ 34	17%	£ 40,006	9%	0.50	17%
<i>Manufacturing</i>	2,750	2%	185	1%	£ 266	5%	£ 96,905	2%	1.26	8%
Scientific & Technical Services	695	-1%	265	3%	£ 21	1%	£ 30,729	3%	0.68	13%
Education	4,625	0%	80	3%	£ 161	2%	£ 34,773	2%	0.87	8%
Food & Drink Service	5,055	7%	330	2%	£ 97	3%	£ 19,184	-3%	1.13	6%
Construction	4,310	3%	1,045	3%	£ 258	2%	£ 59,861	-1%	1.36	4%
<i>Energy</i>	130	2%	10	15%	£ 4	-6%	£ 33,723	-9%	0.68	49%
Professional Business Services	3,705	2%	495	3%	£ 490	0%	£ 132,239	-1%	0.57	8%
Other Services	1,995	-3%	350	2%	£ 66	3%	£ 32,936	6%	0.79	-7%
Transport & logistics	2,035	2%	265	4%	£ 58	-1%	£ 28,710	-4%	0.83	-2%
Accommodation	1,565	2%	100	9%	£ 30	-2%	£ 19,184	-3%	2.06	19%
Advanced Manufacturing	1,605	1%	45	0%	£ 118	0%	£ 73,451	-1%	1.09	4%
Manufacture (paper & print)	315	-5%	20	0%	£ 36	-3%	£ 113,936	2%	1.04	-2%
Sports & Recreation	710	-10%	75	-1%	£ 19	2%	£ 26,744	14%	0.76	-31%
Digital	545	2%	135	-3%	£ 27	1%	£ 49,790	-1%	0.32	1%
Public Administration	1,930	-4%	80	4%	£ 227	-5%	£ 117,617	-1%	2.79	5%
Water	400	23%	5	-13%	£ 13	14%	£ 33,723	-8%	2.40	-18%
Administrative Services	2,950	2%	240	0%	£ 72	-3%	£ 24,320	-4%	0.75	8%
Waste	195	-7%	25	11%	£ 7	-14%	£ 33,723	-8%	1.14	8%
Health & Social Care	9,795	2%	150	-5%	£ 293	-1%	£ 29,913	-2%	0.93	-3%
Retail & Wholesale	7,450	2%	670	0%	£ 218	-3%	£ 29,226	-4%	1.15	2%
Agri-Food	9,970	0%	870	-2%	£ 522	0%	£ 52,344	0%	2.01	-8%
Air & Aerospace	210	-8%	10	-13%	£ 13	-8%	£ 62,975	-1%	0.78	-41%
Mining	75	-7%	-	0%	£ 3	-14%	£ 33,723	-8%	0.40	-26%
Total	63,500	1%	5,665	1%	£ 3,062	0%	£ 48,220	-1%	1	0



Institutional Capital

Where are we now?

Strengths

- King's Lynn Town Deal Board – a collective that encompasses a wide range of firms, civic and community organisations, elected councillors, and anchor institutions, including representatives from Queen Elizabeth Hospital, Chamber of Commerce, and the College of West Anglia (CoWA)
- Long Term Plan for Towns in King's Lynn
- Norfolk Devolution
- Business Improvement District (BID)
- King's Lynn Enterprise Park
- Local Nature Recovery Strategy (in development)
- Norfolk Floods Strategic Alliance
- CTAP Programme
- Connections with Norfolk Economic Strategy (in development)
- Skills Group

Challenges

- Upward trend in temporary accommodation
- Lack of day-to-day support for small businesses
- Decline in cases of homelessness prevention
- Cost of parking perceived as a barrier to people utilising the town centre. Car parking is a contentious issue, which diminishes institutional capital.



Direction of travel?

If this is left unchanged:

- Increasing trends towards Devolution mean many more powers will be delegated at the County level and targeted investment happening at local level
- Town Deal Board provides a framework to build off of for future collaboration
- There is a very active and engaged community infrastructure, as evidenced by extensive engagement in this Strategy development process. The Council is developing this plan, but broader institutions across the area need to come together around it

Implied result:

- With this Strategy, the Council has the opportunity to build its institutional capital by linking together local institutions which have a stake in the future of the borough (ex. Anchor institutions and stakeholder organisations)
- Increased opportunities to address local issues effectively through stronger local decision-making and resource allocation.
- Collaboration with neighbouring areas will be strengthened, allowing us to see the wider regional picture and work together on common goals.
- Greater power in lobbying for major changes where needed, such as improvements in transport infrastructure and services (i.e. rural transport).





WEST NORFOLK ECONOMIC VISION AND STRATEGY

NOVEMBER 2024



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Our vision and strategy for 2045	26





FOREWORD

Cllr Alistair Beales, Leader of the Borough Council

We are proud to present our new Economic Vision and Strategy for West Norfolk, a forward-looking and collaborative document that brings together the perspectives from a wide range of stakeholders, including local businesses, partners, community organisations, and residents.

The creation of a distinct economic strategy for West Norfolk marks a significant step forward for our area. At its core is a unifying vision that captures the borough's strengths, diverse economic base, and unique characteristics.

Our vision and strategy for West Norfolk are a shared expression of our ambition for the future and provide an agreed position on what we want to collectively achieve over the long-term. In developing this strategy, we have considered the key drivers of change that will shape the socio-economic prospects of the Borough as a whole and its towns and rural communities - the strength and opportunities which can be capitalised upon and the challenges and threats to be addressed and mitigated for the future.

West Norfolk's economy is diverse, with its rich natural assets, historic towns, expansive rural landscape, engaged communities and strengths in tourism, agri-food, advanced manufacturing, and engineering. Our vision for 2045 is to build an inclusive and sustainable economy that works for all and enhances the quality of life for residents across our town and villages.

A roadmap for Inclusive and Sustainable Growth

The strategy provides a route forward to achieve this vision, providing a

roadmap for project decisions and investment that will help us stay focused on our long-term goal of sustainable growth. It outlines the strategic priorities for the next 20 years, including improving connectivity, supporting business growth, fostering entrepreneurship and technological adoption, raising skill levels, promoting healthier and more active communities, and building resilience to the impacts of climate change. At the heart of this strategy is our commitment to ensuring that the benefits of economic growth are shared widely, and that we preserve and celebrate our natural and cultural heritage for future generations.

Developed in collaboration with stakeholders

Built on robust data and analysis, this strategy has been shaped by extensive engagement with stakeholders across the borough. A comprehensive programme of surveys, workshops with residents and community groups, discussions with businesses, borough visits, and officers calls has ensured that all perspectives have been captured.

And delivered in partnership

However, this is not just a strategy for the council - it is a call to action for everyone who lives, works, learns, or invests in West Norfolk. We believe that by working together, we can unlock the full potential of our borough and create a thriving future for generations to come. We are excited to embark on this journey, confident that our collaborative efforts will drive sustainable growth and prosperity for all in West Norfolk.

A WORD FROM OUR PARTNERS

We believe that collaboration is essential to the success of our strategy for West Norfolk. As we embark on this journey to shape the future of our community and economy, the voices of our partners are invaluable. In this section, you will find endorsements from key stakeholders who share their thoughts and support for this vision. Their perspectives reflect a commitment to working together for the future benefit of our residents and businesses. We appreciate their involvement and look forward to fostering these relationships as we move forward.

“As one of the largest inward investment in the region over the last 15 years, Palm Paper welcomes this long-term economic vision, which recognises the importance of sustainable industrial growth and the role of businesses like ours in driving prosperity. The focus on skills development, creating high-quality employment opportunities and fostering technological adoption towards net zero is vital to ensuring West Norfolk remains competitive. We are pleased to support this strategy and look forward to continuing our work with the Council and other stakeholders to implement this vision”.



Simon Morris,
Managing director, Palm Paper

“The West Norfolk Economic Vision and Strategy represents a pivotal step forward in creating opportunities for local people to thrive. At the College of West Anglia, we are committed to developing the skills needed to support the growth of key sectors across the region. A key focus of this strategy - raising aspirations among young people and ensuring they see a future for themselves within West Norfolk - is essential to retaining local talent. Equally important is ensuring that young people have access not only to high-quality education and employment opportunities but also to good

Sustainable transport options and access to a vibrant leisure offer that allows them to flourish both personally and professionally. By working in partnership with local businesses, partners and community organisations, this strategy will help ensure that our students are prepared to contribute to a growing economy, and we are proud to be part of this shared vision for the future of West Norfolk.”



David Pomfret,
Principal, College of West Anglia

“This strategy sets out a bold and inclusive path for the future of King’s Lynn and the wider West Norfolk area. The emphasis on thriving towns, well connected to our wider area with increased leisure, cultural, residential and workspaces in town centres aligns with our vision for King’s Lynn as a place where businesses can flourish. We fully support this approach and are excited to continue working with our partners to support business growth and fostering entrepreneurship to create a thriving, dynamic, and attractive destination for both businesses and visitors”



Vicky Etheridge,
Bid Manager

“Micro and SME businesses in west Norfolk are the foundation of a successful and productive economy for the borough; through our strategic business support partnerships, the strategy provides the framework to ensure we target our resources and support to growth of the key sectors, promote entrepreneurship, maximise opportunities for expansion and investment and enable adoption of new technologies.”

Candy Richards, Federation for Small Businesses

“West Norfolk’s unique natural beauty and rich cultural heritage are key drivers of our local economy, and this strategy’s focus on sustainable tourism development is both timely and essential. By promoting year-round tourism and leveraging our assets, we can ensure long-term benefits for our communities.

We are eager to support the implementation of this strategy, which will help us to enhance the visitor experience while protecting the very landscapes and heritage that make our borough so special.”

Dominic Buscall, Wild Ken Hill Estate

“We are delighted that the health and wellbeing of our residents is at the forefront the economic strategy, recognising that the longer people are able to stay healthy and active, the longer they are able to stay in work to support the west Norfolk economy. We look forward to continuing working in partnership with the Council, to not only support the development of our own health sector workforce, a key sector of the local economy, but on a wider scale to address the health inequality challenges particularly through the Marmot place programme. Collectively, enabled by this strategy, we can achieve long term systemic change to enable people to remain economically active in happy, healthy and inclusive communities.”

Carly West-Burnham, Director of Strategy & Integration,
The Queen Elizabeth Hospital King’s Lynn NHS Foundation Trust



ABOUT THIS DOCUMENT

This document sets out the Economic Vision and Strategy for King's Lynn and West Norfolk.

It describes where we want to be in 2045 and our strategic priorities for achieving this vision, building on where we are today. It will be followed by a detailed Action Plan*, which will have an associated Investment Plan*, setting out specific actions to take to realise our vision.

These documents are supported by a range of qualitative and quantitative evidence, which provide detail on the rationale for the vision and strategy.

124 **Economic Vision:**
Where we want to be in 2045

Strategy:
Priorities to achieve the Vision

Action Plan*: For the next five years, to be followed by further plans

Investment Pipeline*:
Underpinning the actions

Evidence base:

Drivers of change and state of our capitals summary

Stakeholder & Community Perspectives

Data analysis

* To be developed as part of the "call to action"



INTEGRATED WITH OTHER STRATEGIES AND PLANS

As you read this strategy, consider it not in isolation but within the context of a range of existing strategies and plans at a Borough-wide level (some being developed), providing a central co-ordinating reference point. It will also feed into various regional strategies, which link to national strategy and policy.

National	Regional	County	King's Lynn & West Norfolk	King's Lynn
UK Shared Prosperity Fund	East of England	Norfolk	Corporate Strategy 2023 - 27 (Annual Plan 2024-25)	Long Term Plans for Towns
Levelling Up White Paper	Norfolk and Suffolk LSIP	Norfolk Economic Strategy	Local Plan 2001-26 (Core Strategy 2011 & Site Allocations Development Management Policies 2016)	KL Town Investment Plan
Enterprise Zones	Transport East Transport Strategy	Better together for Norfolk	Local Plan 2019-2040	KL Transport Strategy
High Streets Task Force	Local Nature Recovery Strategy	Norfolk Devolution Deal	West Norfolk Investment Plan	Sport England Place Expansion
National Infrastructure Strategy	Health Inequalities Strategic Framework for	Strategic Skills Plan (AEB)	Tourism Development Plan	Cultural and Heritage Strategy
National bus strategy: 2024 bus service improvement plans (BSIP)	Joint Local Visitor Economic Partnership (LVEP) for Norfolk and Suffolk	Local Growth Plan*	QEH Anchor Institution Plan	Public Realm Action Plan
National Planning Policy Framework (NPPF)	Norfolk and Suffolk Destination Management Plan	Norfolk LEAP (superseded by the Norfolk Energy Plan)	Marmot Place Programme	King's Lynn Enterprise Park Site Development Plan 2021-2026
Build Back Better High Streets	Culture Drives Impact	Strategic Infrastructure Delivery Plan	Health & Wellbeing Partnership	Hunstanton
National Industrial Strategy – Green paper, white paper		Climate Strategy	King's Lynn & Hunstanton Car Parking Strategy	Hunstanton Neighbourhood Development Plan
National Planning Policy Framework		Coastal Transition Accelerator Programme	Alive West Norfolk Capital Investment Strategy	Hunstanton Prosperity, Town Centre and Seafront Masterplan
		Norfolk Local Cycling and Walking Infrastructure Plans	Homelessness and Rough Sleeping Strategy	Downham Market
		Local Nature Recovery Strategy (LNRS)	Housing Needs Assessment	Town Tourism Plan
		Norfolk Minerals and Waste Local Plan Review	Climate Change Strategy 2024-2028	
		2024-2029 Norfolk County Energy Conservation and Demand Management Plan		

*Government has announced their intention for everywhere to have a Local Growth Plan on a functional economic geography

Key:

- Current strategy
- Strategy forthcoming or in development

1

INTRODUCTION

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NOVEMBER 2024



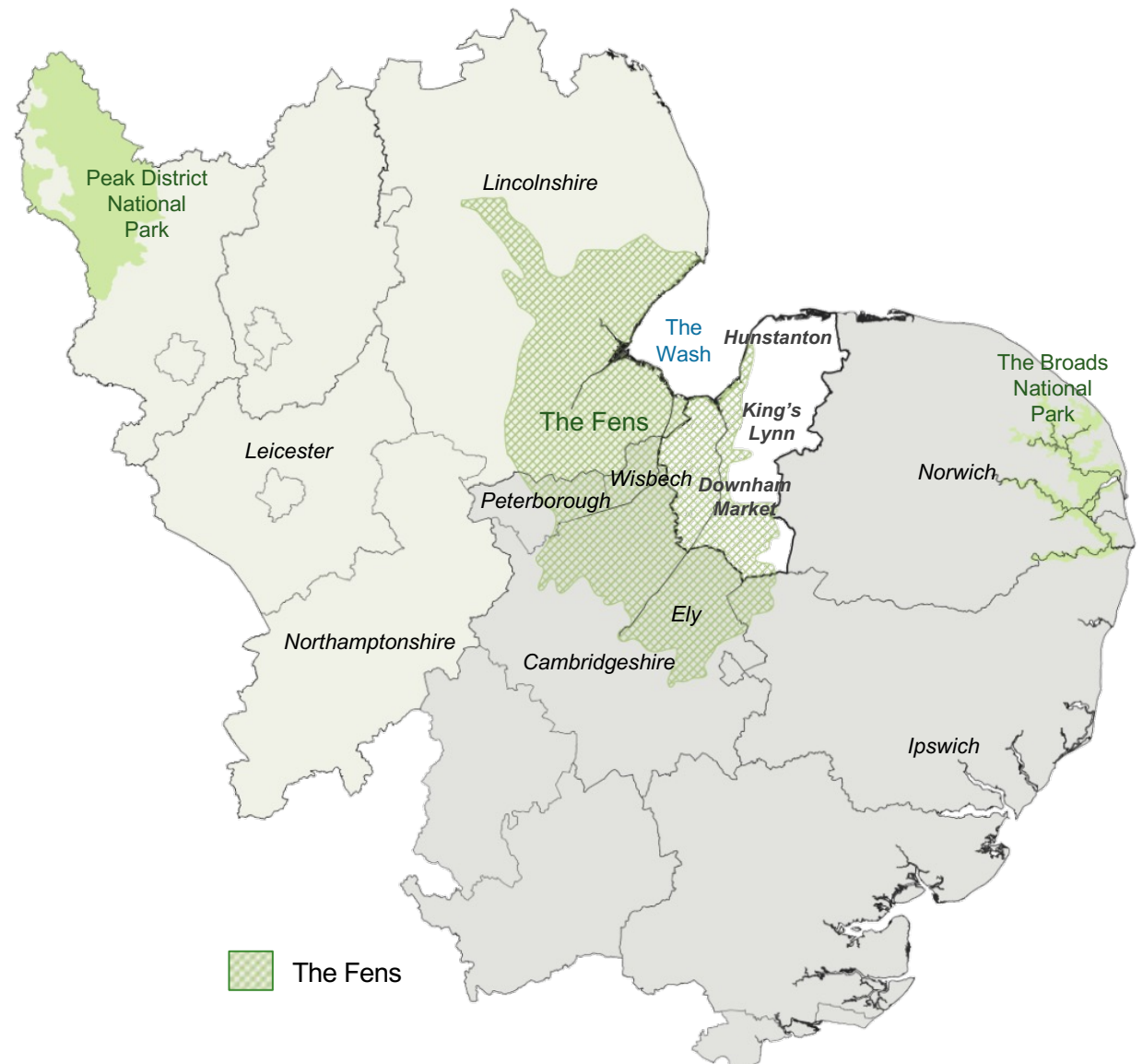
INTRODUCTION

Natural Beauty, History, and Cultural Heritage: foundations of our Economy

King's Lynn and West Norfolk is the second largest local authority area in terms of land in England. Famous for big skies and open space, we have a wealth of beautiful natural assets, such as the Fens, rural countryside, and designated National Landscape across the coast. The Wash, the largest estuary system in the UK, stretches along the coastline from Snettisham and its RSPB reserve in the south west, through villages such as Heacham, Holme-next-the-sea and Thornham, and the Victorian seaside town of Hunstanton with its strong tourism offer and famous cliffs, all the way to the National Trust Brancaster Estate with its sandy beaches in North Norfolk.

The Borough is also renowned for its ancient history and traditions, with urban and rural heritage attractions from the ancient towns of Downham Market, one of Norfolk's oldest market towns, and King's Lynn, known for its Hanseatic and maritime history, through to heritage sites including castles, stately homes, ancient churches and museums.

Our natural environment and cultural heritage have forged an economy that is rich in expertise across agriculture and food sectors, with fertile farmland and a climate that lends itself to arable farming, along with a prominent livestock industry and significant employment in associated processing and manufacturing. Our manufacturing and engineering capabilities are reflected in a wider manufacturing and engineering business base which locates here to access those specialisms.





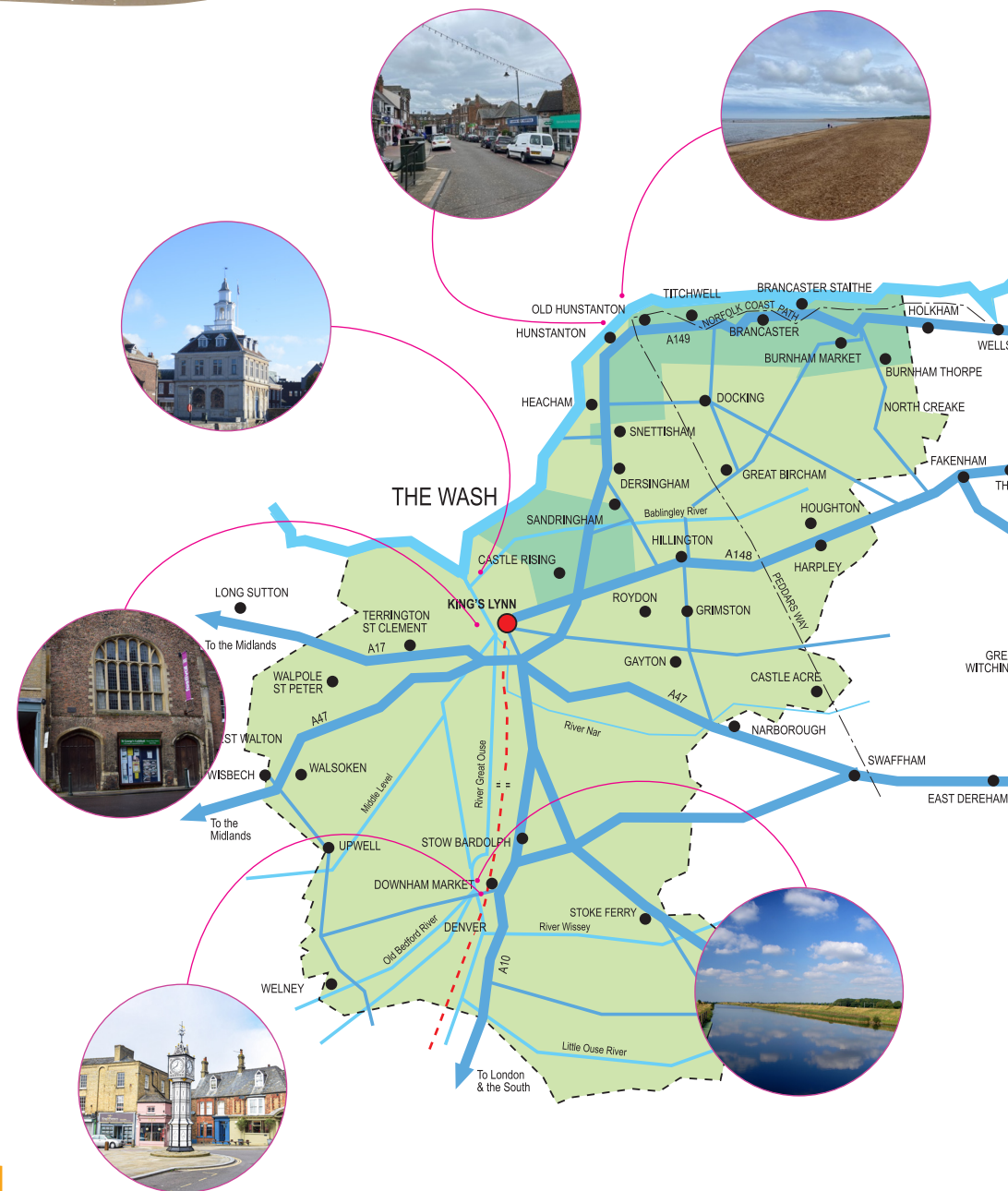
Local Identity and Regional Influence

West Norfolk is home to the largest population in Norfolk County, and as the host to the most businesses, we serve as a critical economic centre for the County. However, along with North Norfolk, we are also one of the most sparsely populated areas in Norfolk, and challenging connectivity means that we have a more self-contained labour market compared to other areas in the County.

The borough is unique in sharing borders with multiple other counties and combined authority areas: Suffolk, Cambridgeshire and Peterborough, and Lincolnshire. This geographic feature drives close connectivity with places outside of Norfolk, in a way that is not necessarily the same for other parts of the County.”

This connectivity to both Norfolk and surrounding areas drives a diverse character, where parts may feel distinctly different to one another; Downham Market may feel more connected to Fenland and Cambridgeshire, for instance, while Hunstanton may feel more like North Norfolk.

Looking to the future, our borough aspires to be part of a devolved area bordering other devolved areas, sharing a cultural geography which lends itself to partnership working. In this context, West Norfolk must have a compelling economic story, which draws together the opportunities that are clearly present to drive our economic growth and position the Borough’s important economic role within Norfolk and the broader region.



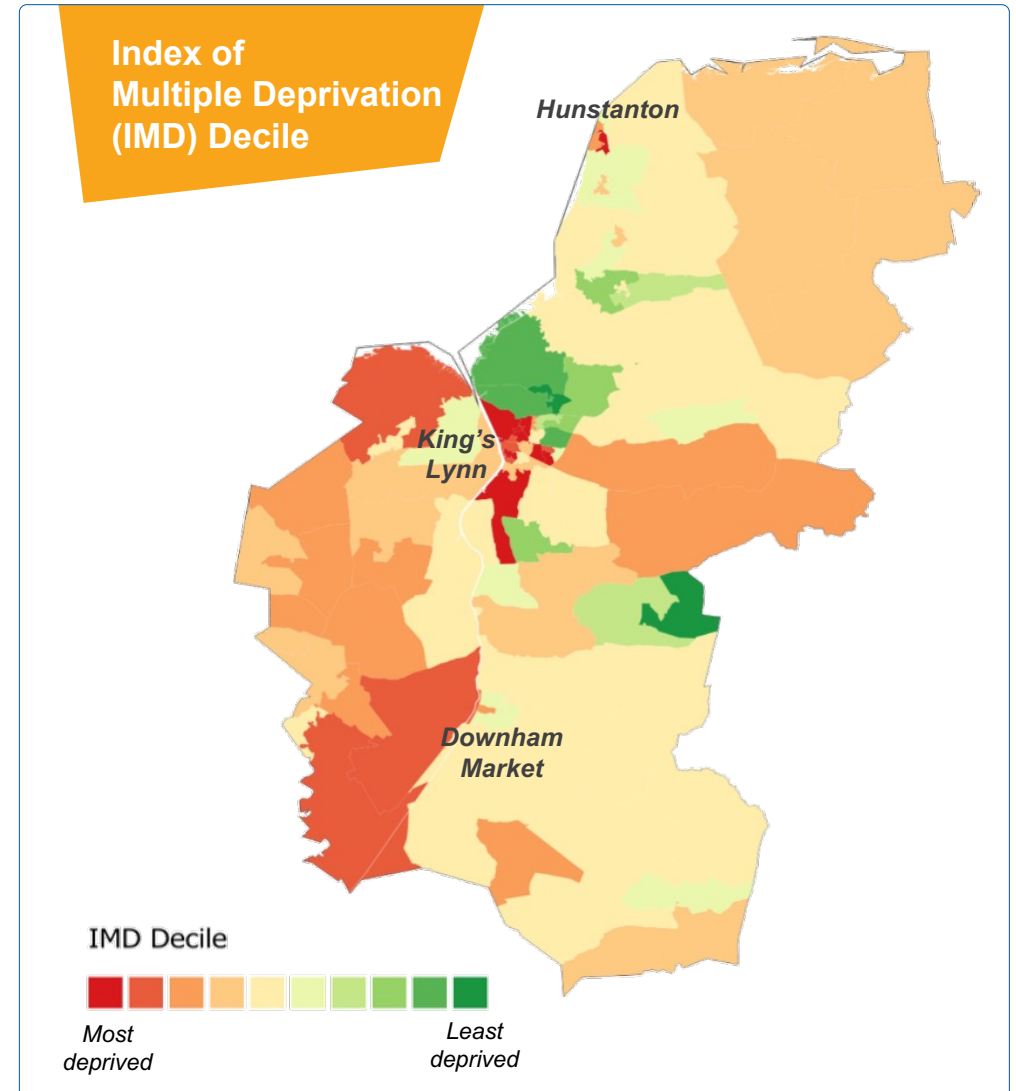
A Strong Foundational Economy Facing Modern Challenges

We have a place people want to visit, and our tourism offer generates direct jobs as well as supporting significant employment in local retail and hospitality businesses. The Borough has a strong foundational economy, including significant employment in manufacturing, engineering, and health and care, which is expected to increase to support an aging population with more complex needs in the years to come, many of whom live in rural and coastal areas where public transport options are limited.

However, as a rural community with a predominantly production, consumer, and public service based economy, we have been more exposed than most to the economic shifts the UK has experienced over recent decades; from Brexit-induced labour shortages and trade difficulties affecting our businesses, to residents still feeling the impact of the 2008 financial crash and subsequent austerity, further compounded by the COVID-19 pandemic and the cost-of-living crisis that has typified the 2020s so far.

Our population is ageing rapidly, accelerated by young people moving outside of the area at early career stages and fewer people choosing to be here mid-career. Our people also face significant challenges associated with poor physical and mental health, which reinforces the continued need to address isolation; even in an age where digital connectivity can provide some alleviation, a rural community is by nature more dispersed, which makes facilitating active lives and in-person connectivity all the more important.

The disparities of a beautiful place with challenging circumstances are most acutely evident in the stark disparities in deprivation in West Norfolk. Ensuring the natural benefits of our place feed through to our communities benefiting from a strong economic life is vital.



OUR APPROACH TO ECONOMIC GROWTH

Growth is critical, but we believe that inclusive, sustainable economic growth, which enhances the wellbeing of our residents and the sustainability of our environment, needs to consider the impact and potential across various aspects of economic life.

By **inclusive**, we mean growth that ensures all residents, regardless of background or circumstance, can access opportunities and benefit from economic progress. Sustainable growth refers to development that meets present needs without compromising the ability of future generations to meet theirs - ensuring economic activity does not deplete natural resources, but instead balances environmental, social, and economic factors for long-term resilience.

Our strategy is underpinned by a **capitals approach**, seeking to identify and leverage strong concentrations of capital within the Borough, which should be further increased and used responsibly, while also uncovering capitals that are depleted and in need of investment.

Ultimately, this approach seeks to add value across all areas, recognising that the various aspects of economic life are interlinked and that we cannot focus solely on economic capital.



Natural Capital
The materials, land, and services we rely on from the environment



Physical Capital
Our Built (Transport, Housing, Energy, Leisure, Health Infrastructure) and Digital Environment

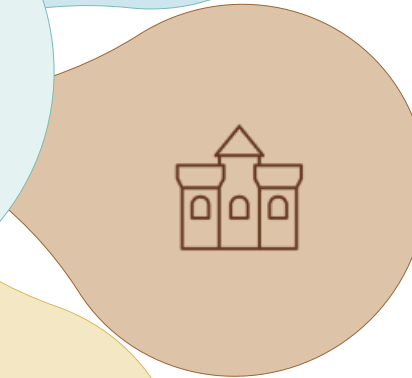


Institutional Capital
Our public institutions and decision makers



Adding value to capitals to influence how we **LIVE, LEARN, WORK, VISIT AND INVEST** in King's Lynn and West Norfolk

Cultural Capital
Our heritage offer and assets



Enterprise Capital
Our entrepreneurial asset and investment power



Skills and Knowledge
Our workforce capabilities and talents



People and Community Capital
Our people's health and wellbeing, our relationships and interactions



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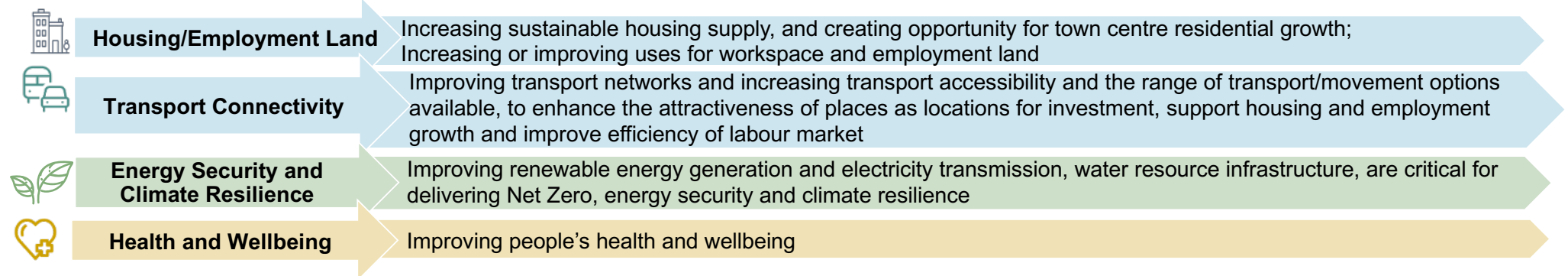
Underpinning the strategy is a set of growth levers that describe the ways in which growth can be achieved. It is through the co-ordinated application of these levers, guided by the vision and strategy, that economic growth in the Borough will be achieved.

Economic levers:



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Cross-cutting levers/ growth enablers:



2

WHERE WE
ARE TODAY

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NOVEMBER 2024



THE STATUS OF OUR CAPITALS AT A GLANCE



Natural Capital

Strengths

- 20 minutes to work
- 20 minutes to the coast
- Coastline, The Fens
- Over 10.5m trips in 2023
- Total tourism value - £565m, total visitor spend - £423m
- £11m business rates retention 2022/23
- CO2 emissions have decreased since 2005
- Active travel increased by 8.2%

Challenges

- Coastal erosion, floods, drought, climate change threats
- The Wash – flood risk management
- Lower than average proportion of properties with EPC rating of A-C
- Ouse Washes Habitat Creation programme failing
- Above average per capita transport emissions



Physical Capital

Strengths

- 10.5k new homes planned by 2040, with 4K a sustainable urban expansion to the south of King's Lynn at West Winch
- Offshore wind off Hunstanton
- Rail connectivity to Cambridge and London

Challenges

- Declining town centres, above regional average high street retail vacancy rates
- Limited rural transport impacts night-time economy and workforce mobility to employment centres
- 30% of neighbourhoods are in the bottom 20% nationally on IMD barriers to housing
- Rural businesses - physical/digital infrastructure
- Some areas are 1h+ by car from nearest employment centre of 5,000+
- 64% of neighbourhoods have above average travel time to key services
- Summer tourism pressures on infrastructure
- Grid connectivity
- 2/3 leisure centres at risk due to building condition



Cultural Capital

Strengths

- Cultural and heritage assets:
- St. George's Guildhall,
- Sandringham,
- The Walks,
- Corn Exchange
- King's Lynn historic town centre
- Hanseatic Port
- Vibrant Downham Market, Hunstanton and Burnham Market
- King's Lynn/West Norfolk festivals
- Growing immigrant population
- Downham Market food/hospitality offer

Challenges

- Residents unaware of Borough's offer
- Assets underutilised/lacking activation to benefit the local economy/community



People and Community

Strengths

- Worthwhile life, happiness scores above UK average, anxiety scores below UK average
- Lynnsport

Challenges

- 26% aged 65+ - this group growing the most
- Declining proportion aged 25-39
- Impact of rurality on health – insufficient access to GPs
- c.20k residents live in areas among the 20% most deprived in England, with life expectancy varying significantly based on where in the Borough one lives
- 56% of households have 1+ dimension of deprivation
- Joint least densely populated LA, lower population growth than across the East of England
- GDHI increased from 2017-21, but still below UK average
- Poor evening economy, and lack of an offer for young people



Skills and Knowledge

Strengths

- School of Nursing Studies
- Above average percentage of firms provide on the job training
- BOOST Programme
- Above average proportion of 16–18-year-olds in apprenticeships
- CWA University Centre
- Partnership with Anglia Ruskin University

Challenges

- 6.7% of the population have no qualifications
- 4.5% NEET, higher than national and Norfolk averages
- 30.3% of people with level 4+ qualifications - below average
- Second highest levels of economic inactivity in Norfolk (22.1%)
- Lack of hospitality skillset to support visitor economy sector
- Limited HEI presence
- UKSPF investment ending March 2025



Enterprise Capital

Strengths

- School of Nursing Studies
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Challenges

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- Second highest levels of economic inactivity in Norfolk (22.1%)
- Lack of hospitality skillset to support visitor economy sector
- Limited HEI presence
- UKSPF investment ending March 2025



Institutional Capital

Strengths

- Long Term Plan for Towns - King's Lynn (TBC)
- Business Improvement district
- King's Lynn Enterprise Park
- Local Nature Recovery Strategy (in development)
- Norfolk Floods Strategic Alliance
- CTAP Programme
- Norfolk Economic Strategy

Challenges

- Upward trend in temporary accommodation
- Lack of day-to-day support for small businesses
- Decline in cases of homelessness prevention
- Perception that town centre car parking charges impact footfall

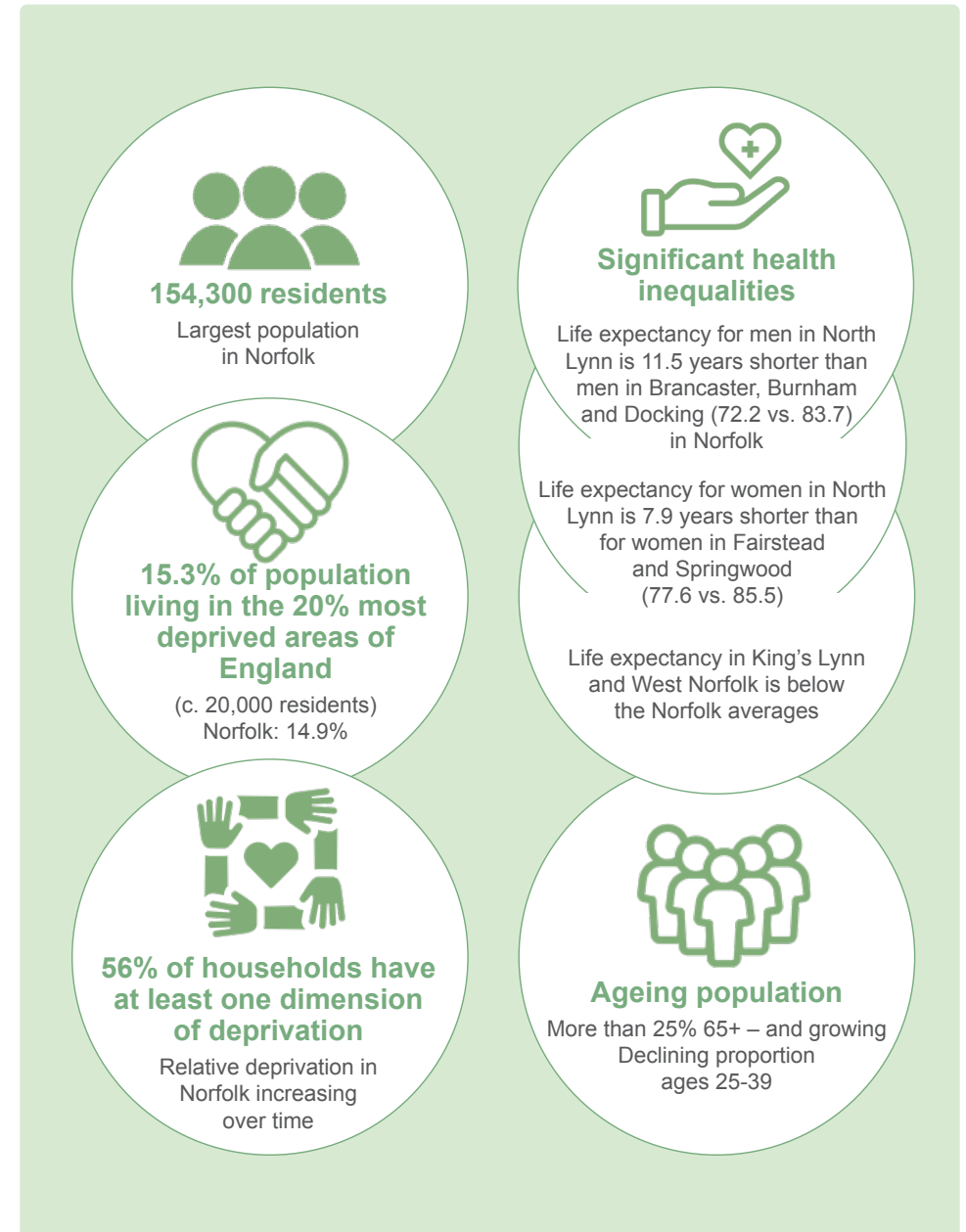
OUR ENVIRONMENT AND COMMUNITY LIFE

West Norfolk has a wealth of beautiful natural assets, such as the Fens, rural countryside, and coastal offer, which make our borough a fantastic place to live, learn, work, visit, and invest. These assets give our residents a strong quality of life, enabling them to be 20 minutes from work and 20 minutes from the coast, and make West Norfolk an ideal trip away for individuals and families alike. Our worthwhile life and happiness scores are both above the UK average, while our anxiety scores are below the UK average.

Challenges still remain, with climate change, specifically coastal erosion, threatening to change our natural environment and potentially alter our visitor economy drastically. We lack sufficient housing and necessary supporting infrastructure supply. Poor health disproportionately impacts some of our communities, with our rurality posing a particular challenge - rural residents struggle with less access to GPs and other essential health services, and mental health conditions associated with social isolation.

Our residents and visitors benefit from trainline connectivity to outside of the area, particularly to Cambridge and London. This is ideal both for short trips, or for re-locating professionals mainly working from home – enabling them to work in a faster-pace urban environment, and recharge surrounded by rural beauty at home. However, transport and travel connectivity within the Borough is highly limiting.

Culture and heritage are at the heart of our places, and assets like St. George's Guildhall, Sandringham Estate, King's Lynn historic town centre, the Hanseatic Port, and more, attract national and international visitors. Our festivals further contribute to our thriving sense of community and shared identity. However, our culture and heritage assets are currently underutilised, or lacking activation to benefit the local community and our economy. Our town centres are similarly underutilised, with above average retail/industrial vacancy rates, and our leisure centres are increasingly falling into disrepair.



OUR PLACES

West Norfolk is a diverse borough comprising three main towns, King's Lynn, Hunstanton and Downham Market, and several small villages.

Hunstanton

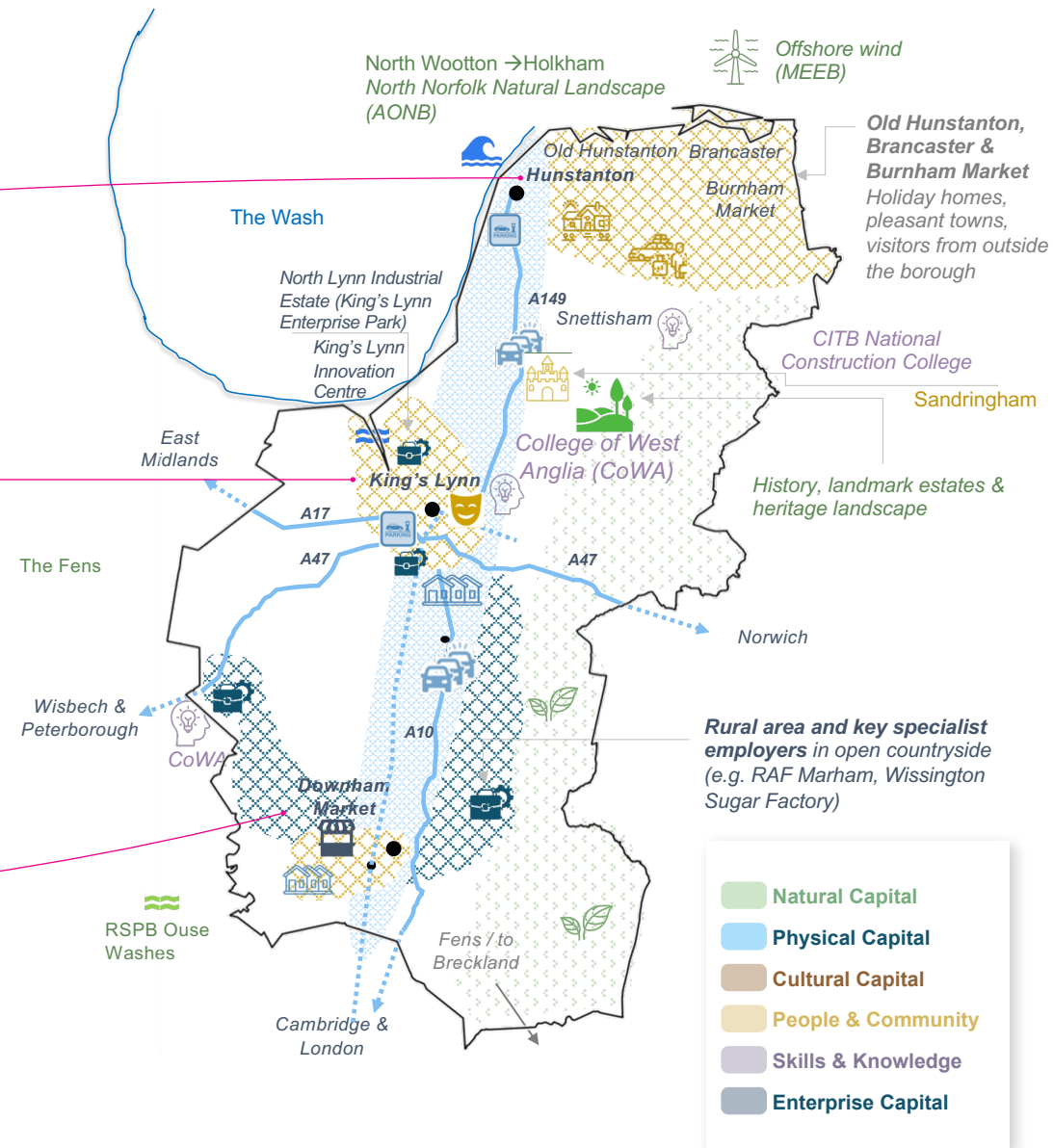
Known for its beautiful beaches and coast, Hunstanton is characterised by affluent areas with many holiday homes and an older retired population. **However**, its facilities need improvement, it struggles with over tourism in the summer, and coastal erosion poses a significant threat.

King's Lynn

King's Lynn has a rich cultural and heritage offer, as well as maritime and river assets. **However**, the town is not perceived as a cultural destination. It struggles with a declining retail offer and limited leisure activities for young people and families, leading residents to prefer nearby cities like Norwich. The town has good rail and road connections to Cambridge and London, but congested roads, limited public transport create barriers for residents to come into town. The Town Investment Plan aims to catalyse a number of investments to address these issues and enhance both the day and night-time economy.

Downham Market

Town growing rapidly, independent shops popping up, high demand for houses, lower prices than Cambridge, up-and-coming young demographic, **but** not enough to do for young families. Schools, health and leisure facilities are not yet there to meet the demand of a growing population.



OUR SOCIAL AND INFRASTRUCTURE CHALLENGES

West Norfolk faces a complex and interconnected set of challenges related to housing, transport, and health, which together create a cycle that impedes economic progress.



Old and inadequate housing stock: Our housing stock is aging and inefficient, with insufficient diversity in housing size, types, and tenure options, making it difficult to accommodate current and future demographic changes. Many homes are situated in conservation areas, which restricts opportunities for renewal. Additionally, numerous built areas are at risk of flooding. Despite efforts to support housing growth and address market failures, significant challenges persist, particularly in the private rented sector and affordable housing provision. The limited housing offer, combined with the diverse market across urban, southwest, and northeast areas, has resulted in under-occupation in King's Lynn town centre, inadequate provision in Downham Market, and a predominance of second homes, holiday homes, and larger properties in coastal and rural areas. Furthermore, proposed government housing targets for West Norfolk, increased by 88%, make it even more critical to unlock land and expand housing provision, particularly in Downham Market, King's Lynn, and along the Downham to King's Lynn corridor, to meet growing demand and future needs, along with the necessary facilities to make our towns vibrant and healthy places to live.



Transport and connectivity constraints: Despite direct train connection to major cities such as Cambridge and London, public transport options within the borough are insufficient, especially in rural areas, and road congestion often creates a barrier to access essential services and economic opportunities. These issues contribute to rural isolation, impacting our residents' quality of life and economic prospects.



Population health challenges: As a borough, we face significant health challenges, including pockets of high deprivation, homelessness, and poor physical and mental health outcomes. While higher healthy life expectancy is a strength in some parts of the borough, it masks the stark inequalities faced by residents in areas of significant deprivation, particularly in King's Lynn. In these areas, both healthy life expectancy and overall life expectancy are notably lower than the averages for Norfolk and England. Moreover, rural isolation, where residents have limited access to work and services due to poor transport links, further exacerbates health disparities. This reality is often lost in quantitative data due to the sparse population density in rural output areas.



Houses in rural areas



Houses in Downham Market



*Queen Elizabeth Hospital
King's Lynn*

These issues are compounded by inadequate housing and transport systems, as well as limited health and leisure facilities in town centres and rural villages, which struggle to meet existing and future demand.

If left unaddressed, we risk the private housing market continuing to focus primarily on attracting and catering to retirees, resulting in an increasingly older population. This will lead to a surge in demand for healthcare services for the elderly, placing additional strain on our health infrastructure.

Meanwhile, younger residents may leave in search of better opportunities, leading to school closures and a shrinking workforce, limiting the borough's ability to innovate and attract new businesses, further stunting economic growth. In rural areas, where poor transport links already contribute to isolation, outmigration of younger residents and demographic shifts would only deepen existing health and wellbeing disparities.

To reverse this trend, we need a comprehensive strategy that integrates improvements and enhanced provision in housing, transport, health and community infrastructure.

Specifically, we need a modern housing stock and the right type of housing that meets the needs of all age groups; enhanced public transport to reduce rural isolation and improve access to services and employment

opportunities; and strengthen health, leisure and community facilities, that promote physical wellbeing and foster social inclusion, particularly in isolated rural areas.

By implementing these changes, we can make West Norfolk more attractive to younger adults and families, support a healthier and more balanced community, and lay the foundation for a sustainable and prosperous future for all residents.



OUR BUSINESS BASE AND ECONOMIC LIFE

West Norfolk is an important economic centre in Norfolk, its largest for businesses, second largest for employment and strong for productivity. Our most productive sectors are Energy and Advanced Manufacturing and Engineering, with Advanced Manufacturing and Engineering having the highest GVA of all our sectors (£530m, approximately a 28% share).

A higher percentage of firms in the borough provide on the job training compared to the national average, highlighting their investment in upskilling our local population. There is also significant investment coming into the Borough, through programs in King’s Lynn, our Enterprise Zone, and the Business Improvement District.

We still, however, struggle with untapped potential in our working age population and business base; we have a lower proportion of employment in high skilled occupations, our business base is expanding at a consistently slower rate compared to nationally, and our jobs density remains below both regional and national averages. Agri-food – our only large-employing sector with a distinct local specialism – is not on a growth trajectory, presenting a challenge for future growth.

The declining proportion of our population aged 25-39 is particularly difficult, in light of our lower rate of high-level skills and higher rates of young people not in education, employment or training (NEET). Combined with our high levels of economic inactivity, this presents a challenge to developing a workforce with the skills needed for the future.

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£3.2bn GVA;
£34.2 GVA

per hour worked
(productivity, 2022)
Norfolk: £32.90
UK: £39.7



6,650
businesses*

+15% (2013-23)
Norfolk: +14%
England: +23%



30.3%
NVQ Level 4+

Norfolk: 33.1%
England: 43.2%



79.8%
employment rate

Norfolk: 77.4%
National: 75.8%



£589.20 median
workplace wages

Norfolk average:
£588.30

£585.30 median
resident wages
Norfolk average: £600.00



22.1% economic
inactivity rate

Norfolk: 20.2%
England: 21.4%

OUR DISTINCTIVE SECTORS

West Norfolk's economy is characterised by strengths that have evolved from our industrial and cultural heritage, our location and our natural environment.



Agri-Food

West Norfolk is a hub for agri-food in the UK, home to businesses across the full food supply chain, from producers to processors, manufacturing and wholesale through to local retail and food service, as well as wider supporting services such as fertilisers, packaging and machinery. A critical part of our industrial heritage, this specialism will be as important in our future as it has been in our past.



Manufacturing and Engineering

Flowing originally from our agri-food and maritime economy, our businesses have developed significant inter-connected expertise in manufacturing and engineering. Our world leading manufacturers benefit from connection to our engineering economy, which includes locally owned SMEs and global companies operating alongside the Port of King's Lynn, which specialises in agri, manufacturing and recyclables, and RAF Marham, one of the largest air bases in the UK.



Water and Waste management

West Norfolk has a long history of water-related industry. Shaped by our location and network of rivers, the port and maritime trade drove our economic growth for centuries and our agriculture industry has always relied heavily on water management. This legacy underpins our expertise in sustainable water management and advanced wastewater treatment, which in turn are leading to emerging strengths in waste-to-energy and the wider circular economy.



Visitor Economy

Our visitor economy is built on our historic heritage, cultural assets and natural landscapes, which draw visitors year-round. West Norfolk combines beautiful architecture, coast and countryside with unique market towns, which alongside a growing programme of festivals and a developing arts scene, positions us as a strong cultural and historic destination.

Trajectory/Measure	Growth	Static	Decline
Employment	13,970	22,390	27,500
% of Employment	22%	35%	43%
Businesses	1,000	2,890	1,700
% of Businesses	18%	51%	30%
GVA (£millions)	579	1,425	1,048
% of GVA	19%	47%	34%

OUR ECONOMIC CHALLENGE

Despite West Norfolk’s strong role in the Norfolk economy and the presence of many prominent and successful businesses, the picture overall is one of challenge. Looking at the recent economic performance of sectors across our whole economy identifies three particular issues:

Whether looking at measures of employment, businesses or gross-valued added, only 20% comes from sectors that are on a growth trajectory.

Our distinctive sectors don’t over-ride these trends, rather recent trends show our agri-food sector is struggling; businesses have closed and whilst employment overall has not declined, it has not grown. At the same time, agri-food is growing elsewhere in the UK, which means we have started to lose ground on our specialism. Whilst engineering and manufacturing are on a positive trajectory, too few of our sectors – distinctive or found everywhere - are growing.

Industrial specialisms in West Norfolk, beyond agri-food, are fragile.

In manufacturing, our specialism lies in the traditional manufacturing base, which intensifies the importance of supporting our businesses with the transition to advanced and modern methods of manufacturing. Our other specialist sectors are either comparatively small in terms of number of jobs and businesses, e.g. water and waste management, or are not supported by allied strengths in the economy, and therefore require concerted interwoven development. The visitor economy is a prime example of the latter: whilst there is a distinct concentration of holiday accommodation, particularly on the coast, and we have destination worthy assets, this is not reinforced by strong concentrations of other leisure and recreation activities and services.

Under-representation in professional service economy activities.

We have a small, but growing, number of businesses in science and technological services, and the creative and cultural sectors, but our business base is significantly under-represented in these and in professional and digital service businesses that form a critical part of today’s service economy. Strengthening and pro-actively developing from our positions of deep expertise will be of paramount importance moving forward. However, we must also build capacity where we are underpowered and these service sectors must form a greater part of our business base in the future, to support and enable growth.



Note: This measure reflects sectors that have seen the most proportionate growth in 5 years across five measures: businesses, employment, gva, productivity and specialisation. They may not be most productive or most specialised or largest.

A CHALLENGING COMBINATION OF CORE ISSUES

In enterprise, skills, people and physical capital - the core of the KLWN economy today - is a set of interlinked, embedded issues that must be addressed to deliver future growth. None of these have quick fixes, nor can they be addressed in isolation. Rather, they require combined, long-term action.

WE HAVE:



Smaller business base

A smaller business base. Despite strong rates of business creation for Norfolk, too few businesses are on a growth footing and indexed change in the number of businesses in the borough shows King's Lynn and West Norfolk consistently behind growth in the business base in the East of England and nationally.

Fragile industrial specialisms

Fragile industrial specialisms and underpowered professional services. Our strength in agri-food is undoubtedly an asset, but we must address fragility in our other distinctive sectors to promote growth. We also have far less activity than average in professional, digital and sci-tech services, these are not only sources of high-value work in themselves, but also critical enablers of growth in our distinctive sectors.



Lower demand for high level skills

Fewer residents with high-level skills. King's Lynn and West Norfolk has been consistently below the East of England and national averages for the proportion of the resident population with high level skills. This is predominantly a reflection of the jobs available, which tend to demand low-mid level skills.

Restricted labour market

Restricted labour market for senior and professional roles. Whilst the rate of growth in senior roles has matched East and National averages, KLWN has had consistently fewer senior and professional jobs available. This is a reflection of the smaller business base and the customer service, trade and production focus of the businesses.



Lower demand for high level skills

A steeper decrease in working age population. The proportion of our population that is working age has been consistently below the East of England and national average over the last 20 years and indexed change shows a significant divergence in working age population growth compared to the situation nationally.



Housing constraint

Constrained housing. There is poor distribution of housing tenures across the Borough with particular challenges in the urban areas and low representation of households with children. Housing is less affordable and there has been a fall in home ownership with mortgages.

TO GROW OUR ECONOMY, WE NEED:

More businesses, who in turn create more jobs and more supply chain and investment opportunities for other businesses (who then create more work).

To act on two fronts:

1) harness our specialisms, leveraging our expertise to the full to pursue growth
2) maintain and build stable capacity in the wider economy

Our businesses to drive greater demand for high level skills, providing motivation for residents to up-skill.

Our businesses to offer more opportunities for senior professional jobs

More working age residents, and those residents need jobs and homes to live in.

A new approach to housing, delivering supply that is available, attractive and affordable for more working age residents

IMPERATIVES TO ACT

We live, learn and work in a beautiful place that people want to come to visit and invest in. We are surrounded by nature, which influences many positives in our way of life, but brings great responsibility to manage and maintain it for the future. Our rich heritage is infused in our industry and our culture, we are place where people have settled and thrived for centuries and continue to be an open, welcoming community.

However, our communities feel constrained. Moving around the Borough is hard, finding the right home is problematic, health – physical and mental – is a challenge for many. Despite feeling engaged with the natural environment, people increasingly look outside of the Borough and its towns for entertainment, experiences and opportunities.

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The imperatives to act to change direction from where we are today are strong. We need to:



Transform our towns in into lively destinations during day and night for residents and tourists



Increase economic participation and activity among all age groups, from young people to older residents



Improve productivity across our sector strengths and retain more economic value within the local community



Manage our natural resources proactively, efficiently and sustainably, increasing our resilience to climate change



Create active, inclusive, connected communities, improving health, wellbeing and economic vitality

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OUR VISION AND STRATEGY FOR 2045



OUR VISION FOR 2045

Our vision is founded on the understanding that a vibrant economy encompasses not only economic growth but also the wellbeing of our residents and communities, and the sustainability of our towns, places, and natural environment. To achieve this, we have broken down the vision into five strategic pillars. These will guide our efforts

to ensure inclusive, sustainable, and prosperous economic growth for our residents and businesses while ensuring that our beautiful heritage, landscape and natural resources can continue to be responsibly used by our community and tourists.

In 2045 King’s Lynn and West Norfolk is a model for sustainable, active and inclusive rural communities, where the benefits of economic growth are shared widely, and natural and cultural heritage is preserved, enhanced and celebrated for future generations.

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King’s Lynn and West Norfolk will be a vibrant economy, characterised by:



Thriving, connected towns that are destinations for both residents and tourists



Access to education and good work, at all phases of life



Specialised agri-food, engineering, waste & water and visitor economy sectors, with productive jobs and businesses that are a reason to stay in the area, re-locate to it and invest in it



Proactive, efficient and sustainable management of our natural resources



Happy, healthy people living in inclusive, connected communities with access to housing, health services, social and leisure facilities

THRIVING TOWNS

We need to transform our towns in into lively destinations during day and night for residents and tourists, so that more people live in, work in, enjoy and visit them.

In 2045 our towns will be lively and attractive during both the day and night, offering a strong entertainment and dining scene. More people will live in our towns and will choose to spend more of their leisure time and money within the area. We will attract more tourists who will explore our beautiful coastal and countryside areas, rich cultural heritage, and vibrant town centres, supporting a year-round borough-wide visitor economy.

To get here we will focus on:

- Developing modern, safer, more attractive, mixed-use town centres, with vibrant day and night entertainment
- Increasing the residential and non-retail workplace presence in town centres, enabling the expansion of housing provision, mix, and supporting services along the Downham Market to King's Lynn corridor
- Improving sustainable and public transport (more frequent and better-connected), active travel and parking solutions to into town centres and workplaces
- Effectively leverage our cultural and natural assets
- Incentivising a year-round tourism across the borough, not only on the coast

Our indicators to understand progress towards this over the long-term are:

- Increase in housing units in town centres and residential occupancy
- Increase in footfall in town centres
- Town centre vacancy rates decrease

We have foundations for success in this from:

- King's Lynn Town Investment Plan
- Hunstanton Neighbourhood Development Plan
- West Norfolk Tourism Development Plan
- Public Realm Action Plan
- Hunstanton Southern Seafront & Town Centre Masterplan
- Norfolk Walking & Wheeling Strategy
- Hunstanton Southern Seafront & Town Centre Masterplan
- Norfolk Walking & Wheeling Strategy

In development:

- King's Lynn Long Term Plan for Towns - a 10 year vision and 3-year investment plan to access funding to regenerate the town centre
- King's Lynn Cultural and Heritage Strategy – 10-year strategy to bring together our array of creative partners, residents and businesses on the priorities to support the development of Creative Industries in King's Lynn
- Downham Market Town Tourism Plan
- Local Plan 2019-2040 – updated strategy to shape and steer new development in West Norfolk
- King's Lynn Transport Strategy
- King's Lynn and Hunstanton Parking Strategy
- Ely Junction Upgrade to increase service frequency to/from King's Lynn



*Multi-use Community Hub
King's Lynn*



*Downham Market
Clock*



*The Guildhall
King's Lynn*

ACCESS TO EDUCATION AND GOOD WORK

We need to increase economic participation and activity among all age groups, from young people to older residents, so that we can see increased employment rates across all age groups, better access to high quality jobs, and raised skills and wages.

In 2045 we will be a community where younger people are inspired into local careers and find ample opportunities to start their careers locally and older people can work, or volunteer, for longer if they want to. We will attract mid-career professionals and families to settle and work in our borough. Clear career pathways and targeted high-skilled training will match the needs of local industries, ensuring that residents can access high-quality jobs.

To get here we will focus on:

- Raising young people's aspirations and ensuring access to quality schools, colleges, higher education, work-related training and jobs
- Raising skills levels in the borough, particularly more level 4 skills, ensuring an adequate supply of skilled labour aligned with local needs
- Retaining and attracting incoming young and mid-career professionals and families to work and live in the borough
- Supporting older individuals who want to continue working for longer

Our indicators to understand progress towards this over the long-term are:

- Level 4+ skills attainment increases
- Wages and GDHI increases
- High proportion of senior professional employment

We have foundations for success in this from:

- BOOST Programme
- Norfolk and Suffolk Local Skills Improvement Plan

In development:

- Strategic Skills Plan (Adult Education Budget Devolution)
- School of Nursing Phase II



School of Nursing Studies



The University Centre: partnership with Anglia Ruskin University

PRODUCTIVE JOBS AND BUSINESSES

We need to improve productivity across our sector strengths and retain more economic value within the local community, so that we have more jobs and businesses, better and more employment space, and increased productivity across our sector strengths.

In 2045 we have enhanced productivity by capitalising on our strengths in agri-food, engineering, waste & water and the visitor economy and by fostering innovation in these sectors created new jobs and grown the business base and widened our capabilities. We are capturing value from tourism spend, ensuring it benefits local businesses and communities. We have adopted technologies and business processes that are contributing to a more productive, resilient economy.

To get here we will focus on:

- Developing key sectors strengths and enhancing professional service capabilities
- Fostering entrepreneurship, start-ups, scale-ups and inward investment
- Developing high-quality business premises and industrial sites and enhance destination marketing
- Promoting and enabling the adoption of cutting-edge technologies
- Leveraging connections to key economic hubs, such as the Cambridge corridor
- Encouraging supply chain efficiency and complementarities among sectors
- Supporting expanding international trade and export activities

Our indicators to understand progress towards this over the long-term are:

- Increased employment land and commercial space
- Increased GVA in our growth sectors
- Increased number of high-growth enterprises

We have foundations for success in this from:

- King's Lynn Enterprise Park Site Development Plan 2021-2026

In development:

- Norfolk County Council Economic Strategy – will support economic growth of Norfolk and ensure that all residents, businesses, and places benefit
- Further incubator space at King's Lynn Enterprise Park
- Creative Hub at St. George's Guildhall for creative industries
- Business co-working/hot desking space in the Multi User Community Hub



King's Lynn Enterprise Park



King's Lynn Innovation Centre

MANAGED NATURAL RESOURCES

We need to manage our natural resources proactively, efficiently and sustainably, increasing our resilience to climate change, so that we can more efficiently and sustainably use and re-use our natural resources and generate clean energy.

In 2045 proactive, efficient and sustainable natural resource management is protecting and conserving the beautiful natural environment that makes our place. Sustainable business practices to manage natural resources efficiently have been adopted, making our economy more resilient to climate change and extreme events such as coastal erosion, flooding, and drought. Implementing circular economy principles, industrial symbiosis, decarbonisation, and the use of renewable resources is ensuring long-term environmental sustainability and energy security.

To get here we will focus on:

- Supporting interventions aiming to mitigate the impact of climate change on our natural resources
- Supporting businesses to become energy resilient, encouraging circular economy, decarbonisation and the generation / adoption of clean energy
- Ensuring local residents and businesses benefits from national relevant energy generation projects
- Encouraging sustainable and responsible tourism

Our indicators to understand progress towards this over the long-term are:

- Increased investment in natural resource management
- Growth in our water and waste management sector
- Reduced damage levels from floods/drought events



Hunstanton Cliffs

We have foundations for success in this from:

- Norfolk Climate Strategy & Borough Council Climate Change Action Plan
- Coastal Transition Accelerator Programme
- Wash East Coastal Management Strategy

In development:

- KLWN Climate Change Strategy 2024-2028 – alongside an action plan, will set out our approach to tackling climate change and net zero by 2050
- Local Nature Recovery Strategy - will map the existing natural environment and identify opportunities for delivering nature recovery through habitat restoration, creation and expansion
- Norfolk LEAR – Local Energy Asset Report (to be replaced by the Norfolk Energy Plan)

HEALTHY, INCLUSIVE AND CONNECTED COMMUNITIES

We need to create active, inclusive, connected communities, improving health, wellbeing and economic vitality, so we can have reduced rural isolation and reduced deprivation at local level.

In 2045 our increased housing supply in towns and villages is enabling residents to locate and stay in the area, where they have access to comprehensive health and wellbeing facilities. Isolation in rural areas has improved through improved digital and transport connectivity, ensuring that all residents can participate fully in economic and community life. Residents lead active lives, with access to recreational and leisure facilities, promoting a healthier lifestyle for all.

To get here we will focus on:

- Enabling active and healthier communities
- Ensuring that all residents can access education, employment, leisure opportunities and health services, regardless of their age, location, background or disabilities
- Supporting community enterprises and promote civic engagement
- Removing mental health barriers to work and reduce sickness absences among young people
- Reducing rural isolation

Our indicators to understand progress towards this over the long-term are:

- Longer healthy life expectancy in all areas of the borough
- Increased number of GPs/service providers per population
- Improvements in neighbourhood-level health indicators
- Increased mix of housing types

We have foundations for success in this from:

- King's Lynn and West Norfolk Health & Wellbeing Partnership Strategy
- King's Lynn Transport Strategy
- Norfolk Strategic Infrastructure Delivery Plan
- Transport East Transport Strategy
- King's Lynn Local Cycling and Walking Infrastructure Plan
- Norfolk Walking & Wheeling Strategy

In development:

- Housing Needs Assessment – will update previous assessments of the need for different types and tenures of housing
- Alive West Norfolk Capital Investment Strategy – will set out the investment required in our borough's leisure facilities
- Marmot Programme - Marmot principles for improving health equity
- Homelessness and Rough Sleeping Strategy – will set out the issues the borough faces locally and what it is doing to prevent homelessness



Sustainable transport and regeneration scheme (STARS)



King's Lynn Enterprise Park Active Travel Hub

OUR VISION AND STRATEGIC PRIORITIES

In 2045 King's Lynn and West Norfolk is a model for sustainable, active and inclusive rural communities, where the benefits of economic growth are shared widely, and natural and cultural heritage is preserved, enhanced and celebrated for future generations.

VISION



Thriving towns



Access to education and good work



Productive jobs and businesses



Managed natural resources



Healthy, inclusive, connected communities

OBJECTIVES

Transforming our towns into lively destinations during day and night for residents and tourists	Increasing economic participation and activity among all age groups, from young people to older residents	Improving productivity across our sector strengths and retaining more economic value within the local community	Manage our natural resources proactively, efficiently and sustainably, increasing our resilience to climate change	Creating active, inclusive, connected communities, improving health, wellbeing and economic vitality
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We will achieve our vision and deliver against our objectives by seeking investment and using our assets and resources to:

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STRATEGIC PRIORITIES

<ul style="list-style-type: none"> - Develop modern, safer, more attractive, mixed-use town centres, with vibrant day and night entertainment - Increase residential and wider (non-retail) workplace presence in town centres - Improve public transport, active travel and parking solutions - Effectively leverage our cultural and natural assets for all to experience - Incentivise a year-round tourism across the borough, not only on the coast 	<ul style="list-style-type: none"> - Raise young people's aspirations and ensure access to quality schools, colleges, higher education, work-related training and jobs - Raise skills levels in the borough, particularly more level 4 skills, ensuring an adequate supply of skilled labour aligned with local needs - Retain and attract incoming young and mid-career professionals and families to work and live in the borough - Support older individuals who want to continue working for longer 	<ul style="list-style-type: none"> - Grow from our key sectors strengths - Foster entrepreneurship, start-ups, scale-ups, upskilling and inward investment - Develop high-quality business premises and industrial sites and enhance destination marketing - Promote and enable the adoption of cutting-edge technologies - Leverage connections to key economic hubs, including the Cambridge corridor - Encourage supply chain efficiency and decarbonisation among sectors - Supporting expanding international trade and export activities - Leverage exporting opportunities and inward investment via our Hanse business network - Support SMEs to engage with the opportunities through the new Procurement Act 	<ul style="list-style-type: none"> - Support interventions aiming to mitigate the impact of climate change on our natural resources - Support businesses to become energy resilient, encouraging circular economy, decarbonisation and the generation / adoption of clean energy - Ensure local residents and businesses benefits from national relevant energy generation projects - Encourage sustainable and responsible tourism 	<ul style="list-style-type: none"> - Enabling active and healthier communities - Ensure that all residents have access to housing, education, employment, leisure opportunities and health services, regardless of their age, location, background or disabilities - Support community enterprises and promote civic engagement - Remove mental health barriers to work and reduce sickness absences among young people - Reduce rural isolation
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OUTCOMES

More people live in, work in, enjoy and visit our towns	Increased employment rate across all age groups, better access to high quality jobs, and raised skills and wages	More jobs and businesses, better and more employment space, increased productivity across our sector strengths	More efficient and sustainable use and re-use of our natural resources and clean energy generation	Improved health, wellbeing and economic vitality, reduced rural isolation and deprivation at local level
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HOW WE WILL ACT

Our vision and strategy for King's Lynn and West Norfolk are built upon the insights and aspirations of a diverse range of stakeholders, including community organisations, educational and training institutions, government and environmental agencies, businesses, and residents.

Through collaborative effort, the council team has shaped a vision and priorities that reflect our current state and our ambitions for 2045. But this strategy is not just for the Council; it belongs to the entire community and it is through our combined efforts that these objectives will be achieved.

As we move forward, the Council will lead the call to action, inviting all partners, residents, businesses, and community groups, to work together, leveraging our unique strengths and assets to create a thriving future for

King's Lynn and West Norfolk. This strategy serves as the anchor and guiding reference for our collective actions over the next 20 years.

Together, we will design and implement a coordinated action plan aimed at enhancing economic prosperity and improving the quality of life for all.

An investment plan will follow, outlining the resources needed to realise our vision and priorities, along with a plan for regular monitoring and evaluation against our key metrics.

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WEST NORFOLK ECONOMIC VISION AND STRATEGY

NOVEMBER 2024





Stage 2 - Full Equality Impact Assessment Form

1. What is the service area(s) and who is the lead officer?

Executive Director, Oliver Judges

Person completing this assessment Jemma Curtis, Regeneration Programmes Manager.

There is currently no Economic Strategy policy for the Borough.

2. What change are you proposing?

Introduction of a new Economic Strategy for West Norfolk to be approved by Cabinet and Council.

3. How will this change help the council achieve its Corporate Strategy priorities (and therefore your Directorate/service objectives)?

The West Norfolk Economic strategy (WNES) supports the following corporate priorities;

Priority: 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

Priority: 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

Priority: 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.



4. What is your evidence of need for change?

- Discretionary policy in response to the change in government policy and approach to devolving powers and funding to local areas.
- State your evidence of the need for change;
 - As set out in appendix 2 – State of the Capitals; identified trends of economic decline, weaknesses and challenges in demographics, inequalities, deprivation and economic performance which will impact on being able to sustain current industry but also recognises opportunities to intervene to reverse trends and support economic growth.

5. How will this change deliver improved value for money and/or release efficiency savings?

- Will service quality be improved?

Yes – the robust and detailed analysis that has been undertaken will ensure that the council's response, resources and interventions is targeted to the areas which are of the highest priority and has the ability to make most impact to reverse decline and support economic growth and well being of the residents of the borough. The strategy will also underpin other policies including the Local Plan and Transport Plan.

It will drive efficiency savings, but will ensure that the council seeks investment and uses resources in the right way going forward to support the economic well being of the borough.

6. What geographical area does this proposal cover?

The policy will apply to the whole Borough of west Norfolk.



7. What is the impact of your proposal?

- What outputs will be achieved as a result?
The strategy itself is an output; the next stage will be to produce an investment plan which will outline the areas of investments needed to deliver the strategy and inform future funding decisions.
- What will change?
The strategy aims to increase economic productivity, quality of employment to higher professional skilled professions, raising of skills levels and attainment and attract working age families to live/work here – all are required to sustain/support economic growth.
- How will service users experience the change?
n/a
- What does success look like if you tripped over it?
Increased GVA, higher skills levels, higher median wage levels, increase in business productivity, inward investment levels increased.
- Have you considered the needs / barriers of those currently using / not using the service?
Extensive engagement with the above was undertaken to develop the strategy including the businesses and stakeholders already engaged in programmes operated by Regeneration & Economic Development and specific targeted activity on engaging new people (residents & businesses).
- What is the frequency of the impact?

8. What data have you used to support your assessment of the impact of your proposal?

The State of the Capitals (appendix 2) has been compiled based on extensive range of data sources including NODA.

9. What consultation has been undertaken/will need to be undertaken with stakeholders/ groups directly or indirectly impacted by the proposals and how do you intend to use this information to inform the

Extensive engagement with the above was undertaken to develop the strategy including stakeholder workshops, resident drops ins, public survey and meetings with business including Business leaders. Tourism Summit, Meet the Buyer events, KLTown Board.

Particular focus on Young people during the engagement by combining the engagement on the Long Term Plan for Towns; drop in sessions, Platform 30 workshop, CWA focus group, High School engagement via The Workshop.



decision?

10. Are there any implications for other service areas?

- Will any other service areas be affected by your proposals?

This strategy should inform the policies and activities and work of other departments including;

Planning Policy, Property, Corporate Policy, Climate Change/Environment, Leisure/Town centres management

Policy - Armed forces covenant & Care leavers – opportunity to support his corporate initiative to enable people to be economically active as long as possible.

Environment – in particular link to low income/disabled/age characteristics where they are particularly prevalent in areas of poor housing and air quality. The policy aims to develop interventions in the investment plan approach that will improve the outcomes of these protected characteristics.

Personnel – raising skills and aspirations and retaining young talent are critical to achieving the objectives of the strategy and therefore maximising the opportunities for work placements and career routes within the council and the business community will be an important area of work to promote the local opportunities available and a reason to live and work in WN.

Marmot Place – link to developing the programme with the priorities in the economic strategy and vice versa; in particular opportunities to improve health and well being of residents so they can remain/become economically active.

- What implications will this have?

Positive implications to ensure the challenges and opportunities identified in the strategy are being supported and addressed holistically by a range of services delivered by the council and its partners.

11. What impact (either positive or negative) will this change have on different groups of the population?



- Have you considered the implications on groups with protected characteristics?
 - Age -
 - Disability
 - Pregnancy and maternity
 - Race
 - Other, e.g. low income, unemployed. NEETS,

All of the above have been considered in supporting all protected characteristics in overcoming barriers to employment and living economically active lives.

- For all of these consider issues of:
 - access
 - culture
 - language
 - stereotyping
 - rurality / isolation
 - safety & security
 - hate crime / discrimination
 - choice / opportunity
 - income / financial access
 - service take-up, including those not currently using the service (why might this be the case?)
- How might this change remove some of these barriers (if identified) or prevent barriers being created?

The strategy and the proceeding investment plan to be developed in early 2025, will set out actions and investment needed to address the barriers and opportunities for economic growth that, individually, will consider a range of protected characteristics and how barriers to being economically active can be overcome.

The development of specific investment priorities will assess the opportunity to positively impact the protected characteristic groups in a combination of capital and revenue based programmes/projects.

Armed Forces covenant & Care leavers – opportunity to support this corporate initiative through engagement with RAF Marham and the businesses on the base to enable people to be economically active as long as possible.

- Can any differences be justified as appropriate or necessary?
n/a
- Ensure you specifically address any protected groups where a positive or negative impact was identified on the pre-screening form in this section



12. Other Staff Involved in Assessment (including Corporate Equality Group Representatives), and comments from Equality Work Group Reps

A small sub-group of the Corporate Equalities Working Group was formed to discuss this stage 2 EIA. It was acknowledged that this strategy is the first stage in the work to address the WN economy and that further equality related issues will need to be considered as different phases and strands of the strategy are progressed. The strategy provides a great opportunity to address many local challenges and support economic growth, whilst aligning to corporate priorities and supporting work being progressed by other areas



Full EIA Action Plan

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Risk/adverse impact identified (Q11)	Action to be taken to mitigate	By who <i>Include a lead officer for implementing the actions</i>	By when <i>Deadlines/timescales for implementing the actions</i>	Monitoring mechanism <i>What indicators will you use to track the impact of the change when implemented? How will you review its implementation? How do you intend to monitor service take-up?</i>

Assessment Completed By: Jemma Curtis
Job Title: Regeneration Programmes Manager
Date: 24/10/2024

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	Discretionary /	Be entirely within Cabinet’s powers to decide		YES/NO	
	Operational	Need to be recommendations to Council		YES/NO	
		Is it a Key Decision		YES/NO	
Lead Member: Councillor Jim Moriarty E-mail: <i>Cllr.James.Moriarty@West-Norfolk.gov.uk</i>			Other Cabinet Members consulted: None		
			Other Members consulted:		
Lead Officer: Hannah Wood-Handy E-mail: <i>Hannah.Wood-Handy@West-Norfolk.gov.uk</i> Direct Dial: 01553 616734			Other Officers consulted: Alexa Baker, The Monitoring Officer Amanda Driver, CIL Senior Monitoring and Compliance Officer		
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

Date of meeting: 10th December 2024

CIL SPENDING 2024/25

Summary

The CIL Governance and Spending Policy Document is normally reviewed on an annual basis. The CIL Spending Panel review and produce a Draft List of Infrastructure Projects which meet the changing needs and aspirations of the Borough to support infrastructure. Cabinet will then review and decide on amended priorities as appropriate.

Cabinet has asked the CIL Spending Panel and officers to review the existing list of infrastructure projects as identified in the CIL Governance and Spending Policy Document 2024 to ensure that both corporate projects and community projects are eligible for funding going forward which meet the priorities of the Corporate Business Plan.

This review is not able to be completed by the end of the December 2024 in advance of the next round of CIL Spending applications opening in January 2025. Therefore, it is proposed to roll forward the existing CIL Governance and Spending Policy Document 2025 to allow for CIL Spending applications to come forward in January 2025 and a subsequent CIL Spending Panel to consider applications if appropriate make recommendations on applications and allocate funding (subject to final Cabinet approval). In tandem, officers will work with CIL Spending Panel to review the CIL Governance and Spending Policy Document and make recommendations on a new Draft List of Infrastructure Projects and an appropriate split for allocations for funding between corporate and community projects that can be carried forward for approval in Spring 2025

Recommendation

Cabinet Resolves:

That the existing CIL Governance and Spending Policy Document 2024 roll forward to allow the January 2025 round of CIL Spending applications to be submitted and considered by CIL Spending Panel and decide applications for funding under £50,000 and recommendation to Cabinet those that exceed £50,000.

Reason for Decision

For the round of CIL Spending applications to take place in January 2025.

1 Background

As set out in the summary, Cabinet has asked the CIL Spending Panel and officers to review the existing list of infrastructure projects as identified in the CIL Governance and Spending Policy Document 2024 to ensure that both corporate projects and community projects are eligible for funding going forward which meet the priorities of the Corporate Business Plan. This review is not able to be completed by the end of the December 2024 in advance of the next round of CIL Spending applications opening in January 2025.

2 Options Considered

The options available are a) to not roll the document forward and not invite applications for the first round in 2025 or b) is to continue and roll forward the existing CIL Governance and Spending Policy Document 2024 to allow for January 2025 CIL Spending applications to be submitted and considered by the CIL Spending Panel in the existing way.

3 Policy Implications

The current and existing policy to remain in place. Once the first round of applications has been considered, the review of the Governance and Spending Policy Document going forward will be carried out.

4 Financial Implications

None

5 Personnel Implications

None

6 Environmental Considerations

None

7 Statutory Considerations

None.

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

9 Risk Management Implications

None

10 Declarations of Interest / Dispensations Granted

None

11 Background Papers

Existing CIL policy document.

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	CIL Spending Arrangements 2025				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New		Existing	x	
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.	Rolling over arrangements for 2025.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	N/A				
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>		Positive	Negative	Neutral	Unsure
	Age			x	
	Disability			x	
	Sex			x	
	Gender Re-assignment			x	
	Marriage/civil partnership			x	
	Pregnancy & maternity			x	
	Race			x	
	Religion or belief			x	
	Sexual orientation			x	
	Armed forces community			x	
	Care leavers			x	
Other (eg low income, caring responsibilities)			x		

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. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes/ No			
5. 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:		
<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>Decision agreed by EWG member:</p>				
Assessment completed by: Name	Hannah Wood- Handy			
Job title	Planning Control Manager			
Date completed	2 nd December 2024			
Reviewed by EWG member		<table border="1"> <tr> <td data-bbox="1093 1653 1228 1729">Date</td> <td data-bbox="1228 1653 1457 1729"></td> </tr> </table>	Date	
Date				

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

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		YES/NO	
	Operational	Is it a Key Decision		YES/NO	
Lead Member: Cllr Simon Ring – Deputy Leader of the Council E-mail: <i>cllr.simon.ring@west-norfolk.gov.uk</i>		Other Cabinet Members consulted: Cabinet			
		Other Members consulted: Joint Panels			
Lead Officer: Honor Howell – Corporate Governance Manager. AWN Client Officer E-mail: <i>honor.howell@west-norfolk.gov.uk</i> Direct Dial: 01553 616550		Other Officers consulted: Kate Blakemore – Chief Executive Michelle Drewery – Section 151 Officer			
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

Date of meeting: 10 December 2024

RENEWAL PLAN FOR SWIMMING POOLS AND LEISURE CENTRES

Summary

This report presents Cabinet with a compelling case for the council to invest in a major facilities renewal strategy for its leisure venues.

It has long been recognised that physical activity plays a key role in promoting health and wellbeing. However, for both adults and children, the borough’s levels of obesity/overweight are higher than the national average, whilst activity levels for both are lower than the national average. Moreover, there is significant health inequality within the borough, with life expectancy between the least deprived and most deprived areas being almost 7 years for men and 1.6 years for women.

Given this challenging position, the council is working closely with Sport England on developing a plan for increasing physical activity levels – especially amongst those groups which are least active. The borough has been designated by Sport England as one of its 100 ‘Place Expansion’ areas. These are areas deemed to be in greatest need and which will benefit from additional Sport England funding. Swimming pools and leisure centres play a vital role in creating active and healthy communities, but they also teach children (and adults) to swim and provide a community ‘hub’ for local people.

The council operates three swimming pools in the Borough. St James in King’s Lynn, Oasis in Hunstanton and Downham Market Leisure Centre in Downham Market.

St James Swimming Pool opened in 1975 and Oasis Leisure Centre in 1984.

Both of these facilities are now at the end of their economic life and both facilities have prohibitively high energy costs due to their design and require significant capital investment to keep them open and operating. Both pools are failing to deliver their important contribution to the council's strategic goals, namely effective and efficient service delivery, tackling health inequality, reducing our carbon emissions, and promoting the area as a great place to live, work, visit and invest. The subsidy paid by the council to operate the council's leisure facilities currently stands at £1.4m and is expected to increase.

Feasibility work has been conducted by Sport England and an external Leisure Consultant. This work concluded that the council should develop a capital investment plan to renew its swimming pools and leisure centres. This is an approach being adopted by many councils and will result in significant reductions in running costs, major increases in usage and income and improved health, social and economic outcomes.

This report outlines the options which have been explored and makes recommendations to progress the preferred options to RIBA Stage 2.

Recommendations

Cabinet is asked to:-

1. That Cabinet Resolves to authorise officers to progress Option Three detailed in Section 3.3 of the report and the related Options One and Two, detailed in Section 5 of the report, to RIBA Stage Two to enable a full Business Case to be developed for presentation to Cabinet in due course.
2. That Cabinet agree funding of £450k is allocated to the project from the 'Invest to Save' fund to enable work to be progressed to the stage set out in 6.1.1.
3. That Cabinet gives delegated authority to the Chief Executive, in consultation with the Corporate Governance Manager and Monitoring Officer to enter into a Framework Contract to carry out the Project.

Reason for Decision

To enable the council to undertake more detailed planning and consideration of the business case and potential capital costs of relocating St James Swimming Pool to Lynnsport or another town centre location, and a rebuild of the Oasis Leisure Centre in Hunstanton.

1.1 The importance of physical activity to health

It has long been recognised that physical activity plays a key role in promoting health and wellbeing. *‘The evidence is overwhelming that moving our bodies – through community sport, fitness, and physical activity – improves our lives, individually and collectively. From better mental and physical health to greater career opportunities and social cohesion, movement benefits us from the day we’re born through to old age’.* Sport England – *Uniting the Movement Strategy 2021*

However, for both adults and children, the borough’s levels of obesity/overweight are higher than the national average, whilst activity levels for both are lower than the national average. The borough’s general health is therefore worse than England averages, and whilst life expectancy is higher than national averages, ‘healthy life expectancy’ is lower with people living longer in ill health. Moreover, there is significant health inequality within the borough, with life expectancy between the least deprived and most deprived areas being almost 7 years for men and 1.6 years for women.

1.2 The importance of swimming pools and leisure centres

Given this challenging position, the council is working closely with Sport England on developing a plan for increasing physical activity levels – especially amongst those groups which are least active. The borough has been designated by Sport England as one of its 100 ‘Place Expansion’ areas – these are areas deemed to be in greatest need and which will benefit from additional Sport England funding.

The emerging ‘Place Expansion Plan’ for the borough will range across all forms of physical activity – from walking and cycling to swimming and more traditional sports. The plan is currently in its earliest stages and is subject to further discussion and final agreement with Sport England. However, it is already clear that the borough’s swimming pools, and leisure centres have the potential to play a much greater role in promoting and sustaining physical activity.

Swimming pools and leisure centres play a vital role in creating active and healthy communities, but they also teach children (and adults) to swim; provide a community ‘hub’ for local people and are key to making a place attractive to live, work, visit and invest. What’s more, Sport England research shows that deprived communities have a particularly strong preference for exercising in their local public pools and leisure centres.

However, since 2010, over 1000 swimming pools have closed in the UK and more are currently under threat. This results from a combination of cuts in local authority expenditure and the growing cost of increasingly old and expensive facilities. The response from many local authorities to this emerging crisis has been to replace old facilities

(with high costs, high carbon and low usage) with new facilities with low costs, high usage and low carbon.

2. The borough's pools and leisure centres – current position

Two of the council's swimming pools are failing to deliver their important contribution to the council's strategic goals, namely, effective, and efficient service delivery; tackling health inequality; reducing carbon emissions and promoting the area as a great place to live, work, visit and invest.

Significant efforts by Alive West Norfolk staff have increased participation levels throughout 2024. In order to continue to raise participation and increase activity levels, the council must offer attractive facilities for residents to enjoy and want to visit.

2.1 St James

St James Swimming Pool opened in 1975 and is now at the end of its economic life. It has high running costs, particularly energy costs, escalating maintenance costs, deteriorating quality, limited capacity for income growth and visit levels have not recovered to pre-pandemic levels.

2.2 Oasis

The Oasis opened in 1984 and like St James is at the end of its economic life. It has high energy bills, mainly due to poor roof insulation. The facility has aged significantly and is no longer an attractive leisure facility for either the residents it serves or the tourism market.

2.3 Downham Market

The pool at Downham Market Sports Centre opened in 1993 and is operating well with no significant issues at the present time.

2.4 The subsidy for running the leisure centres and swimming pools is circa £1.4m, mostly made up of staff costs, utilities, and maintenance.

2.5 The borough's venues are therefore increasingly unable to meet the expectations of local people – particularly St James and Oasis - and require increasing council spend to keep them open and operating. This spiral of long term under investment in the facilities, increasing costs and faltering health and community returns is something the council should address as soon as possible as costs will only increase and therefore, increase the burden on the taxpayers of West Norfolk.

3 Strategic Options

- 3.1** Officers have been working closely with Sport England on assessing the current condition of the facilities and considering future options. With support from a national leisure consultant, Max Associates a review of the facilities, together with a feasibility study and community consultation has identified opportunities for the council to consider which would fulfil the council's strategic goals as well as deliver best value.
- 3.2** A national Sport England study demonstrated that for every £1 invested in new venues, there will be a return of approximately £4 in improved health, social and economic outcomes. The community engagement exercise conducted by Max Associates identified 'improved facilities' as a primary factor that would encourage individuals to be more active and confirmed swimming as the top preference amongst those people wanting to be more active.
- 3.3** The feasibility study identified three options:
- 3.3.1** Continue to operate the venues with a commitment to meet the increasing operating and maintenance costs and accepting that income and health outcomes will continue to decline.
- 3.3.2** Phased closure and reduction of facilities. Operate venues until they reach the end of their economic life and then close them without a commitment to replace them resulting in fewer venues. Given the borough's growing physical activity and health challenges and the recent Sport England modelling which confirmed the continuing need for at least 3 public swimming pools in order to adequately serve the area, a policy of phased venue closure will only serve to reinforce the borough's health inequalities, undermine its reputation as a 'great place to live/work/invest/visit' and will likely be met with both strong public resistance and dismay amongst key partners such as Sport England.
- 3.3.3** Invest in a renewal plan to replace and upgrade facilities. Produce a strategic investment plan to replace and/or renew venues in advance of any forced closures. This would curtail escalating costs, sustain current levels and distribution of service and as far as possible to synchronise venue closures with their replacement, although it should be acknowledged that this may not be achievable. This has the potential to create a virtuous circle of lower running costs, high quality services, increased income, improving usage levels (including significant numbers of new users) and resulting major uplifts in policy returns – especially health improvement.
- 3.4** The feasibility work conducted by Sport England and Max Associates concluded that the council should develop a capital investment plan to renew its swimming pools and leisure centres. Central to this should be a strategic priority to deliver three sustainable public swimming pools within the borough to promote mass participation, health improvement for all age groups, essential learn to swim skills and the school

curriculum and to support tourism in Hunstanton. Max Associates were then asked to conduct an outline feasibility study as the basis for the new plan.

- 3.5** A central element of the plan should be the borough's future needs for public swimming pools. The council therefore utilised Sport England's 'demand and supply' modelling for pools to assess needs over the coming 10 years. This showed that given the borough's highly dispersed population, it should provide a minimum of three public swimming pools to adequately satisfy the existing and future demand for swimming. The model also assessed both the condition of existing pools and potential best locations for future pools. The conclusion was to replace St James with a new pool and learner pool at Lynnsport (integrated into the existing and/or redeveloped leisure centre) or an alternative town centre location; retain Downham Market pool and replace the Oasis pool with a new small/medium size pool in Hunstanton.
- 3.6** The consultants also utilised analysis of catchment populations being served by the existing and proposed centres; previous needs assessment work carried out by the council; analysis of competing provision; usage levels for different activities within the venues and 'market penetration' rates in order to calculate 'latent/potential' future demand.

The key findings are:-

- a) there is considerable latent demand for new fitness provision (gym and studio space) across the borough
 - b) there is an opportunity to develop facilities for the emerging sport of padel (a small court variant of tennis)
 - c) the borough should consider options to increase provision for gymnastics
 - d) the borough should keep under review the need for further sports hall provision – albeit on a small scale
 - e) the current provision of squash and indoor bowling operates significantly below capacity (i.e. underutilised) and therefore existing levels of provision should be reviewed. Indoor bowling, in particular, was identified as delivering low usage and income, with highly seasonal demand and extensive space requirements.
- 3.7** The consultants surveyed almost 800 people – adults and young people (high school age) - about their activity levels, challenges they faced in being more active and their future needs. Whilst not a scientific sample, the survey (as mentioned earlier) cited 'improved facilities' as a primary factor that would encourage individuals to be more active and confirmed swimming as the top preference amongst those people wanting to be more active.
- 3.8** The consultants also reviewed a range of recent facility investments by other councils. The overwhelming finding was that new facilities

dramatically reduce running costs; significantly increase activity levels – including from those who previously didn't use facilities; improve satisfaction levels; boost the 'look and feel' of an area and command strong community support, even amongst people who were not intending to use them.

4. Current facility performance and condition

The key findings on the performance and condition of the existing venues are:

- a) The net cost in 2024/25 to the council of running its pools and leisure centres is around £1.4m with forecasts for future years showing a continued increase.
- b) The average cost recovery (income contribution to costs) is only around 76% compared 101% for facilities operated under a similar management model.
- c) Visits levels are better than expected given the quality of many of the venues, but they continue to struggle to reach pre-pandemic levels.
- d) The personal service provided by staff is excellent and venues are well presented in terms of cleanliness etc.
- e) The venues account for almost 40% of the council's overall carbon emissions and St James and particularly Oasis are highly energy inefficient.
- f) The venues have suffered significantly from a lack of investment and as a result there is a major maintenance backlog. For example, 2022 condition surveys indicate that at today's prices the venues collectively require more than £5m of maintenance works to remain open over the next few years. St James and Oasis are the main drivers of these costs, with St James alone requiring over £2m to remain open over the next 3 years.
- g) the consultants confirmed that in their view both St James and Oasis 'are past their economic lives'.

5. A renewal plan - the key options

Within the context of the strategic priority to deliver three sustainable public pools and based on the analysis of needs, performance and venue condition, the consultants have recommended a number of options as the building blocks for a renewal plan. These are set out below.

- a) Option One:- replace St James pool with a new 25m x 6 lane pool and learner pool at Lynnsport or an alternative town centre location. This can be done either as a first phase project which integrates the new pool (with new dedicated pool changing) into the existing on-site facilities or instead, as part of a simultaneous whole site refurbishment or replacement of existing facilities. The first phase pool-only option is estimated to cost approximately £16.2m and can be orientated and designed to 'future proof' it, if necessary, for a

seamless wider integration with a second/later phase redevelopment of the existing facilities. The new pool could deliver up to £540k net annual revenue improvement; increase usage (compared with St James) by 50,000 visits per year and improve operating performance (cost recovery) from 80% to 98%. Given the impending major maintenance costs at St James and the continuing/growing subsidy levels, it would be sensible to accelerate the delivery of this new pool to the earliest possible date and to aim for a synchronised closure and opening of the old and new pools if feasible.

- b) Option Two – replace Oasis at an existing or alternative site in Hunstanton. Preferably at or near the seafront in a highly visible location to retain and further increase tourist usage. It should include a 25m x 4 lane pool with a water splash area; soft/adventure play; fitness gym and studio and café. The estimated cost is circa £27.8m including approximately £800k for replacement public toilets; deliver approximately £383k net annual revenue improvement; increase usage by around 126,000 (many of which will be from new users) and dramatically improve operating performance (cost recovery) from 58% to 92%. Because of major impending maintenance costs of the Oasis and the continuing/growing subsidy levels, the council should aim to develop a replacement for Oasis either simultaneously with the new pool in King’s Lynn or as a rapid ‘follow on’ development. Whilst the feasibility study identified two other existing pools in Hunstanton, these are both privately owned (albeit with some limited public access) and cannot be seen as secure and accessible long-term alternatives to a replacement public pool for the north of the borough.
- c) Option Three – redevelop the existing ‘dryside’ facilities at Lynnsport (fitness, gymnastics etc) either at the same time as the new pool or as a later, second stage development. The existing facilities have been developed incrementally over the years resulting in a complex, albeit significant, collection of facilities with poor customer flow and management control. The initial feasibility study included a high-level review of options for wider redevelopment of Lynnsport ranging from a new pool with expanded fitness and soft play at a total cost of around £41m through to these, plus expanded gymnastics at around £44m. However, there are three important points to note:- (a) further feasibility work is required to fully assess the options relating to these facilities; (b) the return on improved net annual revenue compared to the capital cost of these wider options is likely to be much lower than the improved revenue return on Option One i.e. investing in the pool and (c) replacing the pools at St James and Oasis as part of the borough’s strategic priority of ‘three sustainable pools’ should ideally not be compromised by a prior financial commitment to a wider redevelopment of existing facilities at Lynnsport;

- d) Option Four – provide additional fitness facilities (enlarged gym and extra studio) and general refurbishment of Downham Market leisure centre. It will cost approximately £9.7m and deliver around £63k net annual revenue improvement; increase usage by 34,000 visits per year and improve operating performance (cost recovery) from 90% to 97%. This should remain the lowest priority because the centre is in a relatively good state of repair and is already successful in terms of usage levels and cost recovery. Furthermore, prior to future investment the council will need to review the lease and operating arrangements with its on-site partner, the school academy.

6.0 Conclusion and Recommendations

6.1 The consultants have recommended that the council consider adopting a phased approach to the options to secure the strategic priority of delivering a network of sustainable pools within the context of an inevitably challenging funding environment. In summary, the recommendation to Cabinet is:

6.1.1 That Cabinet resolves to authorise officers to progress options one and two through to RIBA Stage Two to enable a full business case to be developed for presentation to Cabinet in due course.

6.1.2 That Cabinet agree funding of £450k is allocated to the project from the 'Invest to Save' fund to enable work to be progressed to the stage set out in 6.1.1.

7.0 Next Steps

7.1 Should Cabinet resolve to agree to progress to RIBA Stage 2 for a new swimming pool in King's Lynn and to rebuild the Oasis in Hunstanton, there are options for how this work is carried out. For this project, it is recommended that the council utilise an established construction framework as it can be one of the most efficient and effective ways to save both time and money and to engage the required type and level of expertise.

7.2 Construction frameworks offer a route to compliantly procure a contractor without the requirement for a long and costly tendering process. Framework providers have pre-tendered with contractors, allowing authorities to reduce costs and speed up delivery. In addition to providing a fully compliant route to procure a construction partner, a framework provider can also offer an 'end-to-end' service that supports the council throughout the process.

7.3 A framework approach will allow an early start and speedy progress on moving towards RIBA Stage 2 on the project as well as

minimising the demands on the council's own project management resources which is currently at full capacity. The Project Manager provided by the framework will manage the relationship with the contractor alongside a level of 'leisure client' input to give facilities/service input and to manage stakeholder engagement with partners such as Sport England.

7.4 To progress to RIBA Stage Two, the following key tasks will be carried out:

- a) Further engagement with Sport England on design and funding options
- b) Pre-application Planning Consultation
- c) Design Development – detailed technical design brief
- d) Capital Cost Plan – pre-tender cost estimates
- e) Business Plan – refine business plan in line with detailed design and cost plans
- f) Risk Analysis – develop the project risk register including impact and probability
- g) Governance Structure – define the governance structure for delivering the project
- h) Project Programme
- i) Transport Planning – complete a transport assessment and travel plan as required
- j) Consultation – with key stakeholders and the public to identify issues and further requirements
- k) Site Surveys – environmental, flood risk etc

8. Financial Implications

8.1 The renewal plan and its associated options have been developed to ensure the council has the choice to phase the implementation and thereby secure incremental funding solutions. In total, current capital cost estimate to deliver the whole programme stands at around £44m.

8.2 Initial estimates to build a swimming pool at Lynnsport and to replace the Oasis total approximately £44m. Note however, that plans are not yet at detailed design and fully costed stage.

8.3 Further detailed work will take place on funding options during the next phase of the project which, subject to Cabinet approval, would be to move the preferred options to RIBA Stage 2. Depending on the preferred options identified by Cabinet, the estimated cost of developing options one and two would be up to £450k. This can be funded from the council's 'Invest to Save' fund.

9 Personnel Implications

9.1 There are no personnel implications identifiable at this stage.

10 Environmental Considerations

10.1 Energy and water are a major cost for all pools and leisure centres. They currently make up around 25% of the borough's operating costs for its four leisure venues which in turn amount to almost 40% of the council's total carbon emissions. St James (with its deep water) and Oasis (via the roof) are particularly energy inefficient, and their designs belong to a different era where energy costs were lower and carbon emissions were an unknown concern. The 'utility' costs (energy and water) at over £1m per year are second only to staff costs and are a key factor in the venues continuing to have relatively poor 'cost recovery' performance. However, new leisure venues offer major reductions in energy and water costs, with the best enjoying in excess of 50% reductions. The initial business planning for the replacement venues assumes major energy and water cost reductions and these are a key driver in the significant improvements in net annual revenue. Therefore, the investment in new venues will offer both a financial and environmental step change in the borough's leisure venues and the details of these gains will emerge as the options are further developed.

11 Statutory Considerations

11.1 There are no Statutory Considerations at this time.

12 Equality Impact Assessment (EIA)

12.1 A Pre-Screening EIA is attached to this Cabinet report.

The following should be noted:

- a) A continuing commitment to subsidise the existing facilities whilst not directly additionally disadvantaging any group, will fail to improve services to groups whose needs are currently unmet or only partially met. It will also carry an 'opportunity cost' of resources being locked into the existing services which could in fact be better spent on alternative leisure services which could better meet the needs of disadvantaged groups.
- b) Phased closure and reduction of facilities – this will additionally disadvantage some groups whose needs are fully or partially met by the existing facilities. It will also fail to address the needs of those groups whose needs are not currently met.
- c) Invest in replacement facilities – this provides the opportunity to better serve those groups who currently use the existing facilities, but also crucially it will extend opportunity to groups whose needs are not met by the existing facilities. Clearly, replacement facilities may offer services that are different from those offered by the existing facilities. In which case, the changes in service and any impacts will need to be

assessed in the emerging EIA Assessments as the strategy unfolds. This option provides an opportunity to consider all equalities issues from the very earliest design stage through to implementation.

13.0 Risk Management Implications

13.1 Major capital projects inevitably present a range of risks. If any of the options presented in this report are to be progressed, then a risk register will be established to manage, mitigate and where possible transfer emerging risks. Whilst the council will reasonably seek to transfer risks to its development contractors, due to the nature of some risks and the cost premium attached to transferring certain ones, some risks may need to be retained and managed by the council.

Examples of potential risks include:

- Cost escalation
- Delays in the programme
- Income level assumptions
- Planning permission
- CO2 saving assumptions
- Energy saving assumptions
- Assumptions on capital receipts
- Stakeholder engagement, customers, user groups, sports bodies
- Conformance with sport's governing body requirements e.g. pool specifications

13.2 A risk strategy and risk mitigation plan will be developed for the project in due course. It is important to note that at this stage, the only risk is the investment of up to £450k in potentially abortive costs by the council to progress one or more of the renewals options and for the council to subsequently decide not to progress the work any further.

13.3 Cabinet should also note the risk and impact arising from the potential closure of one or both facilities before a replacement is in operation. Full consideration and mitigation plans will be considered and presented in any future business case.

13.4 The potential relocation of St James will result in a large, council owned, prominent site becoming vacant. Options for the future alternative use/purpose of this asset will form part of the next stage of the project.

14.0 Declarations of Interest / Dispensations Granted

14.1 None

15.0 Background Papers

15.1 None.

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

Stage 1 - Pre-Screening Equality Impact Assessment

Name of policy/service/function						
Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>		New	X	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.		<p>Improve levels of physical activity – and thereby improve health and reduce health inequalities in the borough</p> <p>There are no statutory obligations to provide these services – apart from an obligation on schools to teach children to swim 25m</p>				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>		<p>No one at this stage has been directly consulted on the proposals. This will happen in the next stage</p> <p>A physical activity survey of 800 people was conducted to determine challenges and preferences around physical activity</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, 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>			Positive	Negative	Neutral	Unsure
		Age	X			
		Disability	X			
		Sex			X	
		Gender Re-assignment			X	
		Marriage/civil partnership			X	
		Pregnancy & maternity			X	
		Race			X	
		Religion or belief			X	
		Sexual orientation			X	
		Armed forces community			X	
		Care leavers			X	
		Other (eg low income, caring responsibilities)	X			

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	No		
3. Could this policy/service be perceived as impacting on communities differently?	Yes / No	Some communities close to St James pool might feel disadvantaged if the pool is replaced at Lynnsport This will be addressed as part of the public consultation, planning and transport assessments		
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes / No	No		
5. 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:		
<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>Decision agreed by EWG member:</p>				
Assessment completed by: Name				
Job title				
Date completed				
Reviewed by EWG member		<table border="1"> <tr> <td data-bbox="1094 1648 1230 1720">Date</td> <td data-bbox="1230 1648 1457 1720"></td> </tr> </table>	Date	
Date				

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

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