

## REPORT TO CABINET

<b>Open</b>		Would any decisions proposed :			
<b>Any especially affected Wards</b>	Mandatory/	Be entirely within Cabinet's powers to decide		NO	
	Discretionary /	Need to be recommendations to Council		YES	
	Operational	Is it a Key Decision		YES	
Lead Member: Cllr Brian Long E-mail: <a href="mailto:cldr.brian.long@west-norfolk.gov.uk">cldr.brian.long@west-norfolk.gov.uk</a>		Other Cabinet Members consulted: All Cabinet members			
Lead Officer: Ged Greaves E-mail: <a href="mailto:Ged.Greaves@West-Norfolk.gov.uk">Ged.Greaves@West-Norfolk.gov.uk</a> Direct Dial:01553 616804		Other Members consulted: 3 policy development panels and via Members Bulletin			
		Other Officers consulted: Management Team and Extended Management Team			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening/ Full Assessment	Risk Management Implications YES	Environmental Considerations YES

**Date of meeting:** 7 January 2020

### CORPORATE BUSINESS PLAN 2020-2024

#### Summary

This report appends the new corporate business plan for the period to the next local elections in 2023. It sets out the priorities of the current administration and how the achievement of these priorities and objectives will be monitored.

#### Recommendation

That the attached corporate business plan is adopted.

#### Reason for Decision

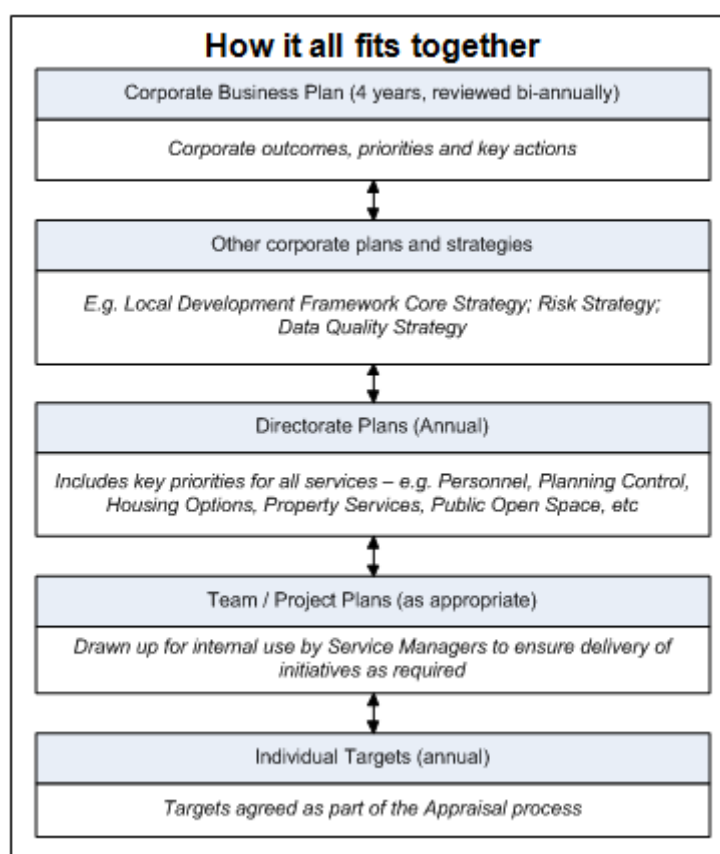
To establish the council's policy framework for the term of the current administration, showing how the council will focus its resources over the next four years.

### 1 Background

- 1.1 This corporate business plan covers the four-year administrative term 2019/20 to 2023/24. It has been informed by several rounds of consultation with the council's policy development panels.
- 1.2 It has been developed in the focused format used in the current corporate business plan as much of the detail underpinning this plan already exists in other strategies and documents or will be derived from developing work such as climate change, Future High Streets Fund, etc. There is a short narrative which sets out the direction of travel and the context within which the council operates. In broad terms, the six priority areas cover the council's focus on the following issues:

<i>Issue</i>	<i>Corporate business plan priority</i>
Service delivery	Focusing on delivery.
Economic issues	Delivering growth in the economy and with local housing.
Environmental issues	Protecting and enhancing the environment including tackling climate change.
Social issues	Improving social mobility and inclusion.  Creating and maintaining good quality places that make a positive difference to people's lives.  Helping to improve the health and wellbeing of our communities.

- 1.3 The outline Corporate Business Plan is appended at Appendix A. It is a high level document and is supported by a framework of plans, strategies and targets as shown in the diagram below:



- 1.4 The plan will be monitored via the 'Corporate Business Plan Monitoring Report' which is prepared quarterly and formally presented to the Corporate Performance Panel on a six monthly basis.
- 1.5 Work will also be undertaken, where possible, to align corporate performance targets to the priorities outlined in the corporate business plan. In addition, the priorities outlined in the plan will underpin annual directorate and service plans, which in turn will be cascaded into annual performance targets for employees, through the council's performance management scheme.

## **2 Options Considered**

2.1 None.

## **3 Policy Implications**

3.1 This document sets the council's policy framework for the next four years and as such is the council's primary policy document. All other documents and plans will need to take account of this new policy framework when they are being prepared or refreshed.

## **4 Financial Implications**

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

## **5 Personnel Implications**

5.1 None.

## **6 Environmental Considerations**

6.1 The corporate business plan includes a specific priority focused on protecting and enhancing the environment including tackling climate change.

## **7 Statutory Considerations**

7.1 None.

## **8 Equality Impact Assessment (EIA)**

8.1 None – see attached pre-screening report.

## **9 Risk Management Implications**

9.1 There are risks that without the benefit of a coherent corporate business plan the work of the council could lack a clear focus and sense of direction. This plan provides clarity to our work and a rationale for our activities whilst aligning the work of the council with local and national political priorities.

9.2 The corporate risk register will be reviewed to ensure it is aligned with the new corporate business plan.

## **10 Declarations of Interest / Dispensations Granted**

10.1 None.

## **11 Background Papers**

11.1 None.

## **Appendix A – Corporate Business Plan 2020-2024**

### **The borough we serve**

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

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

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

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

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

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

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

### **The services we provide**

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

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

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

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

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

### **Our vision**

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

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

### **Our priorities and objectives**

#### **1. Focusing on delivery**

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

#### **2. Delivering growth in the economy and with local housing**

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

#### **3. Protecting and enhancing the environment including tackling climate change**

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

#### **4. Improving social mobility and inclusion**

- a) Continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to.

- b) Prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible.
- c) Work with partners to improve education attainment levels and the skills of local people.

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

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

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

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

**Pre-Screening Equality Impact Assessment**

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



Name of policy/service/function	Corporate Business Plan 2020-2024				
Is this a new or existing policy/service/function?	New (updated plan)				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>	<p>The corporate business plan sets the direction of the council and the priorities of the current administration.</p> <p>The plan reflects local need, local political priorities and the changing legislative and policy framework in which the council operates.</p>				
<b>Question</b>	<b>Answer</b>				
<p><b>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?</b></p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
Age				<input checked="" type="checkbox"/>	
Disability				<input checked="" type="checkbox"/>	
Gender				<input checked="" type="checkbox"/>	
Gender Re-assignment				<input checked="" type="checkbox"/>	
Marriage/civil partnership				<input checked="" type="checkbox"/>	
Pregnancy & maternity				<input checked="" type="checkbox"/>	
Race				<input checked="" type="checkbox"/>	
Religion or belief				<input checked="" type="checkbox"/>	
Sexual orientation				<input checked="" type="checkbox"/>	
Other (eg low income)				<input checked="" type="checkbox"/>	

Question	Answer	Comments
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?	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	No	<b>Actions:</b>
		<b>Actions agreed by EWG member:</b> .....
<p><b>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:</b></p> <p>Not applicable.</p> <p><b>Decision agreed by EWG member:</b> <i>B. Box</i></p>		
<b>Assessment completed by:</b>		
<b>Name</b>	Ged Greaves	
<b>Job title</b>	Senior Policy and Performance Officer	
<b>Date</b>	20 November 2019	