



Borough Council of King's Lynn & West Norfolk

Corporate Strategy 2023-2027

Annual Plan

December 2023 - March 2024

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

Priorities:

- Work with partners to develop a shared vision for a vibrant borough
- Attract new businesses to the borough to expand the local economy
- Support the borough's new and existing businesses to grow and thrive
- Work with partners and local employers to equip our local workforce with the necessary skills and knowledge to meet current and future needs
- Maximise opportunities to transform and regenerate our high streets and heritage assets
- Increase the number of good quality new homes and associated infrastructure built through direct provision by working with registered social landlords and private sector developers
- Encourage private sector housing development that supports local need, delivers on local infrastructure and meets environmental and biodiversity requirements
- Promote West Norfolk as a desirable leisure, cultural and tourism destination
- Support a year-round programme of events, festivals and activities for residents and visitors

Actions for December 2023 – March 2024

- Continue to work with the CIO and King's Lynn Town Board on delivery of the Guildhall project
- Agree financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough
- Continue to develop the Car Parking Strategy and produce a draft by March 2024
- Commence works in relation to Downham Market toilets
- Progress the work to review property assets and valuations which will inform a new Asset Management Strategy and Plan
- Continue engagement with schools and colleges particularly in relation to skills development

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

Priorities:

- Lead by example by reducing our own carbon emissions and considering our impact on the climate with all our projects and initiatives
- Work with partners, locally and across Norfolk to minimise carbon emissions from new and existing properties, housing and other developments
- Support others to minimise carbon emissions by promoting good practice, providing information, and highlighting available grants from government
- Encourage active travel by reducing barriers to walking and cycling. In addition, improve EV (electric vehicles) infrastructure when appropriate grants permit
- Minimise domestic and corporate waste by encouraging reuse, recycling and responsible disposal
- Take timely and proportionate planning and environmental enforcement action to protect the West Norfolk
- Increase biodiversity where we can and create wildflower and pollinator opportunities
- Work with other agencies to manage and protect our coastline, rivers and streams and to improve sea water quality

Actions for December 2023 – March 2024

- 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
- Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made to improve sea and river water quality
- Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made concerning the shingle ridge at Heacham and Hunstanton sea defences
- Prepare for statutory Biodiversity Net gain by establishing a Biodiversity Task Group to deliver a programme to increase biodiversity
- Agree to designate a Village Green at Hardings Pits
- Participation in National Food Waste Week 18-24 March, including pop ups in Downham Market and King's Lynn, Docking village market, school engagement, radio and social media
- Launch of Norfolk Net Zero Communities Project
- 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
- Commence update on Climate Change Strategy and Action Plan including climate literacy training
- Carry out public consultation on Air Quality Action Plan
- Continue work on Tree Strategy, management system and associated actions
- Mayor's Business Awards 2024 – Environmental Champion selection

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 manage sustainable financial planning and appropriate staffing

Priorities:

- Provide value for money through efficient and effective service delivery
- Focus our capital expenditure on priority areas
- Manage our finances to remove any projected budget deficit over the 4-year financial plan
- Provide information to local people, businesses and visitors in a timely and accessible manner
- Consult and engage with our communities, staff, parish councils and members to include measurement of how satisfied they are
- Retain a highly skilled and motivated workforce, with appropriate training and development available to support current and future corporate priorities and statutory services
- Actively and continually examine and review the way we deliver our services in-house, through our companies, through procurement and other channels to ensure they are value for money and meet the needs of our communities
- Expand our support to help parish councils with governance and to attract new members
- Undertake a review of the cabinet governance structure of the council
- Consider appropriate resources to investigate a town council for the unparished area of King's Lynn and the adoption of West Norfolk as the name of the borough
- Bring forward proposals to enable the King's Lynn Advisory and Consultative Committee (KLACC) to become a decision-making body

Actions for December 2023 – March 2024

- Set the Financial Plan 2023-28 and development of the Cost Management and Income Generation Plan
- Complete introduction of a 100% Council Tax Support Scheme
- Agree revision of 100% levy for Long Term Empty Properties with effect from 1/4/24
- Agree proposals to double Council Tax on second homes from 1/4/25
- Complete procurement process to identify a partner to undertake a confidential staff survey during spring 2024
- Continue to lobby Government for alternative means of IDB funding
- To provide information, advice and support for Parish Councils. Produce a document pack for dealing with unreasonable and vexatious complaints
- Hold a second consultation with all Parish Council Chairs and/or their representatives
- Review the governance arrangements for the delivery of leisure and arts
- Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme
- Complete the resurface the Howdale car park, Downham Market
- Commence the replacement of pay and display machines across the network to deliver increased payment options
- Agree the Action Plan in response to Corporate Peer Challenge

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

Priorities:

- Work with partners, and provide access to leisure, cultural and outreach experiences, to reduce isolation, improve health and wellbeing, and support people to live independently at home for longer
- Tackle social and health inequalities, encourage healthy, active lifestyles and help prevent avoidable hospital admissions working with the NHS and other partners
- Seek improvements to provision of NHS dentists in West Norfolk, working with the NHS and partners
- Work with schools and colleges to improve educational opportunities, inclusion, attainment, and ambition
- Support the local voluntary sector as a vital element of the local community
- Improve access to affordable homes and work to improve the quality of rented accommodation
- Actively monitor food safety, housing standards, air quality and other statutory issues to minimise environmental health risks
- Address all types of anti-social behaviour and encourage respect for each other
- Promote and maintain attractive public open spaces across the borough for all to enjoy

Actions for December 2023 – March 2024

- Refresh our financial assistance programme with review of existing and new SLAs and associated funding
- Bring forward proposals to enable the King's Lynn Advisory and Consultative Committee (KLACC) to become a decision-making body
- Develop a plan for communicating the Council's budget both internally and externally
- Progress actions identified following a review of our equalities policy, procedure and practices
- Establish commitment to the care leavers covenant
- 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.
- Investigate with key stakeholders engaging the Institute of Health Equity to make West Norfolk a Marmot place