

# Annual Plan 2024-2025

**Promote growth  
and prosperity  
to benefit  
West Norfolk**



**Efficient and  
effective  
delivery of  
our services**



**Protect our  
environment**



**Support our  
communities**



## Foreword by the Leader and Chief Executive of the Council

**These are challenging times for communities across the country and it is the same for councils: just as the cost of living has risen for our communities, so has the cost of providing services risen. At the same time, the effect of higher living costs has increased people’s need for council services.**

In West Norfolk this has led us to think long and hard about our priorities to ensure we serve the people who live and work in our rural borough as well as we possibly can, while spending within our means.

Our corporate strategy, published in November 2023, has four priorities that will help us to do this:

- » Promote growth and prosperity to benefit West Norfolk
- » Efficient and effective delivery of our services
- » Protect our environment
- » Support our communities

In June 2024 we will be reporting progress to date on the actions taken in 2023-2024; a number of these actions will continue into 2024-2025.

We are pleased to support our corporate strategy with this annual plan, which sets out actions we will take alongside our day-to-day provision of services to deliver those priorities in 2024-2025.

It contains activities we will undertake as a council, and in partnership with others.

It includes new homes and incorporates programmes to strengthen both our economy and the cultural landscape of West Norfolk. It shows how we will work to protect our environment, manage costs, improve governance, lobby for increased provision of NHS services and support residents in need.

Over the coming year we will be holding conversations with our communities to help us understand more about the services people most need and want, which will be at the heart of decisions about what services we provide in future.



**Councillor Terry Parish**  
Leader



**Lorraine Gore**  
Chief Executive

## Promote growth and prosperity to benefit West Norfolk

### 2023–2027 Corporate Strategy 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



Enterprise Zone, King's Lynn



Hunstanton Lighthouse

### We will:

- » Adopt the Car Parking Strategy
- » Review and update the 2022/26 Tourism Strategy for the Borough to help promote the region’s offer and support local business
- » Create a Cultural and Heritage Strategy for the Borough
- » Develop and commence implementation of an investment strategy for property assets owned by the council for income generation
- » Review and develop existing events programme across the Borough

### Working with others we will:

- » 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
- » Review options in relation to the Hunstanton Masterplan and key council assets

## Protect our environment

### 2023–2027 Corporate Strategy 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 vehicle) 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 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

### We will:

- » Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment
- » Consider options for proposals to outline impact on the environment as part of decision-making processes
- » Implement the Hunstanton Coastal Management Plan and carry out a geotechnical investigation of Hunstanton sea defences
- » Create a community orchard at South Lynn
- » Establish EV charging points at Austin St East car park.



*Baker Lane Active Travel Hub*

- » Develop and deploy a climate change assessment tool for council policies and projects
- » Endorse the refreshed Climate Change Strategy and Action Plan including rollout of climate literacy training
- » Consider the outcomes of the Air Quality Action Plan consultation and prepare a draft plan
- » Carry out the work towards the formal adoption of the new Local Plan
- » Hold the Mayor’s Business Awards 2025 – Environmental Champion
- » Upgrade street lighting and other council assets with energy-efficient LED lighting
- » Complete a review of the vehicle fleet

### Working with others we will:

- » Continue to formalise the scope of the West Norfolk Air Quality project with Public Health (Norfolk County Council).
- » Work with stakeholders supporting the delivery of the Norfolk Net Zero Communities project in the parish of Marshland St James

## Efficient and effective delivery of our services

### 2023–2027 Corporate Strategy 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 provide 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
- » Implement approved 100% Council Tax Support Scheme
- » Implement new 100% levy for Long-Term Empty Properties with effect from 1 April 2024
- » Agree arrangements for approved 100% premium on second homes for implementation from 1 April 2025
- » Produce productivity plans for submission to Department of Levelling Up, Housing and Communities (DLUHC)
- » Review CIL governance arrangements
- » Analyse and identify actions arising from a staff survey, including development of corporate values
- » Review and determine impact of government changes to Internal Drainage Board funding
- » Develop a Digital Strategy
- » Deliver financing for the council's housing companies to support delivery of affordable and rental homes in the borough
- » Progress actions to encourage employees to consider active ways of travelling to work
- » Publish and review the Corporate Peer Challenge Action Plan
- » Implement a performance management system to manage information to support decision-making
- » Replace pay and display machines across the network to deliver increased payment options
- » Review property assets to inform a new Asset Management Strategy
- » Engage in formal Land Registry Migration Project
- » Commence Buildings Condition Survey across the council portfolio

### We will:

- » Refresh the Financial Plan 2024-29 and implement the Cost Management and Income Generation Plan
- » Develop a transformation programme and commence a review of the council and its operations to ensure it is efficient and 'fit for the future'

### Working with others we will:

- » Introduce a package of support for parish councils in respect of dealing with governance issues
- » Explore funding opportunities emerging through the County Deal for Norfolk and explore new ways of working with Norfolk County Council

## Support our communities

### 2023–2027 Corporate Strategy Priorities:

- » Work with partners to 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



Community Event, Downham Market



Installing Bird Boxes, The Walks

### We will:

- » Review and update the Housing Strategy and pathways to prevent homelessness
- » Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers
- » Further develop 'Creating Communities' events
- » Undertake a review of the council's equality policy and continue to progress a range of workstreams to support equality, diversity and inclusion
- » Develop a Community Engagement Strategy as part of the Corporate Peer Challenge Action Plan

### Working with others we will:

- » Engage the Institute of Health Equity to make West Norfolk a Marmot place
- » Ensure our need for better dentistry services and the release of funding for a new QE Hospital remains a joint priority between ourselves and our partners
- » Continue to work with Integrated Care Systems to support services delivered in the community



## Measuring Success

In addition to the projects and actions described in the annual plan, we also measure key performance indicators which focus on our priorities.



### Examples include:

*Nar Ouse Development, King's Lynn*

#### Promote growth and prosperity to benefit West Norfolk:

- » Number of new affordable homes delivered by the Major Housing Programme
- » Number of new homes built through the Major Housing Programme
- » Number of brownfield sites brought into use for commercial and housing
- » Number of business grants awarded

#### Protect our environment

- » Number of electric vehicle charging points installed within district-owned car parks
- » Number of brown bins in use for composting
- » Percentage of street lighting within the borough converted to LED
- » Solar power (kWh) generated across council sites

#### Efficient and effective delivery of services

- » Reduce revenue expenditure by 5%
- » Percentage of calls reduced by web chat
- » Percentage of calls answered within 90 seconds
- » Percentage of local supplier invoices paid within 10 days

#### Support our communities

- » Percentage of housing adaptations completed within time
- » Percentage of people attending Food for Thought events who rated the information provided as Good or above
- » Number of households prevented from becoming homeless for a minimum of 6 months
- » Number of 16-30 year olds engaged with the BOOST project

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

